

# additional papers 1



## Executive Committee

Tue 19 Jan  
2021  
6.30 pm

Microsoft Teams



[www.redditchbc.gov.uk](http://www.redditchbc.gov.uk)

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# Executive

Tuesday, 19th January, 2021

6.30 pm

Microsoft Teams

## Agenda

### Membership:

Cllrs:	Matthew Dormer (Chair)	Anthony Lovell
	Mike Rouse (Vice- Chair)	Nyear Nazir
	Greg Chance	David Thain
	Brandon Clayton	Craig Warhurst
	Bill Hartnett	

## 5. Redditch Town Deal Investment Plan (Pages 1 - 86)

The attached Redditch Town Deal – Town Investment Plan is in draft form. The final version of this plan will be published for Members' consideration at the Council meeting on 25<sup>th</sup> January 2021.

The Overview and Scrutiny Committee is due to pre-scrutinise this report at a meeting on Monday, 18<sup>th</sup> January 2021. Due to the limited time between this meeting and the meeting of the Executive Committee, any recommendations from the Overview and Scrutiny Committee will be reported at the meeting of the Executive Committee in a supplementary pack.

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# **Redditch Town Deal - Town Investment Plan (Draft)**

Redditch Town Deal Board

January 2020



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# **Redditch Town Deal - Town Investment Plan (Draft)**

Redditch Town Deal Board

January 2020





## Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
1A	18/12/2020	H Danks/A Bennett	J Barlow	V Hurst	Working draft
1B	23/12/2020	H Danks/A Bennett	J Barlow	V Hurst	Revised working draft
1C	30/12/2020	H Danks	NWEDR	NWEDR	Draft submission for MHCLG
1D	12/01/2020	H Danks/A Bennett	J Barlow	V Hurst	Revised draft for RBC Cabinet Scrutiny. Pre-graphic design

**Document reference:** Click or tap here to enter text.100763 | 1 | A

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# FOREWARD

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# Executive Summary

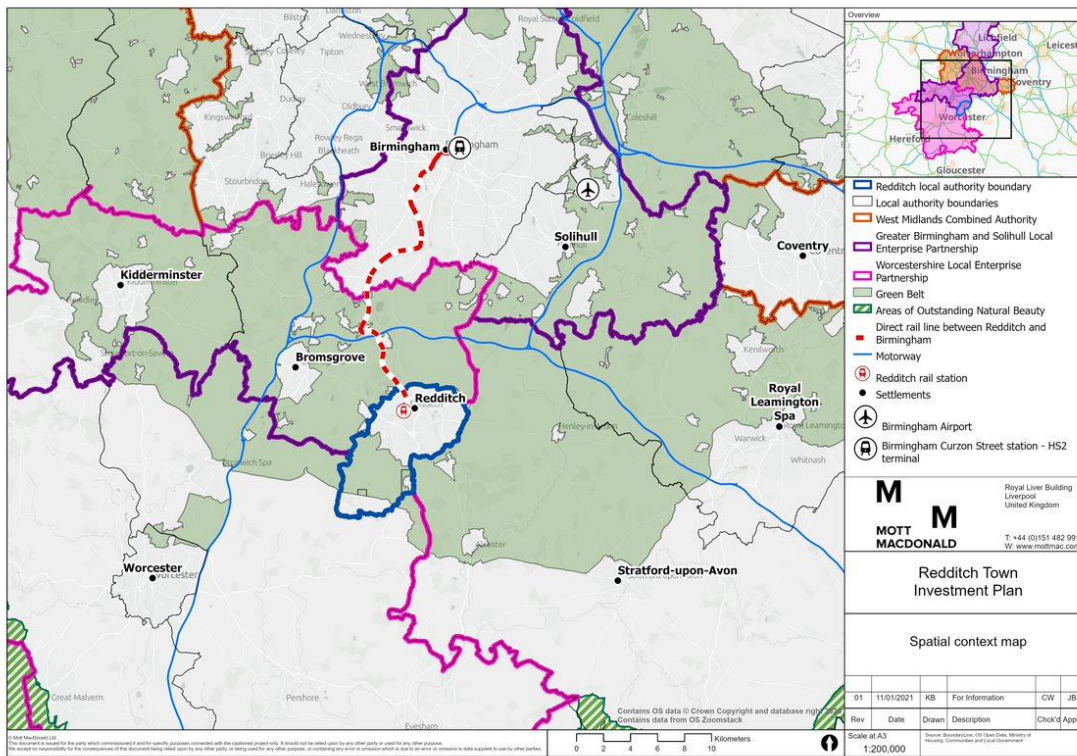
## Context

Redditch has a long and vibrant history, dating back long before the New Town expansion. The community of Redditch began in the 12th Century, as a crossroads on key trading routes. The Town rose to prominence during the industrial revolution, when products including needles, fishing tackle, springs and motorbikes were shipped around the world .

In 1964, Redditch was designated by British planners as a New Town. The New Town development encompassed significant transport infrastructure change<sup>1</sup>. Following its development as a New Town there has been a lack of significant regeneration activity in the town centre.

As presented in Figure 1.1, the town is strategically located, close to Birmingham and part of both the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) and Worcestershire LEP (WLEP).

**Figure 1.1: Redditch in Context**

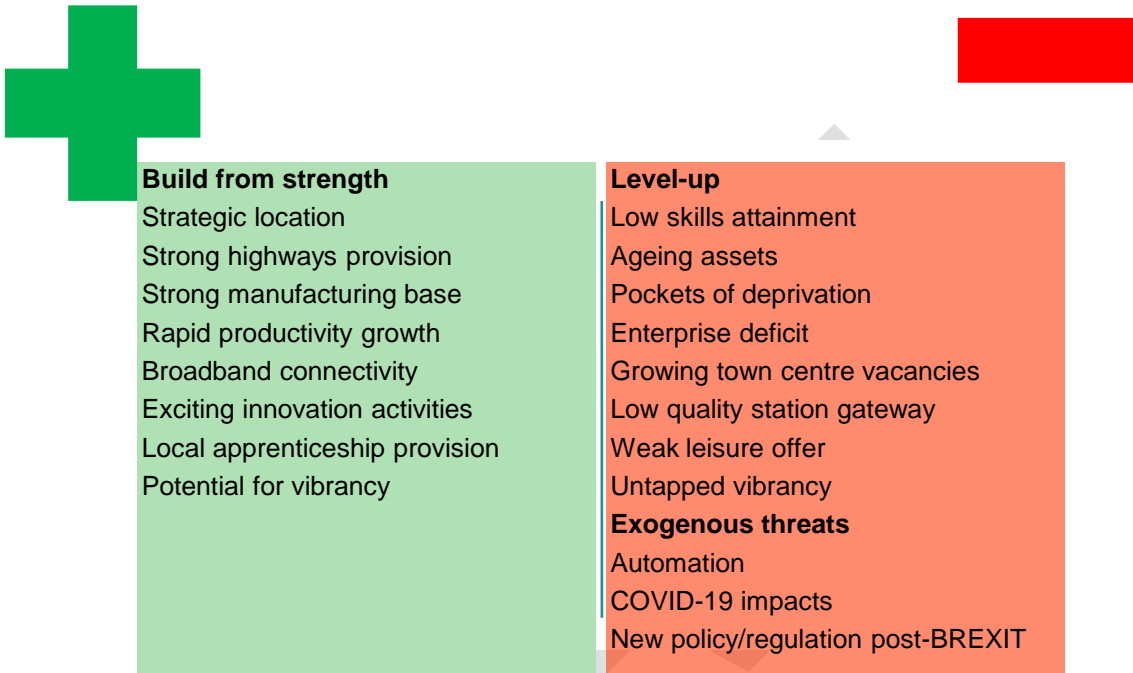


Source: Mott MacDonald

<sup>1</sup> Town and Country Planning association, [www.tcpa.org.uk/redditch](http://www.tcpa.org.uk/redditch)

Figure 1.2 summarises the key strengths of Redditch that this Town Investment Plan seeks to build upon, the persistent issues that hold the town back from reaching its potential, and key exogenous threats beyond local level control that the town must adapt to.

**Figure 1.2: Key strengths and weaknesses in Redditch**



Source: Mott MacDonald

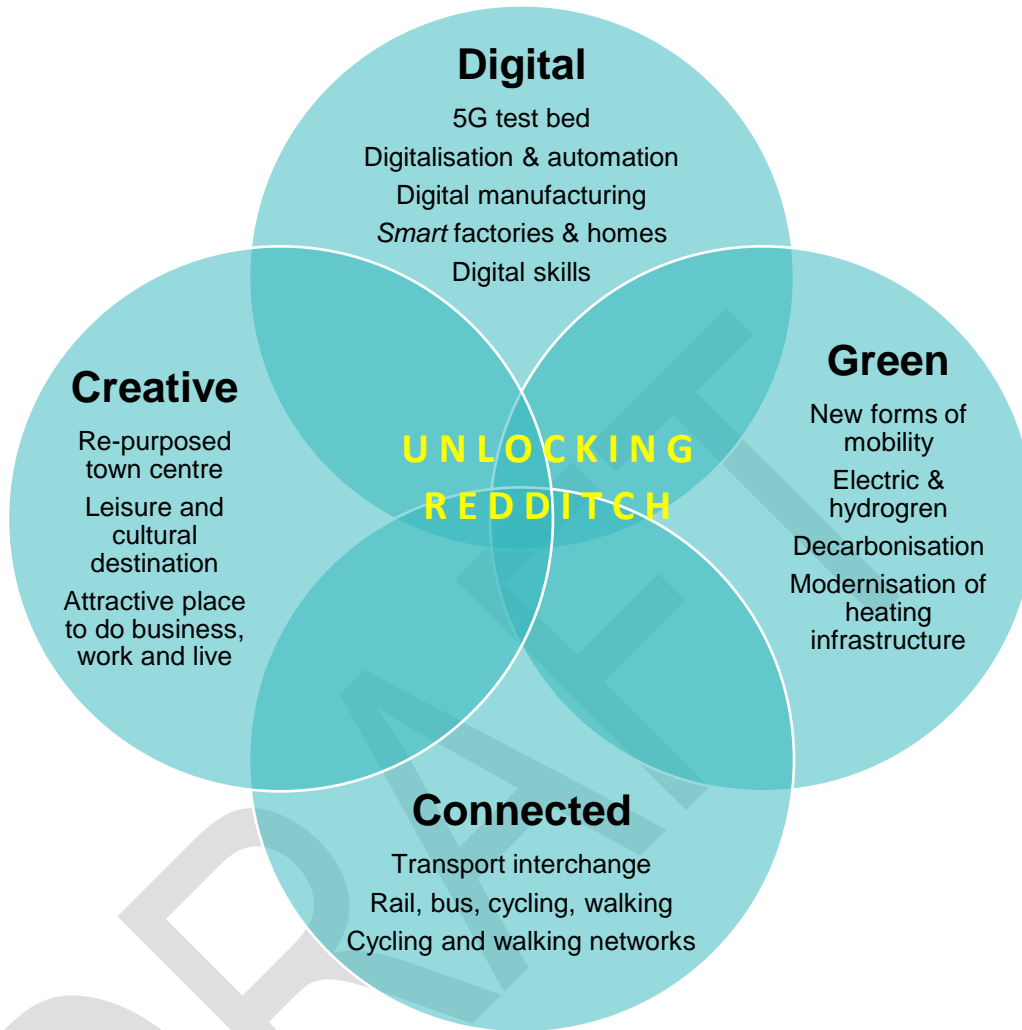
**Vision and Town Investment Plan**

In order to respond to the needs of the town, the following vision statement was developed by the Towns Board:

“Unlocking Redditch forms a vision to transform Redditch from a *traditional* New Town into a New *smart* Town fit for the 21<sup>st</sup> century, which is a great place to live and work and an investment and visitor destination. We will achieve this vision by laying the foundations for Redditch to become a *digital, green, connected* and *creative* town.”

Figure 1.3 presents the complementarities between the themes and how they will combine to unlock Redditch’s potential.

Figure 1.3: Redditch Town Vision



Source: Redditch Town Board / North Worcestershire Economic Development and Regeneration

### Town Investment Plan

The infographic on the page over-leaf summarises our considered response to meeting the town's needs and what an investment of £24.8m from the MHCLG Towns Fund will deliver.



**Figure 1.4: TIP at a glance**

[See draft content below]

Source: Mott MacDonald

Figure 1.5: Spatial StrategySource:

[Stakeholder engagement + sifting]

**[Figure 1.6: TIP at a Glance****To Include:**

- Projects and key details
- Key outputs
- Key milestones]

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# 1 Introduction

The Redditch Town Investment Plan (TIP) sets out a long-term strategy for change to drive sustainable and inclusive economic growth in the town up to 2030, in addition to supporting recovery from the ongoing effects of COVID-19.

This TIP will form the basis of negotiating Redditch's Town Deal, an agreement in principle between government, Redditch Borough Council (the accountable body), and the Redditch Town Deal Board, confirmed in a Heads of Terms document, and the level of investment to be agreed through the Towns Fund.

## 1.1 Redditch Town Deal

Redditch was invited by the UK Government in September 2019, alongside 100 other towns, to develop proposals for a Town Deal. The Redditch Town Deal Board is the vehicle through which the vision and strategy for Redditch, described in this TIP, has been defined.

The Town Deal Board has worked with the local community, political leaders, businesses and voluntary groups to ensure that the TIP reflects the priorities of the people living and working in and organisations active in Redditch in order to develop effective interventions and actions.

## 1.2 Structure of this Town Investment Plan

This document is structured as outlined in the table below, with regards to the Towns Fund guidance and template provided by the Ministry of Housing, Communities and Local Government (MHCLG).

**Table 1.1: Document structure**

Section	MHCLG Town Investment Plan Guidance
Foreword	
Executive Summary	
<b>TIP Section 1 (Maximum of 10,000 words)</b>	
2 – Introducing Redditch	<ul style="list-style-type: none"> <li>• Presents current context for Redditch</li> <li>• Outlines current position of the town</li> </ul>
3 – Strengths, issues and opportunities for Redditch	<ul style="list-style-type: none"> <li>• Key strengths of the town</li> <li>• Main challenges facing the town</li> <li>• Key opportunities for the town</li> </ul>
4 – Redditch's Vision	<ul style="list-style-type: none"> <li>• Town vision and headline outcomes</li> </ul>
5 – The Town Investment Plan	<ul style="list-style-type: none"> <li>• Prioritisation process</li> <li>• Project summaries</li> <li>• Mapping of all strategies, partnerships, programmes and investments</li> <li>• Intervention framework and Theory of Change</li> </ul>
6 – Approach to delivery	<ul style="list-style-type: none"> <li>• Financial profiling</li> <li>• Governance structure</li> <li>• High level delivery plan</li> </ul>
7 – Acknowledgements	
<b>TIP Section 2</b>	
Project proformas (x6):	

Section	MHCLG Town Investment Plan Guidance
Project 1	Sustainable Projects
Project 2	Digital Manufacturing and Innovation Centre
Project 3	Town Centre Public Realm
Project 4	Transport Interchange and Railway Quarter
Project 5	Redevelopment of Redditch Library Site

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## 2 Introducing Redditch

This section sets out the strategic context for investing in Redditch via the Towns Fund. Understanding the current role and economic performance of the town and how it forms part of the wider West Midlands economy, is critical for developing ways to address key growth constraints and deliver sustainable long-term economic regeneration. This is especially key in terms of economic recovery from COVID-19.

### 2.1 History of Redditch

Redditch has a long and vibrant history, dating back long before the New Town expansion. The community of Redditch began in the 12<sup>th</sup> Century, as a crossroads on key trading routes. The Town rose to prominence during the industrial revolution, when products including needles, fishing tackle, springs and motorbikes were shipped around the world<sup>2</sup>. One fifth of residents in the Borough are still employed within the manufacturing sector, the largest employment sector in the District.

In 1964 Redditch was designated by British planners as a New Town. The New Town development encompassed significant transport infrastructure change<sup>3</sup>. The New Town road structure was designed to remove traffic away from the town centre. The road structure still accommodates current traffic levels.

Following its development as a New Town there has been a lack of significant regeneration activity in the town centre. The Kingfisher Shopping Centre, opening in 1976, forms the largest investments in Redditch town centre since.

Redditch is home to two conservation areas: Church Green and Feckenham, designated conservation areas in 1971 and 1969 respectively. The Church Green Conservation Area is located within the town centre and is centred around St Stephen's Church (consecrated in 1855) and includes a wide range of buildings that date from the late 18<sup>th</sup> century.

[Pic: Needle Museum, Local Plan p.80]

### 2.2 Redditch in the West Midlands

Redditch Borough is within the County of Worcestershire. The Borough is situated at the outer edge of the Green Belt boundary for the West Midlands. Redditch offers easy access to the countryside and prominent local areas, including culturally rich areas such as Stratford-upon-

#### Redditch New Town

New Towns were developed to alleviate housing shortages after the Second World War. Redditch was designated a New Town in 1964 to accommodate additional residential developments to alleviate the housing shortage in Birmingham, 15 miles to the north of Redditch. As a result of New Town developments, the population of the borough grew from around 30,000 to more than 85,000 people today<sup>1</sup>.

Telford and Northampton are the only two other towns designated as New Towns in the West Midlands.

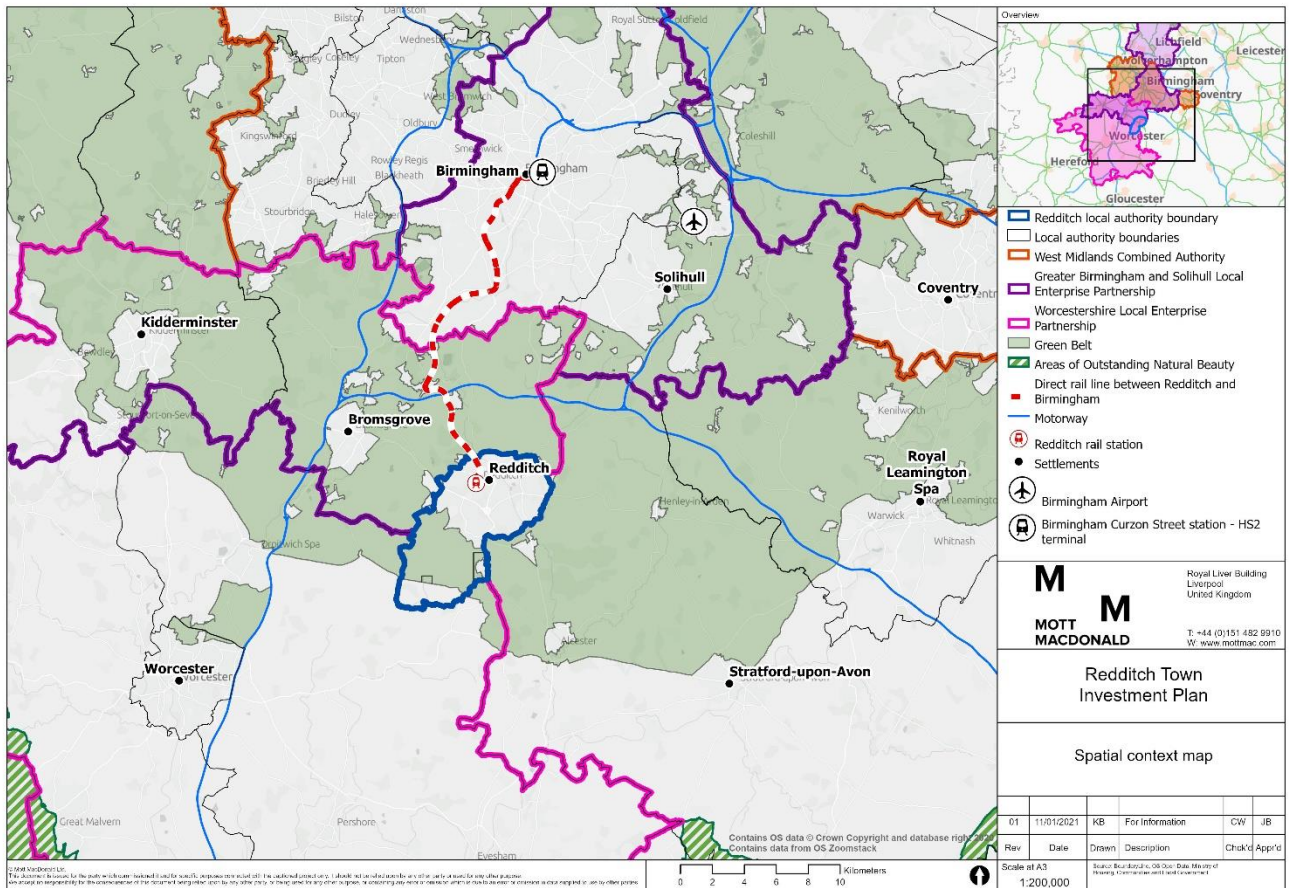
<sup>1</sup> GB Historical GIS / University of Portsmouth, Redditch District through time | Population Statistics | Total Population, A Vision of Britain through Time. & Mid-year population estimates, 2019, ONS

<sup>2</sup> Redditch History, <http://www.redditchhistory.org.uk/index.htm>

<sup>3</sup> Town and Country Planning association, [www.tcpa.org.uk/redditch](http://www.tcpa.org.uk/redditch)

Avon and areas of natural beauty such as the Cotswolds. Figure 2.1 presents the wider spatial context of Redditch.

**Figure 2.1: Redditch in context**



Source: Mott MacDonald

The Borough lies 15 miles south of the Birmingham conurbation. Birmingham airport is approximately 25 minutes’ drive away. There are strategic rail investments of national significance close to Redditch such as the UK Central Hub, which includes the HS2 terminal, The rail proposals are anticipated to deliver significant transit-oriented local economic development benefits.

Birmingham, Bromsgrove and Stratford-on-Avon receive the greatest number of workers travelling out of Redditch for work compared to other local authorities in the West Midlands<sup>4</sup>. Overall, Redditch Town is a net exporter of labour. The self-containment rate is 52% (i.e. the percentage of those who both live and work in Redditch Town) which suggests that roughly half of residents rely on employment outside the town making strategic connectivity an important consideration<sup>5</sup>. It is hard to make comparisons on containment rates of ‘similar towns’ due to the variety of factors at play, however this is a low self-containment rate compared to the larger functional economic geographies of Worcestershire (78% self-containment rate), and West

<sup>4</sup> Origin destination statistics, Census 2011, ONS

<sup>5</sup> Origin destination statistics, Census 2011, ONS

Midlands (93% containment rate). Although the latter would be expected to be higher given they cover larger geographies.

Whilst Birmingham as a regional core city provides a natural focal point for increasing growth and investment, the surrounding towns and local centres also form a crucial part of the economic fabric of the region. Redditch is one of the nine towns identified in the Greater Birmingham Solihull LEP (GBSLEP) Towns and Local Centres Framework that can play an increasingly key part of the region's success story by strengthening the offer of Greater Birmingham as a place to live, work and invest in<sup>6</sup>.

Redditch Borough Council is a Non-Constituent Member of the West Midlands Combined Authority (WMCA) allowing it to collaborate further with stakeholders at a regional and sub-regional level, and with government at a national level, in order to maximise the opportunities for the area to realise its economic ambitions. It enables a seat at the table with key decision-makers regarding infrastructure, skills and economic growth. This is important given its significant economic linkages and interdependencies as part of the city region area, and given Redditch has a significant outflow of its working residents to Birmingham.

The economic future of the conurbation and its ability to compete in global markets, such as automotive and advanced manufacturing, is directly relevant to the economic prospects of the Borough.

### 2.3 Redditch today

Redditch is a diverse and vibrant borough. It is home to over 85,000 people speaking over 100 different languages<sup>7</sup>.

#### Redditch Innovation Highlights

Redditch is home to many pioneering and inventive schemes for the West Midlands and nationally including:

- Mettis Aerospace, based in Redditch, is conducting the world's first Wi-Fi 6 trial which works in tandem with 5G to increase network reliability. "We're delighted that the trials have now been successfully completed and Wi-fi 6 is ready for carrier network development. We are proud to have supported the trials of Wi-Fi 6 as part of our programme to develop Mettis into an advanced, digital factory" (Dave Green, Head of IT, Mettis Group). Wi-Fi 6 offer many benefits for industry including increased capacity, higher data rates and greater performance in environments which have many connected devices. It will enable the use of augmented reality, real-time monitoring of equipment and a host of other applications in an enterprise network environment. The industrial trials were completed as part of a wider programme which covered different markets including transport hubs such as airports, high-density shopping centres, rural education settings and home environments."
- First public place to offer electric scooter hire after successfully bidding for the 12-month trial. 100 e-scooters are now available for the public to hire.
- Abbey Stadium Swimming pool is heated by an innovative energy recovery scheme that reuses heat from another Council owned building. Started in 2013, the scheme

<sup>6</sup> Towns and Local Centres Framework Executive Summary, GBSLEP, March 2019, [GBSLEP-Towns-and-Local-Centres-Framework-2019-Exec-Summary-Final-high-res-1.pdf](#)

<sup>7</sup> Compared to 80 languages in Bromsgrove for example - Office for National Statistics 2011 Census figures for Redditch and Bromsgrove Districts, Redditch and Bromsgrove Clinical Commissioning Group,

provides 42% of the annual heating demand at the Abbey Stadium ; this equate to £15,000 a year saving in energy bills . The scheme won the Green Apple Award an internationally recognised award for environmental best practice-

- Solid State plc, the Redditch-based manufacturer of computing products, and supplier of electronic and opto-electronic components, has secured funding from Innovate UK, to develop a modular battery pack with a tailored battery management system which will be combined with a bespoke electric motor, providing a scalable, modular, zero emission powertrain.  
[Innovate UK funding for zero-emissions powertrain \(solidstateplc.com\)](#)
- Heller Machine Tools - Redditch site has evolved into a 'Centre of Excellence for Serial Assembly' for Heller worldwide. Digital manufacturing is a key component and its Industry 4.0 offering – Heller4Industry – is designed to provide maximum machine availability whilst ensuring full process control. [Visiting the Redditch manufacturing site of machine tool builder Heller \(pesmedia.com\)](#)FAUN Zoeller – who supply, manufacture and service refuse collection vehicles, lifting devices and road sweepers, are at the forefront of innovation in modern technology in this sector and are focussing on the development of hydrogen fuel cell technology as part of a focus on decarbonisation.

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<sup>8</sup> Redditch In Bloom 2013, [https://www.redditchbc.gov.uk/media/390916/0412-BA0906-Redditch-in-Bloom-2013\\_FINAL-LOW-RES.pdf](https://www.redditchbc.gov.uk/media/390916/0412-BA0906-Redditch-in-Bloom-2013_FINAL-LOW-RES.pdf)

<sup>9</sup> Redditch Crematorium begins to heat town pool, 2013, <https://www.bbc.co.uk/news/uk-england-hereford-worcester-23104502>



**Figure 2.2: Headline statistics** **Figure 2.3: Headline statistics**

Notes: <sup>1</sup>No Longer Optional: Employer Demand for Digital Skills, June 2019, Department for Digital, Culture, Media and Sport No Longer Optional: Employer Demand for Digital Skills (publishing.service.gov.uk)

<sup>2</sup>Will a robot takeover my job? | Bank of England <sup>3</sup>Where will Covid-19 leave the retail and leisure market at the end of 2020? The local data company 2020 <sup>4</sup>Redditch Borough Council data compared to Local Data Company data <https://www.localdatacompany.com/blog/retail-outlook-for-the-end-of-2020>

Data sources: 2019 Mid-year Population Estimates; Annual Population Survey; GVA (B) per filled job, 2011 - 2018, ONS; BRES; Business demography, UK, ONS; Claimant Count; Redditch Borough Council; Connected Nations Update; Summer 2020, Ofcom; Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019; and Origin destination statistics, Census 2011, ONS.

## 2.4 Redditch town centre

Whilst Redditch has no 'High Street', the traditional heart of the centre is around Church Green and St. Stephens Church, with an outdoor market located at Church Green. The other main



focus of the town centre is the Kingfisher Shopping Centre, which occupies a very large footprint (total retail floor area) of 100,000 sqm, offering c.150 stores and leisure services. The Palace Theatre and St Stephens Church are key landmarks within the town centre, with the reputation of the theatre extending beyond Redditch based on its pre-World War I architectural heritage<sup>10</sup>.

The Kingfisher Shopping Centre, along with Church Green and municipal buildings which include the Town Hall, Redditch central library and the Heart of Worcestershire College are enclosed on three sides by the raised one-way, three-lane Redditch Ringway. Whilst providing access to the town centre, the ring road prevents further expansion and inhibits pedestrian connectivity. The central bus and rail station, both in need of improvement, are located close to each other to the west of the town centre<sup>11</sup>..

In 2018, the Council recognised that Redditch town centre was facing similar challenges to many other town centres, with the rapid rise of online shopping, and increasing competition from re-energised city centres and out of town centres offering free parking. The town centre had a growing number of vacant units and many of its buildings are looking tired and unattractive to potential investors. This was an emerging trend well before COVID-19 and a challenge that we were already responding to. Redditch, as a new town is in need of regeneration and renewal; a refocus for the next 50 years is required.

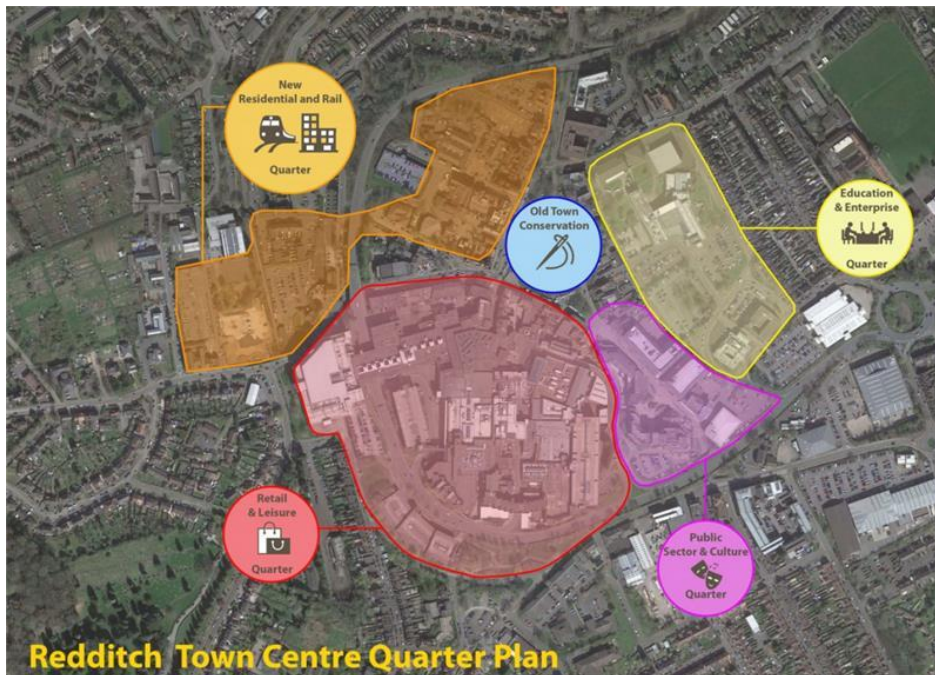
In recognition of the need to secure new investment, and regeneration, local public and private sector partners created a Regeneration Prospectus for the town centre's future development, building on its residual strengths and on the collective will to deliver positive change. It was considered essential that future investment be effectively co-ordinated to ensure that plans were considered holistically.

The proposal was based around the principle of having key quarters identified in the town centre, which would provide complementary offers and would help to repurpose and reposition the town centre in a coherent and structured way. These quarters are - Railway Quarter (transport hub and residential); Education and Enterprise; Retail and Leisure; and Public Sector & Cultural Quarter as depicted in Figure 2.3.

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<sup>10</sup> [www.redditchpalacetheatre.co.uk/about-us/the-history/](http://www.redditchpalacetheatre.co.uk/about-us/the-history/)

<sup>11</sup> Redditch Town Deal Community Consultation, November 2020

**Figure 2.3: Redditch Quarter Plans**

Source: Redditch Town Centre Development Sites: Draft Final Report, BDP, June 2019

The Redditch Regeneration Board has overseen the new Quarters Plan for the town centre's future development. A high-level masterplan for the Railway Quarter has been prepared in 2019. The residential elements of the masterplan are being taken forward by a housing developer (planning consent granted in November 2020) and the train station and associated infrastructure improvements are one of the TIP key interventions (Transport Interchange & Railway Quarter) led by the Worcestershire County Council.

In October 2020, Redditch commissioned work for a Redditch Town Centre Regeneration Masterplan. By building on the 2018 Prospectus, the Masterplan will form one coherent town centre strategy. Further information relating to the Masterplan is detailed in Section 5.6.2 of this Plan - Redditch's spatial strategy.

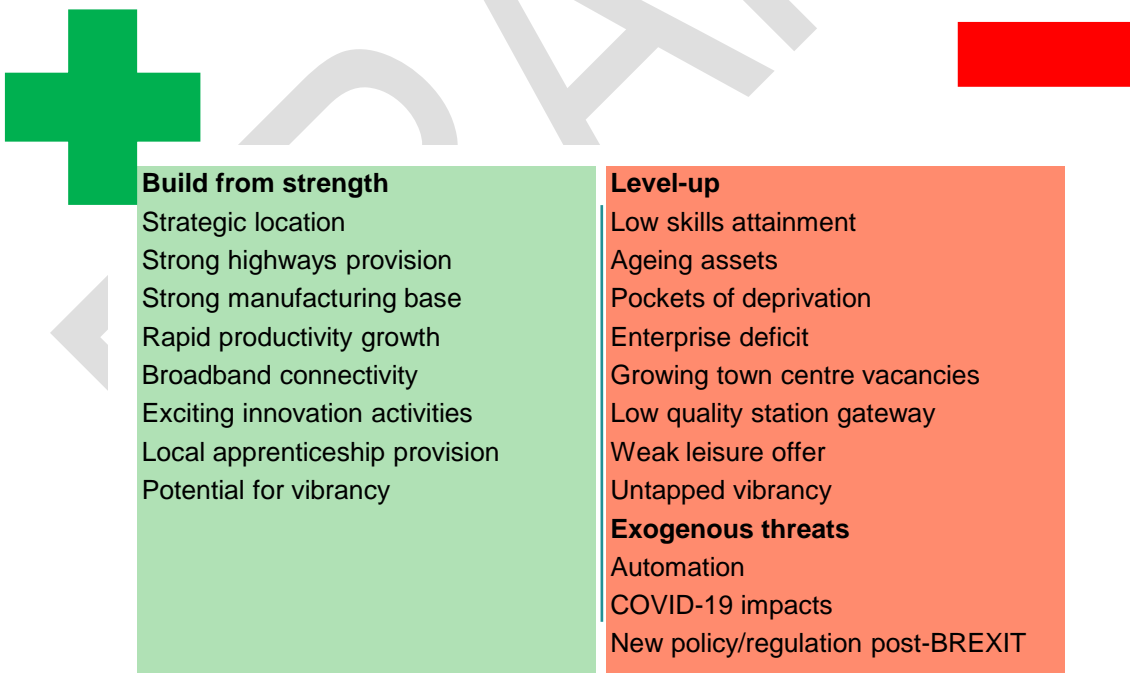
### 3 Strengths, issues and opportunities for Redditch

Redditch has the potential to achieve a prosperous future. A strong industrial heritage and New Town developments have propelled Redditch to its position today. However, for Redditch to advance and fully benefit from future opportunities, we need to tackle the obstacles holding us back from achieving our long-term vision.

For Redditch to thrive and attract investment it must first address its current issues. A low proportion of residents attaining high-level qualifications, a dominance of low skilled employment and an aging town centre environment all contribute to under performance of Redditch’s economy.

Our strengths in broadband connectivity, trade apprenticeship provision and rapidly increasing labour productivity provide a strong foundation for further investment in Redditch. Action is required to prevent Redditch becoming a dormitory town and facing economic decline. There is opportunity to address our issues and build on our strengths to define Redditch into a great place to live, work and invest.

Figure 3.1: Key strengths and weaknesses in Redditch



Source: Mott MacDonald

Our Redditch TIP is focused on a long-term strategy for change in recognition that we have barriers holding back our potential. Our plan and our priority projects respond to the emerging impact of COVID-19. We are focused on creating resilience in our economy to enable us to learn from 2020 to recover and build as a stronger community.

We have distilled our issues, strengths and opportunities for Redditch into five core areas. We have also considered the opportunities in the context of the challenges faced by the COVID-19 pandemic.

### 3.1 Skills and qualifications

#### Key findings:

- Low proportion of residents attain high level of qualifications, this highlights the need for a further education provision and key for jobs and enterprise.
- High trade apprenticeship attainment with further demand from residents.
- Prominent manufacturing sector requires strong digital skills to increase productivity and remain competitive.

#### 3.1.1 Key Issues

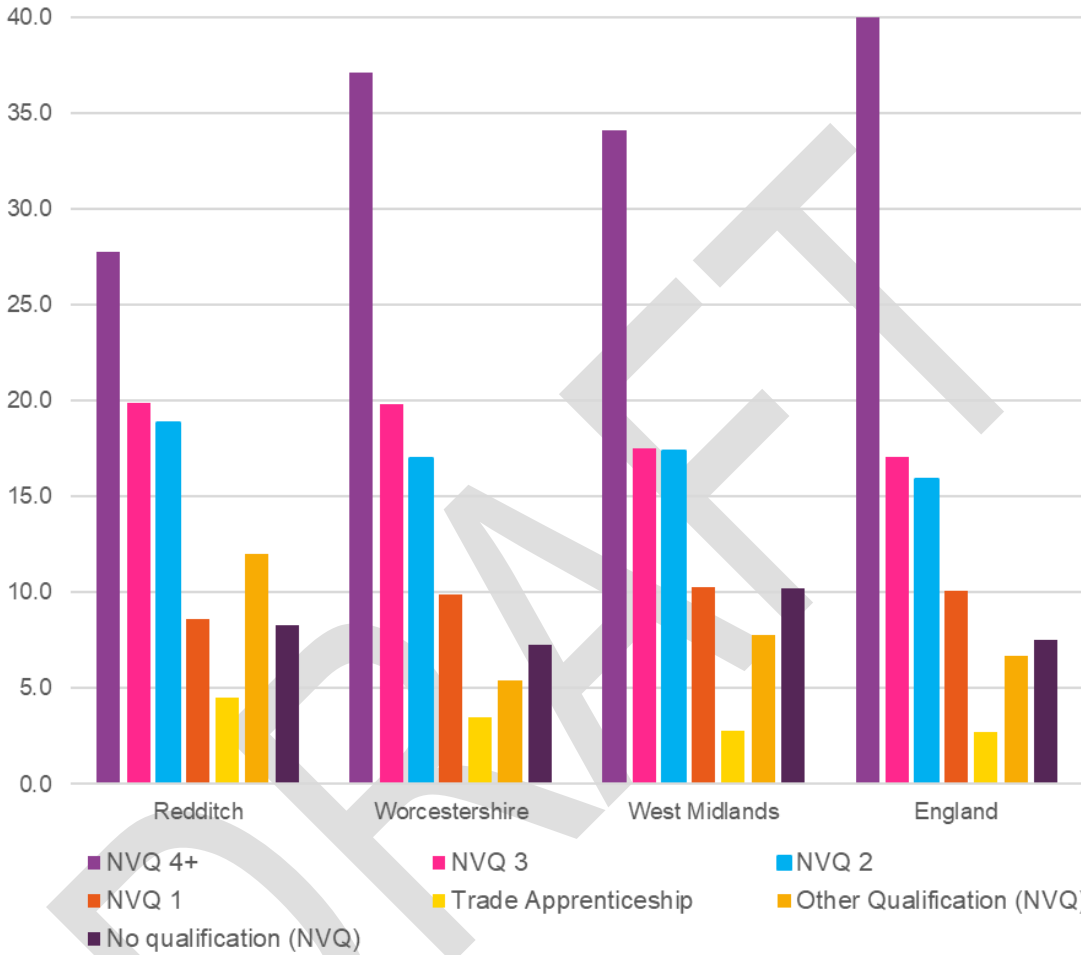
There is only one college in Redditch, the Heart of Worcestershire College, with four high schools also offering post-16 qualifications. The college provides a range of education opportunities that deliver training at a for school leavers and affordable higher education and professional qualifications for ages 16 and above.

Despite existing provision, Redditch has a lower NVQ4+ educational attainment compared to English averages. 27.8% of the working age population in Redditch have a degree level or higher qualification, this is 12 percentage points below the national average<sup>12</sup>.

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<sup>12</sup> Annual Population Survey, ONS, 2019

**Figure 3.2: Highest level of qualification, as a % of working age population**



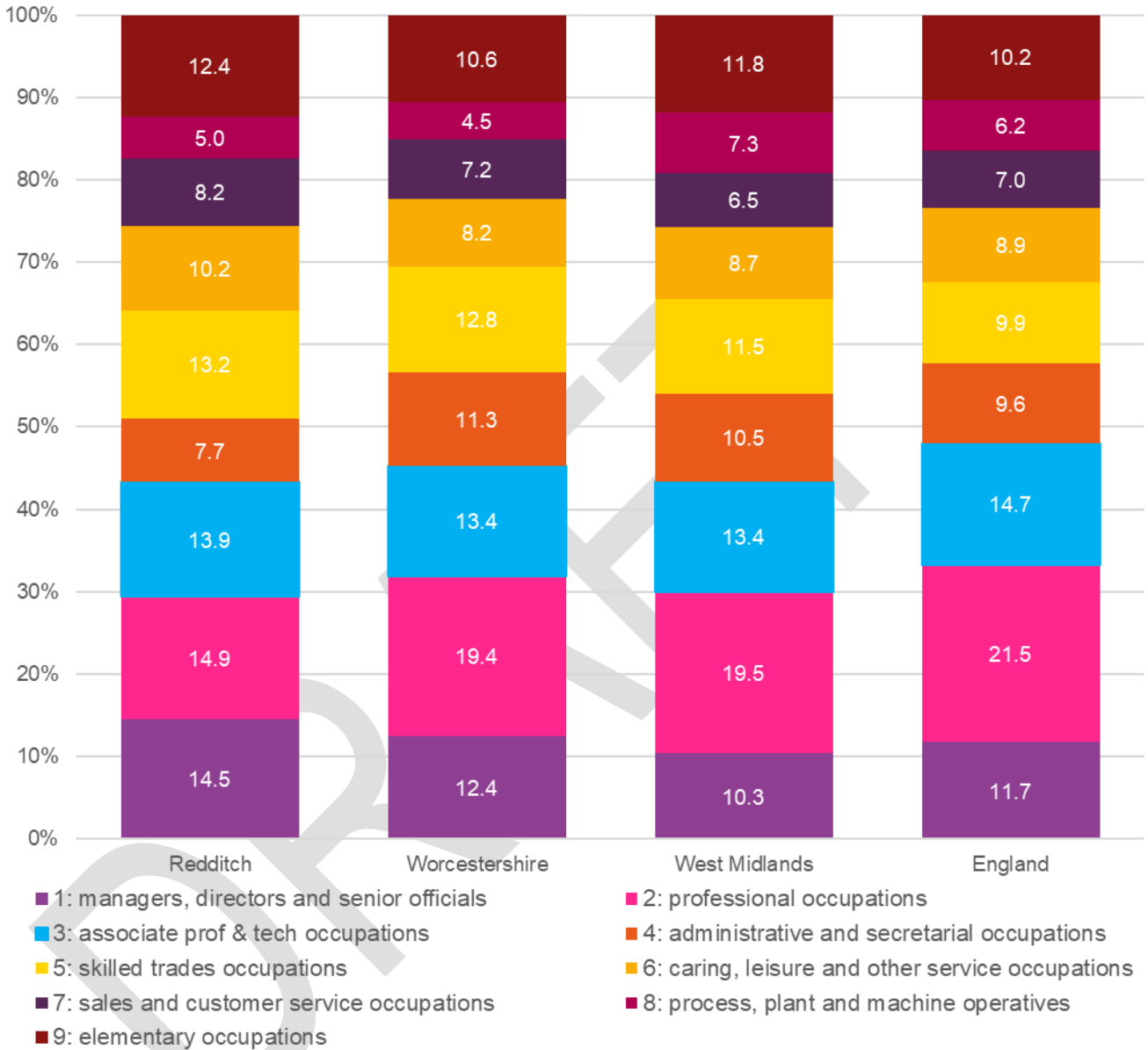
Source: Annual Population Survey, ONS, 2019. LSOA data unavailable for Redditch Town therefore qualification data cannot be calculated

The lower educational attainment of Redditch is reflected in the occupational structure. High skilled occupations account for 43.3% of employment, lower than England at 47.9%<sup>13</sup>. Conversely, Redditch has a higher proportion in low skilled employment at 25.6% compared to 23.4% in England<sup>14</sup>.

<sup>13</sup> Annual Population Survey, ONS, 2019

<sup>14</sup> Annual Population Survey, ONS, 2019

**Figure 3.3: Occupational structure, as a % of all in employment**



Source: Annual Population Survey, ONS, 2019

Insufficient educational opportunities along with the lower proportion of jobs in high skill occupations has resulted in Redditch struggling to retain its youth. Recent stakeholder engagement found that over half (55%) of younger residents (16-24 years) responded that, as things stand, they cannot achieve their goals or ambitions in Redditch<sup>15</sup>. Supporting educational attainment and investment in high productivity sectors while delivering more advanced technical skills needed by employers could help Redditch employees to be more productive in their jobs. This would

*"I want to study for the video games industry and Redditch doesn't offer any sort of specific course or place I can go for help. I have to go to Bromsgrove for my college course."*

(Female, age 16-24)

<sup>15</sup> Redditch Towns Deal Community Consultation, Social Marketing Gateway, November 2020

enable residents to command higher wages helping them to achieve their career goals and attracting more inward investment to the town.

### 3.1.2 Strengths and Opportunities

Redditch has a higher NVQ2 and NVQ3 attainment than regional and national averages<sup>16</sup>. Provision of trade apprenticeships are higher in Redditch with 4.5% of the working age population holding a trade apprenticeship compared to 2.7% nationally<sup>17</sup>. These figures are maintained by the strong vocational offering of Heart of Worcestershire College, situated in the centre of Redditch and a core of local companies passionately engaged in developing local skills.

Traditionally trade apprenticeships stem from, and support, the manufacturing industry. This is true today in Redditch, where 31% of the apprenticeships achieved in the 2019/20 academic year were in engineering and manufacturing technology<sup>18</sup>, the second largest employment sector in Redditch Town Centre and the largest in the District<sup>19</sup>. Despite relative strength, stakeholder engagement highlighted the need for more apprenticeships to be offered by local businesses<sup>20</sup>.

#### Redditch Success Stories – Apprenticeships

Redditch benefits from a pool of local employers committed to improving the skills base of the local population. This has led to a large number of successful apprenticeships delivered by the private sector that offer inspiration for how increased local skills provision can be delivered that matches employer needs. Examples of success stories include:

- Lansalot Limited in Redditch which has taken on a number of apprenticeships, converting a number to full-time staff. Lansalot saw the programme as a great way for young people to experience the real world of work and train them in the job, as well as helping them in life, such as helping apprentices to move into their own apartments. ([Local people benefit as the WMCA hits £5m milestone in apprenticeship levy fund](#))
- Redditch-based company Handsam are experts in education compliance management. Handsam have used apprenticeships to help enable their business to develop and grow while helping local young people. (Handsam ([balticapprenticeships.com](http://balticapprenticeships.com)))
- Mettis Aerospace Group in Redditch spend over £300,000 per year developing their team, including through apprenticeships. The company is committed to apprenticeships with their Chief Operating Officer, Jeremy Cieslik, being a former apprentice himself [Apprentices get a flying start at Mettis \(mettis-aerospace.com\)](#).

As across the UK there is an increasing need for digital skills, with employers demanding an ever-increasing level of digital fluency in order to deliver their products and services<sup>21</sup>. Research suggests that workers with specific digital skills lower their risk of being overtaken by automation and AI by 59% compared to those without<sup>22</sup>. Automation and AI represents both an opportunity

<sup>16</sup> Annual Population Survey, ONS, 2019

<sup>17</sup> Annual Population Survey, ONS, 2019

<sup>18</sup> Apprenticeships Home (Department for Education)

<sup>19</sup> BRES, ONS, 2019

<sup>20</sup> Redditch Towns Deal Community Consultation, November 2020

<sup>21</sup> No Longer Optional: Employer Demand for Digital Skills, June 2019, Department for Digital, Culture, Media and Sport [No Longer Optional: Employer Demand for Digital Skills \(publishing.service.gov.uk\)](#)

<sup>22</sup> Ibid



and a threat to Redditch given the prominence of the manufacturing sector. Opportunities could arise such as increasing efficiencies, resilience, competitiveness and productivity, making it an even more productive sector, however threats could arise around making workers obsolete or competitor areas gaining digital advantages more quickly than Redditch if the opportunities are not swiftly understood and capitalised on. Businesses will need support to navigate this path carefully. This is a particular concern in Redditch as manufacturing has experienced a decline in productivity from 2016-2018 in Redditch (discussed in Table 3.1)

Businesses will need support to navigate these opportunities and threats carefully. There is an opportunity for an additional education provider in Redditch to offer courses that specifically target this area of digital knowledge. Inward investment by local companies would ensure its success.

Skills 4 Worcestershire<sup>23</sup> identify both Advanced Manufacturing and ICT as local growth sectors with increasing demand for skilled labour<sup>24</sup>. Bolstering skills provision and attainment will help to ensure all residents can access higher-value opportunities available locally and enable employers to access the skilled labour they need to increase productivity and compete globally.

Moving forward, detailed designs of the Innovation Centre will consider supply and demand for education provision more closely to calibrate the offer. The offer will maximise opportunities its contribution to support local skills provision while also delivering other objectives such as facilitating business collaboration and innovation.

### 3.2 Economic and business performance

#### Key findings:

- Low number of business births in the borough.
- Lack of physical space for start-up businesses.
- Redditch Borough has experienced a rapid increase in productivity.
- Broadband coverage in Redditch is strong.
- Full Fibre and 5G coverage is lacking which is prohibiting digital innovation.

#### 3.2.1 Key Issues

Redditch has an enterprise deficit. Business births in the borough are relatively low compared to the national average, and much lower than the region which has much higher number of start-ups per head of the population<sup>25</sup>. Low business births leads to a low number of active businesses in the Borough per head of population.

One issue identified in Redditch is a lack of new space for businesses (particularly office space) which hinders organic growth and may deter start-ups or hinder them from surviving. Analysis by GJS Dillon found that availability of office space is falling, creating a struggle for owner occupiers who face competition from the investment market, meaning Redditch needs to address the availability of good quality space<sup>26</sup>.

This is corroborated by Aspinall Verdi analysis which found no significant investment in new office development for some time. Much of the existing office stock ranges from purpose built

<sup>23</sup> A joint initiative by Worcestershire LEP and Worcestershire County Council

<sup>24</sup> [Worcestershire's Employment Market - Careers Portal \(skills4worcestershire.co.uk\)](https://www.skills4worcestershire.co.uk/)

<sup>25</sup> Business demography, UK, ONS and Mid-year population estimates, 2019, ONS

<sup>26</sup> Worcestershire Commercial Property, Market Report 2020, GJS Dillon



1960s - 1980s properties and offices. Aspinall Verdi assessed that in most of Redditch, rental values achieved are not high enough to viably deliver new-build office development without public sector involvement<sup>27</sup>.

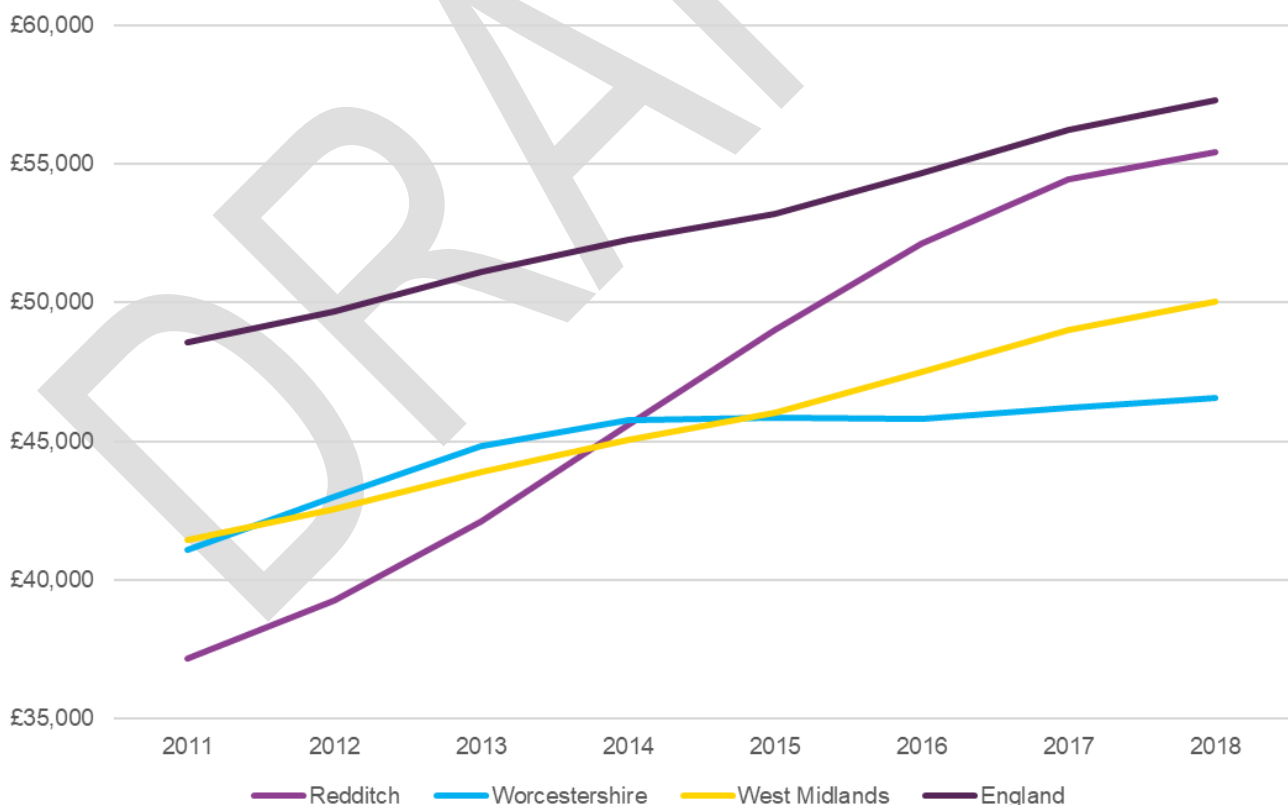
There is currently no focal point for enterprise, collaboration and innovation in the town. Basepoint in Bromsgrove for example provides managed offices to meet needs of local start-ups and small to medium sized businesses<sup>28</sup>. Redditch has no similar offer in the town centre<sup>29</sup>. For example, The Business Centre focuses on facilities for flexible office space as opposed to research, innovation and training.

Support could help foster a stronger enterprise culture across the town in order to make Redditch a better place to start and grow a business. A more entrepreneurial environment could also encourage more of the town's talented young residents to stay in the local area to build their careers.

### 3.2.2 Strengths and Opportunities

Redditch has seen rapid labour productivity growth in recent years. Figure 3.4 shows the growth in labour productivity since 2011. Redditch's productivity surpassed the regional average in 2014 and it is now approaching national averages in 2018.

**Figure 3.4: Labour Productivity (output per worker)**



Source: GVA (B) per filled job, 2011 - 2018, ONS

<sup>27</sup> Draft Report: Redditch Town Investment Plan, Aspinall Verdi, December 2020

<sup>28</sup> [Bromsgrove Basepoint Business Centres](#)

<sup>29</sup> There are two business centres located at out of town locations (Greenlands Business Centre and Heming Road Enterprise Centre)  
[Office space - redditchbc.gov.uk](http://Office space - redditchbc.gov.uk)

Table 3.1 analyses the employment and economic output change in Redditch Borough from 2016 to 2018, in order to understand the rapid growth in productivity<sup>30</sup>. Seven sectors below have experienced a productivity increase.

Accommodation and food services, information and communication, administration and arts experienced a notable increase in productivity and are large employment sectors in Redditch. These sectors seem to be driving overall productivity growth in Redditch and so if other sectors are able to adopt similar practices and technology they could also improve their productivity. Interventions that support cross-fertilisation of ideas will help support this.

**Table 3.1: Productivity changes 2016-2018**

	% change in employment (2016-18)	% change in GVA (2016-18)	2018 Employment	Labour Productivity change
Manufacturing	13%	-4%	9,000	▼
Wholesale and retail trade; repair of motor vehicles	13%	9%	9,000	▼
Human health and social work activities	0%	-9%	4,500	▼
Administrative and support service activities	0%	100%	3,500	▲
Education	0%	9%	2,500	▲
Professional, scientific and technical activities	13%	-37%	2,250	▼
Construction	75%	27%	1,750	▼
Transportation and storage	17%	30%	1,750	▲
Accommodation and food service activities	-29%	10%	1,250	▲
Information and communication	-29%	31%	1,250	▲
Public administration and defence	0%	4%	900	▲
Other service activities	60%	-15%	800	▼
Financial and insurance activities	0%	-38%	500	▼
Real estate activities	100%	6%	400	▼
Arts, entertainment and recreation	-38%	114%	250	▲
Agriculture, mining, electricity, gas, water and waste	106%	-19%	175	▼

Source: BRES, ONS, 2016-18 & Regional gross value added (balanced) by industry, ONS, 2016-18

Note: Sectors have been sorted from largest employment sector to smallest.

[Beauhurst data analysis to supplement productivity narrative].

## Redditch Digital Infrastructure and Innovation

### Current needs

Broadband coverage is currently a strength for Redditch. 99% of premises in Redditch Town have access to superfast broadband, compared to 95% for the UK<sup>31</sup>. Superfast broadband is advantageous for home working, particularly when multiple individuals in a household are working from home, increasingly common during COVID-19 and potentially so moving

<sup>30</sup> Where employment has stagnated or fallen during this period and economic output has increased this implies a productivity increase in the sector. Where employment has stagnated or increased, and economic output has fallen or grown less than employment productivity has decreased

<sup>31</sup> Connected Nations Update; Summer 2020, Ofcom 2020

forward<sup>32</sup>. Superfast broadband has also been shown to be a key determinant for businesses when choosing their location .

Ultrafast broadband is provided to 81% of premises in Redditch compared to 56% in the UK<sup>34</sup>. Ultrafast broadband is important for business that depend on significant IT infrastructure<sup>35</sup>.

#### *Tomorrow's needs*

Full fibre provision in Redditch is significantly below the UK average coverage. Only 1% of premises in Redditch have full fibre connectivity compared to 14% nationally<sup>36</sup>. Fibre connections can deliver much higher download speeds, of up to 1 Gbit/s and are also generally much more reliable than older, copper-based Broadband<sup>37</sup>.

Redditch does not currently have 5G Coverage. Enhancing the 5G network would enable the manufacturing sector to take advantage of technology which requires instantaneous network response<sup>38</sup>. If Redditch remains without 5G it risks hurting future competitiveness in industries such as manufacturing where high speed mobile technology is required to support adoption of smart technologies. Business in Redditch may benefit from support in 5G application and local examples of businesses utilising the technology.

Redditch has innovative firms in 5G technology such as Redditch based Mettis Aerospace. They are currently conducting the world's first Wi-Fi 6 trial which works in tandem with 5G to increase network reliability.

There is an opportunity to tap into the highly productive local information technology sector by leveraging the skills and knowledge of local employers. Upskilling local residents and supporting technological innovation and adoption will help make Redditch advanced manufacturing truly cutting-edge. Having the space, facilities and links to skilled workers will be crucial in the transition to higher value employment and ensuring the local community benefits from economic growth.

### **Innovation Need**

A space for innovative local businesses to collaborate and grow

<sup>32</sup> What is Ultrafast broadband?, 2020 Cable.co.uk

<sup>33</sup> Value of the Superfast Broadband Programme, DCMS 2018 [Superfast Integrated Report.pdf \(publishing.service.gov.uk\)](#)

<sup>34</sup> Connected Nations Update; Summer 2020, Ofcom 2020

<sup>35</sup> What is Ultrafast broadband?, 2020 Cable.co.uk

<sup>36</sup> Connected Nations Update; Summer 2020, Ofcom 2020

<sup>37</sup> Connected Nations 2019, UK report, Ofcom

<sup>38</sup> Connected Nations 2019, Ofcom

### 3.3 Town Centre Environment

#### Key findings:

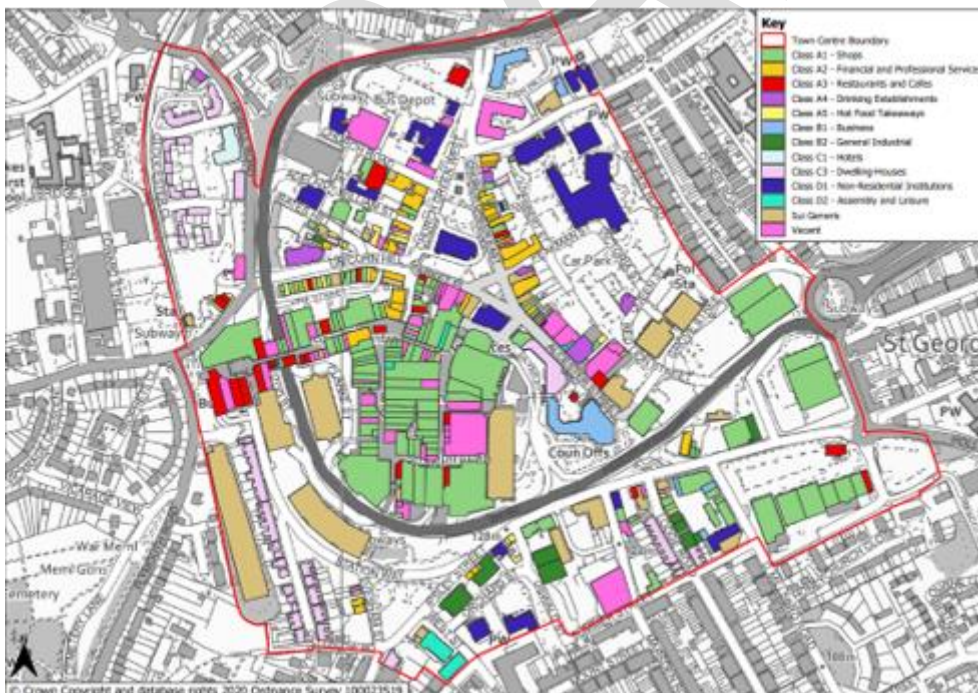
- Vacancy rate has increased faster in Redditch during COVID-19.
- Poor public realm and a weak evening economy are issues in the Town Centre, both require addressing to increase footfall in the town.
- The prevalence of crime in Redditch is a concern to Residents.
- Ageing Town Centre assets contributes to an unattractive Town Centre.

#### 3.3.1 Key Issues

##### 3.3.1.1 Vacancy

Before COVID-19, in terms of vacancy rates, Redditch town centre had performed at a similar level to the national average (both Great Britain and Redditch had vacancy rates at around 13%<sup>39</sup>). Since the pandemic began however this figure has worsened to 16% in October 2020 whilst the national rate was forecast to experience a vacancy rate of 14%<sup>40</sup>, suggesting that Redditch high street has fared worse than national averages during the 2020 pandemic.

**Figure 3.5: Vacancy Map, October 2020**



Source: Redditch Borough Council

<sup>39</sup> Redditch Borough Council data compared to Local Data Company data <https://www.localdatacompany.com/blog/retail-outlook-for-the-end-of-2020>

<sup>40</sup> Where will covid-19 leave the retail and leisure market at the end of 2020? The local data company 2020

The Kingfisher Shopping Centre has 140 stores including large high street brands and independently run shops. Since opening there has been an increase in leisure offer at the Centre with a cinema opening in 2007. However, one quarter of the units in the shopping centre have been vacant in the last 3 years and the centre has recently lost its flagship store, Debenhams, which will reduce footfall into the centre and the surrounding area.

Long term vacancy of some units is an issue in the Redditch town centre. Of the vacant units in October 2020, 56% were also vacant for the two years previous, suggesting a pattern of longer-term decline for the centre<sup>41</sup>.

Town centre vacancy and the New Town aesthetic (i.e. dated architecture and vacant retail units along the high street) have contributed to create negative perceptions of the town deterring business investment and shopping trips. To limit future decline there is a need to invest and improve Redditch's town centre offer.

### 3.3.1.2 Evening Economy

There is currently little overlap between the day and night-time economy in the town centre, with a weak night-time offer. Residents note the poor public realm and the resultant sense of reduced safety contributing to a lessened desire to be in the town at night<sup>42</sup>. Insufficient late-running public transport was a recurring theme in the stakeholder engagement highlighted as a barrier to staying out late in Redditch<sup>43</sup>. A limited number of evening town centre attractions have also been flagged by residents as an issue that limits the vibrancy and vitality of the town.

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"We need more nice places to go – to have something to eat, have a drink, have a sit down."

- Local Resident from Abbeydale (Male, age 45)

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The quality of the existing urban realm in the town centre is, in places, poor. The public realm does not create a natural space for social interactions or create a sense of thriving community, which is an important driver of local economies.

### 3.3.1.3 Crime

The level of local crime is flagged as particular concern in Redditch and is believed by community consultees to be contributing to low visitor numbers to the town<sup>44</sup>. Previous public consultations highlighted antisocial behaviour and drug presence as factors that deter people from visiting the centre. For example, Redditch in 2018/19 had nearly 2,000 Anti-Social Behaviour related incidents, this was the highest of all Local Authorities in North Worcestershire<sup>45</sup>. Homelessness and begging were additional factors mentioned by the public as reasons for reduced visits<sup>46</sup>.

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<sup>41</sup> Redditch Borough Council data

<sup>42</sup> Redditch Towns Deal Community Consultation, November 2020

<sup>43</sup> Redditch Towns Deal Community Consultation, November 2020

<sup>44</sup> Town Centre Crime consultation, Street Survey 2018.

<sup>45</sup> North Worcestershire Community Safety Partnership, Strategic Assessment, 2019-2020

<sup>46</sup> Redditch Towns Deal Community Consultation, November 2020



### 3.3.1.4 Ageing assets

Following its development as a New Town in the 1960s, there has been a lack of significant regeneration of Redditch. This is especially true in the town centre. The distinct lack of investment into the town, along with growth of competition has contributed towards the decline and appeal of Redditch as a retail, amenity and business destination.

Whilst some of the privately owned buildings within the town centre may have undergone refurbishment and improvements, public sector assets are lagging behind, and risk falling into disrepair.

The One Public Estate Report, undertaken in 2017<sup>47</sup>, began to consider the role of the public sector estate in Redditch Town Centre. The report identified that the public sector estate in the town mainly comprises of low quality, inefficient and underutilised assets which are located upon prominent town centre redevelopment sites. The report also identified that the redevelopment of the assets and their re-provision could result in annual running cost savings of between £350,000 and £700,000 pa. This highlights the inefficiency of the public sector asset base and the need for regeneration. Key assets included in this analysis were the Town Hall,

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"The town used to be wonderful but it's not worth going up now."

- *Local Resident from Winyates Green (Female, age 74)*

"I only go into the town centre if I have to. I'd love to be able to go for a mooch around."

- *Local Resident from Winyates Green (Female, age 74)*

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Library and assets relating to Blue Light Services. Redditch Library is a transformative asset being considered within our TIP.



### 3.3.2 Strengths and Opportunities

Investing in new outdoor spaces for events and dining is one of two investment ideas that people in Redditch said would make the biggest difference to their lives<sup>48</sup>. There are opportunities to revitalise the town centre by repurposing existing assets to offer new outdoor

<sup>47</sup> [Appendix 2 Redditch Town Centre OPE Report.pdf \(redditchbc.gov.uk\)](#)

<sup>48</sup> Redditch Towns Deal Community Consultation, November 2020

multi-purpose entertainment and food and beverage spaces. This would incorporate an increased night-time economy offer and develop the public realm to improve perceptions and attractiveness of the town.

The Library site, on the edge of the conservation area, presents a particularly strong opportunity to improve in this space, as well as providing new workspaces in order to boost Redditch's creativity.

Future developments to the physical town centre environment should help to address the criminal activity and safety concern in the town. Regeneration in the town and the subsequent increase in vibrancy will also improve natural surveillance in the centre leading to reduced crime and increasing visitor numbers which supports the local economy<sup>49</sup>.

### Town Centre Need

Improved public realm and outdoor dining and leisure offer to boost town centre vibrancy and help unlock Redditch's creativity.

## 3.4 Deprivation

### Key findings:

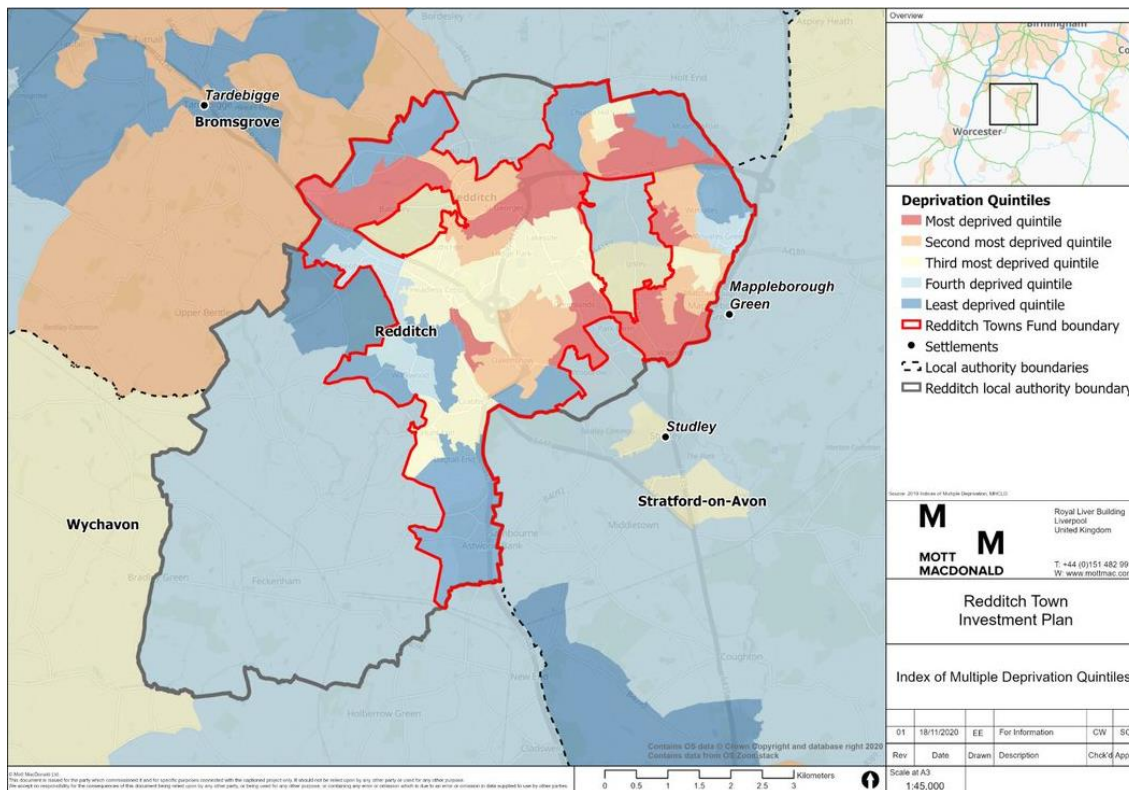
- Redditch Town Centre is relatively deprived compared to the Borough.
- Income, employment and education are the indicators of deprivation that Redditch perform relatively worse on compared to England.

### 3.4.1 Key Issues

Redditch Borough has pockets of acute deprivation but also areas of prosperity. Figure 3.6 shows the spatial distribution deprivation across the Town Deal study area. Redditch Town Centre and the east of the town have relatively high levels of deprivation. Low levels of deprivation are experienced in the south west and the outskirts of the study area.

Redditch Town has 50% of its population in its two most deprived quintiles compared to Redditch (43%) and England (41%). In addition, Redditch Town has a lower percentage in the two least deprived quintiles at 31% compared to Redditch District (36%) and England (39%).

<sup>49</sup> Research in Kidderminster shows the linkages between public realm improvements and the local economy with improvements in public realm leading to an increase in retail sales and business turnover which can support employment and reduce vacancy rates in the area - Kidderminster Centre Public Realm Improvements, Economic Impact Assessment, A Report for Wyre Forest District Council, February 2018 - [Kidderminster-Public-Realm\\_Impact-Assessment\\_Final-Report\\_v1-3.pdf \(wyreforestdc.gov.uk\)](#)

**Figure 3.6: Population broken down by deprivation quintiles, 2019**

Source: Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

The types of deprivation that Redditch performs relatively poorly compared to the rest of England include<sup>50</sup>:

- Income (25% population in the most deprived quintile);
- Employment (25% population in the most deprived quintile); and
- Education, skills and training opportunities (43% population in the most deprived quintile).

Investment in Redditch will support the government's strategy to 'level up' the Midlands Engine region; this strategy aims revive the fortunes of the UK's 'left-behind' towns and cities. Implementing programmes and projects that address the income, employment and education deprivation in Redditch will contribute to reducing regional and national inequalities.

Redditch has been named as one of the top three towns in England with the most potential for post-pandemic levelling up according to the RSA Heritage Index<sup>51</sup>. Investment in Redditch to improve perceptions and increase town centre footfall will increase visitors to Redditch's arts and heritage offering. Exploiting the towns heritage assets will aid its recovery.

### Deprivation Need

Given the broad range of deprivation, a holistic response is required including to improve access to employment opportunities, education and skills training in order to boost earnings.

<sup>50</sup> Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

<sup>51</sup> <https://www.thersa.org/reports/heritage-index-2020>



## 3.5 Connectivity

### Key findings:

- Private car usage is significantly higher in Redditch (74%) compared to England (60%).
- The facilities and image of the railway station require investment to increase rail usage and improve perceptions of the Town.
- There is an opportunity in Redditch to encourage electric vehicle usage to reduce CO2 emissions.

### 3.5.1 Key Issues

#### 3.5.1.1 Private Vehicles

Redditch enjoys free-flowing traffic and relatively little congestion, this is because of the New Town road development which sufficiently accommodates current car usage<sup>52</sup>. Private vehicle use is therefore attractive. Redditch is dominated by private vehicle use. In Redditch 71% of journeys to work are made by car, 11 percentage points higher than the national average<sup>53</sup>. Private vehicle usage means environmental damage in the form of CO2 emissions.

#### 3.5.1.2 Rail

The railway station for Redditch is well located in the town centre and services run three times per hour to and from Birmingham New Street station and on to Lichfield<sup>54</sup>. Despite this train travel is relatively low compared to national average<sup>55</sup>. The railway station is well located in the town centre, yet does not integrate well within the surrounding area, with steep stairs in front of the station to access the town.

Analysis undertaken by BDP as part of a baseline report for town centre development highlighted key design issues with Redditch station. The issues identified include:

- Bromsgrove Road is traffic dominated and offers a very poor pedestrian environment;
- Footbridge access is uninviting and does not meet modern accessibility requirements;
- Poorly maintained restaurant/café buildings nearby have a negative impact on this key arrival site; and
- The station building is small and does not help arrivals to navigate to the town centre<sup>56</sup>.

There was a strong call from the Towns Fund consultation to improve the railway station itself. The consultation found demand for a more welcoming environment, warm and dry areas for travellers to stand, a café or small shop, a bigger ticket office, longer station opening hours, and

<sup>52</sup> Borough of Redditch Local Plan No. 4

<sup>53</sup> Origin destination statistics, Census 2011, ONS.

<sup>54</sup> Borough of Redditch Local Plan No. 4

<sup>55</sup> Origin destination statistics, Census 2011, ONS.

<sup>56</sup> Redditch Town Centre Development Sites: Baseline Report, February 2019, BDP

more seating in order to significantly improve travellers' journeys. The lack of facilities at the station at present said to make train travel off-putting, leading people to travel by car instead<sup>57</sup>.

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*“The train from Redditch to Birmingham is really handy, and saves you using the car; but the train station could do with a bit of upgrading. The area where you get tickets could have more there – a bar or a café would be nice to sit at and relax when waiting on a train.”*

- Resident from Astwood Bank (Male, age 55)

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### 3.5.1.3 Active Travel

Active travel in Redditch is inhibited due to public realm not supporting walking or cycling in Redditch. Only 9% of residents travel to work by foot compared to 12% nationally and 2% by cycle to work compared to 3% nationally<sup>47</sup>. A lack of cycle lanes, poorly maintained footpaths and insufficient lighting contributed to these figures. Stakeholder feedback cited the lack of appropriate infrastructure making them feel unsafe when walking or cycling<sup>48</sup>.

### 3.5.2 Strengths and Opportunities

Alongside action to facilitate public transport use there is also an opportunity in Redditch to

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*“...We're being encouraged to 'travel green' and to do outdoor fitness. The most basic requirement for this is safe pavements. In recent years, they have fallen into disrepair.”*

- Resident from Redditch (Female, age 45-54)

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reduce the environmental impact of private vehicle use. UK electric car usage is increasing rapidly. Around 500 electric cars per month were registered during the first half of 2014, this has increased to almost 12,100 per month for 2020 despite the pandemic<sup>58</sup>.

Increased provision of electric charging points would allow Redditch to encourage and facilitate the growing trend. This would align with the government's 2050 net zero aim and their policy that new cars and vans powered wholly by petrol and diesel will not be sold in the UK from 2030. Public sector intervention will help over-come the 'causality dilemma' (i.e. provision and demand are interlinked) inherent in the roll-out of charging infrastructure and electric vehicle demand.

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<sup>57</sup> Redditch Town Deal Community Consultation, November 2020

<sup>58</sup> Society of Motor Manufacturers and Traders, October 2020.

Bus travel as a means to travel to work is on national/regional trend in Redditch<sup>59</sup>. The New Town road structure of Redditch includes 'bus only' lanes giving high priority to bus use; therefore, this is an efficient way to travel in Redditch. This presents an added opportunity for electric vehicle charging points to serve a well-used public transport system in Redditch.

### Connectivity Need

Provision of enhanced rail services, infrastructure for active travel, and electric vehicle charging infrastructure.

## 3.6 COVID-19

Economic bounce back from the COVID-19 pandemic can helpfully be considered in three phases:

- Restart – Ensuring/supporting businesses return to return as close as possible to normal operations;
- Recover – Developing an approach to get back to the previous strategic ambitions that remain feasible and deliverable; and
- Renew – Addressing the limitations of economic policy to meet new and accelerated challenges.

Redditch TIP is not anticipated to support the Restart phase however will be important for Recovery and Renewal.

### 3.6.1 COVID-19 Economic Impacts

Nationally, there have been some key trends that have been accelerated by COVID-19, such as:

- Retail<sup>60</sup> – Accelerated decline of the high street, increased demand for experiential leisure. Increased need for repurposing of town centres. Increased prevalence of online retail.
- Workplace patterns<sup>62</sup> – Increased home working, reduced influence of strategic connectivity, increased importance of digital skills and infrastructure risking exacerbating the digital divide.
- Other trends – Shifts to growing industries of care, logistics, IT and the green economy<sup>64</sup>. Impacts of increased unemployment<sup>65</sup>. Increased demand for active travel.

To tackle the key barriers to the Recovery/Renewal in Redditch, we have undertaken analysis to understand the economic effects that the pandemic has had on Redditch. The headline figures for COVID-19 impacts are as follows:

<sup>59</sup> Origin destination statistics, Census 2011, ONS.

<sup>60</sup> Retail Sales, Great Britain, ONS, October 2020. Available at: <https://www.ons.gov.uk/businessindustryandtrade/retailindustry/bulletins/retailsales/october2020>

<sup>61</sup> We Shape A Better World Town Centres Toolkit A bespoke approach putting people at the centre of our towns, Arup, Dec 9, 2020

<sup>62</sup> Coronavirus and homeworking in the UK, ONS, April 2020. Available at: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/coronavirusandhomeworkingintheuk/april2020>

<sup>63</sup> Digital infrastructure, connectivity and accessibility, Debate Pack, House of Commons Library, 2 December 2020

<sup>64</sup> Synthesised findings from series of Mott MacDonald research papers into long term impacts of COVID-19 (research client confidential)

<sup>65</sup> How persistent will the impact of COVID-19 on unemployment be? Bank of England, October 2020. Available at: <https://www.bankofengland.co.uk/bank-overground/2020/how-persistent-will-the-impact-of-covid-19-on-unemployment-be>

- Generally, Redditch town and the district have seen unemployment increases in line with national averages. From March to October 2020, both the town and the district's claimant count rate<sup>66</sup> increased by 3% to 6%.
- In July 2020, there was a higher take up rate of the furlough scheme in Redditch (34%) compared to regionally (32%) and nationally (30%)<sup>67</sup>. By November 2020, this had fallen to 8%, the same as regionally. Current furloughed jobs (3,600) in November are roughly similar to the amount of Claimants (3,210) in October 2020. This implies that an early end to the furlough scheme could approximately double the Redditch claimant count.
- The latest data suggests that the town centre vacancy rate in Redditch has grown at a faster rate than the national average, suggesting the town has been harder hit by the consequences of the lockdown measures<sup>68</sup>.
- In a report by West Midlands Regional Economic Development Institute (WMREDI)<sup>69</sup>, Redditch is identified as a moderately impacted district within the West Midlands. This is compared to the vulnerable districts of Birmingham, and the more resilient districts of Malvern Hills and Warwick, for example. This suggests that in the long term, Redditch will not be as at risk to negative economic effects from COVID-19. However, the districts' specialism in manufacturing may hinder the transition to the Recovery/Renewal stages.
- Pre-vaccination predictions for economic growth by the Bank of England, forecasted that the UK economy will begin to recover by the second half of 2021, following the end of lockdowns<sup>70</sup>. Redditch TIP interventions will not therefore be delivered in time to support the Restart phase.

The table below highlights the output losses by sector, and Redditch's output share compared to nationally. The table focuses on sectors that have been greatly affected by the pandemic and that represent high employment in Redditch. This highlights vulnerabilities in Redditch's economy to the economic shocks of COVID-19,

In particular, the industries of Manufacturing, Retail and motor trade, Information & communication, Administrative and Arts and Recreational services are vulnerable in Redditch. This is due to high Redditch over-representation (as a share of GVA) in the sectors that have observed heavy output losses. Only health is an over-represented sector where that had an output gain for the second quarter of 2020. The businesses within these vulnerable sectors may need to rethink and adapt significantly to return to growth and the Redditch TIP should be designed to consider these needs.

**Table 3.2: Output losses by sector in the second quarter of 2020**

	England Share of GVA	Effect on England output relative to baseline	Redditch Share of GVA	Effect on Redditch output relative to baseline	Location Quotient <sup>71</sup> Redditch
Manufacturing	9.6%	-55%	19.5%	-55%	2.04

<sup>66</sup> Claimant count rate represents the number of claimants as a proportion of the working age population in 2019.

<sup>67</sup> Coronavirus Job Retention Scheme, HMRC, 2020.

<sup>68</sup> For more information see Socio-Economic Baseline report in Appendix [xx]. Compares national vacancy trends (The Local Data Company, November, 2020, <https://www.localdatacompany.com/blog/retail-outlook-for-the-end-of-2020>) to local Redditch Town Centre data provided by a survey undertaken by Redditch Borough Council in October 2020.

<sup>69</sup> State of the Region 2020 West Midlands Combined Authority, WMREDI, July 2020. Available at: <https://www.wmca.org.uk/media/4240/state-of-the-region-2020-final-full-report.pdf>

<sup>70</sup> Monetary Policy Report, November 2020, Bank of England, November 2020.

<sup>71</sup> Location Quotient is a ratio resulting from the division of a location's proportion of sector employment by the national average for that sector. A Location Quotient greater than 1 implies an employment specialism for the sector in that given location.

Wholesale, retail and motor trades	10.7%	-50%	17.2%	-50%	1.60
Information and communication	7.6%	-45%	10.6%	-45%	1.41
Administrative and support activities	5.6%	-40%	8.1%	-40%	1.44
Health	7.2%	+50%	8.6%	+50%	1.19
Arts, entertainment, recreation and other services	3.6%	-60%	6.9%	-60%	1.92
<b>Whole economy</b>	<b>100%</b>	<b>-32.98%</b>	<b>100%</b>	<b>-32.98%</b>	<b>-</b>

Source: Office for Budget Responsibility, OBR coronavirus commentary: Output losses by sector in the second quarter of 2020.

Note: \*Agriculture GVA breakdown not available for Redditch, and is only included with Mining, energy and water supply (SIC codes A-B, D-E).

Key points considered as part of this TIP are:

- Through the repurposing of Redditch Town Centre's assets more outdoor space can be provided to facilitate destination retail.
- Need for digital skills and infrastructure has become greater.
- Temporary shock to manufacturing sector might lead to need for rethink of manufacturing processes and a renewed pressure to automate.
- Temporary increase in demand for active travel may form permanent new behavioural patterns.
- Public realm should be designed sensitively to ensure future pandemic resilience, allowing for social distancing measures to be implemented if need, to allow businesses to invest with confidence.

#### COVID-19 Lessons

TIP to contribute to Recovery/Renewal post COVID-19. Pandemic increased need for some interventions (particularly encouraging destination retail and the need for digital skills). Proposals should be designed to take account of lessons learned.

### 3.7 UK Future Trading Arrangements with the EU

The new trade agreement came into force on 1 January. Detailed analysis by thinktanks and other scrutinising bodies has not yet been published. However, initial analysis of the impact for Redditch's economy is presented below.

Leaving the EU presents significant opportunity for businesses in Redditch to access new markets and benefit from opportunities from opportunities from the new regulatory environment. In the short to medium term some bureaucratic issues have been identified. Further opportunities and implications will become clearer overtime as further trade deals are signed. Thorough analysis of the impact on Redditch and how to ensure projects capitalise on the opportunities will be undertaken in the full business case stage.

**Table 3.3: Impacts of the UK's Future Trading Arrangements with the EU**

Sector	Trade Agreement implications	What does this mean for Redditch?
Manufacturing	<ul style="list-style-type: none"> <li>• Tariffs have largely been avoided</li> <li>• Non-tariff barriers imposed: <ul style="list-style-type: none"> <li>○ Rule of Origin: For goods traded between the UK and the EU to benefit from being duty and quota free they must ensure that the goods really do originate from the EU or the UK<sup>72</sup>.</li> <li>○ Conformity Assessment: If business wish to sell their product in both the UK and the EU, they may have to certify it twice as there's no agreement on conformity assessment<sup>73</sup>.</li> <li>○ Additional Paperwork: Companies will need to complete additional paperwork and declarations when moving goods across the EU/UK border<sup>74</sup>.</li> </ul> </li> <li>• Trusted Trader Schemes: the mutual recognition of trusted trader schemes which will make it easier for large companies to operate across borders. It will result in exemptions from tariffs for up to 98% of goods flowing between Great Britain and Northern Ireland<sup>75</sup>.</li> </ul>	<p>Business in Redditch exporting to the EU will have additional bureaucracy to follow.</p> <p>Larger companies in Redditch such as can take advantage of relatively free trade with Northern Ireland.</p> <p>Further productivity improvements in Redditch's manufacturing sector, for example through increased digitalisation and workforce skills, would help them to maintain competitiveness in the changing EU market.</p>
Services	<ul style="list-style-type: none"> <li>• Non tariffs barrier imposed: <ul style="list-style-type: none"> <li>○ Additional Paperwork: This will also apply to services, such that companies will need to complete additional paperwork and declarations when offering services in the EU.</li> </ul> </li> <li>• The services sectors are yet to receive clarifications such as regulatory equivalence that would help reduce friction of trade.</li> </ul>	<p>The impact of the trade agreement for the service sector in Redditch is currently emerging. Additional information in the future will allow further analysis.</p>

Source: Mott MacDonald

With a significant over-representation in the manufacturing sector, Redditch is well placed to benefit from the newly emerging trading and regulatory framework post-EU exit. However, targeted support will be needed to help businesses over-come new complexities and navigate new regulations.

### 3.8 Summary

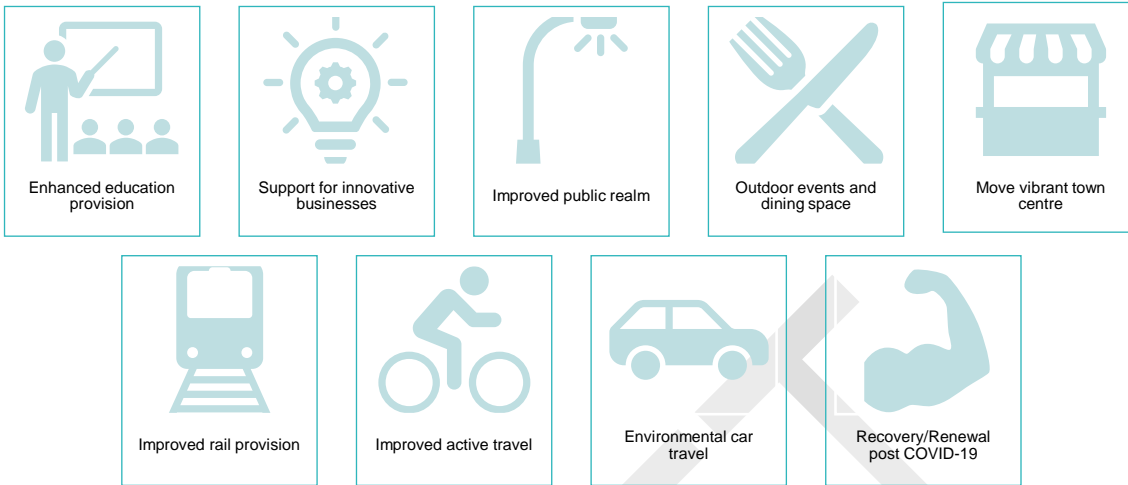
A review of Redditch's strengths, weaknesses and opportunities has revealed need for interventions in the following areas:

<sup>72</sup>How the Brexit deal will affect supply chains, Dec 2020, Pinsent Masons (Accessed Jan 2021: <https://www.pinsentmasons.com/out-law/analysis/brexit-deal-supply-chains>)

<sup>73</sup> Brexit deal: What is in it? Dec 2020, BBC (Accessed Jan 2021: <https://www.bbc.co.uk/news/55252388>)

<sup>74</sup> How the Brexit deal will affect supply chains, Dec 2020, Pinsent Masons (Accessed Jan 2021: <https://www.pinsentmasons.com/out-law/analysis/brexit-deal-supply-chains>)

<sup>75</sup> 'Trusted trader scheme' agreed between EU and UK, Dec 2020, RTE (Accessed Jan 2021: <https://www.rte.ie/news/brexit/2020/1209/1183335-brexit/>)



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## 4 Vision for Redditch

This section sets out a shared vision for Redditch. This vision has been collaboratively developed and approved by Redditch Town Deal Board, which represents public, private and voluntary sectors and wider stakeholders in the local community.

Our vision and resultant outcomes were developed and agreed by the Town Deal Board in November 2020. Underpinned by engagement, economic analysis and the prevailing policy context described in this TIP, Redditch's vision is based on the area's strengths, assets, issues and opportunities. Building on the existing New Town legacy, the vision looks to deliver transformational change to 'unlock Redditch' and make it a New *smart* Town.

The vision and core elements of the interventions have been informed by wider stakeholder engagement. The local community were engaged through a predominantly online engagement process given the current COVID-19 situation alongside specific engagement activities targeting those sections of the society that are digitally excluded. Feedback on the TIP vision has been positive, with the key themes tested during engagement receiving broad-based support.

The shared vision for Redditch TIP frames the integrated and strategic approach to exploiting opportunities, addressing structural challenges and unlocking the town's potential:

"Unlocking Redditch forms a vision to transform Redditch from a *traditional* New Town into a New *smart* Town fit for the 21<sup>st</sup> century, which is a great place to live and work and an investment and visitor destination. We will achieve this vision by laying the foundations for Redditch to become a *digital, green, connected* and *creative* town.

Redditch will invest in its *digital* offering. We will encourage the adoption of new technologies and invest in digital skills to support this. We will bolster our strategic strength in advanced manufacturing and communications technologies, working with partners across the West Midlands.

We will become better *connected* by improving transport networks and facilities, building on and improving the New Town transport infrastructure. We will offer an integrated transport network, developing local transport schemes that complement regional and national networks by facilitating rail travel.

We will make Redditch more *creative* in order to strengthen our town centre viability. This will be done by repurposing key town centre assets, expanding the town centre's cultural and leisure offer, thereby making the town more attractive and prosperous. The urban environment will therefore become a more facilitative environment for our residents and businesses to unleash their creative potential.

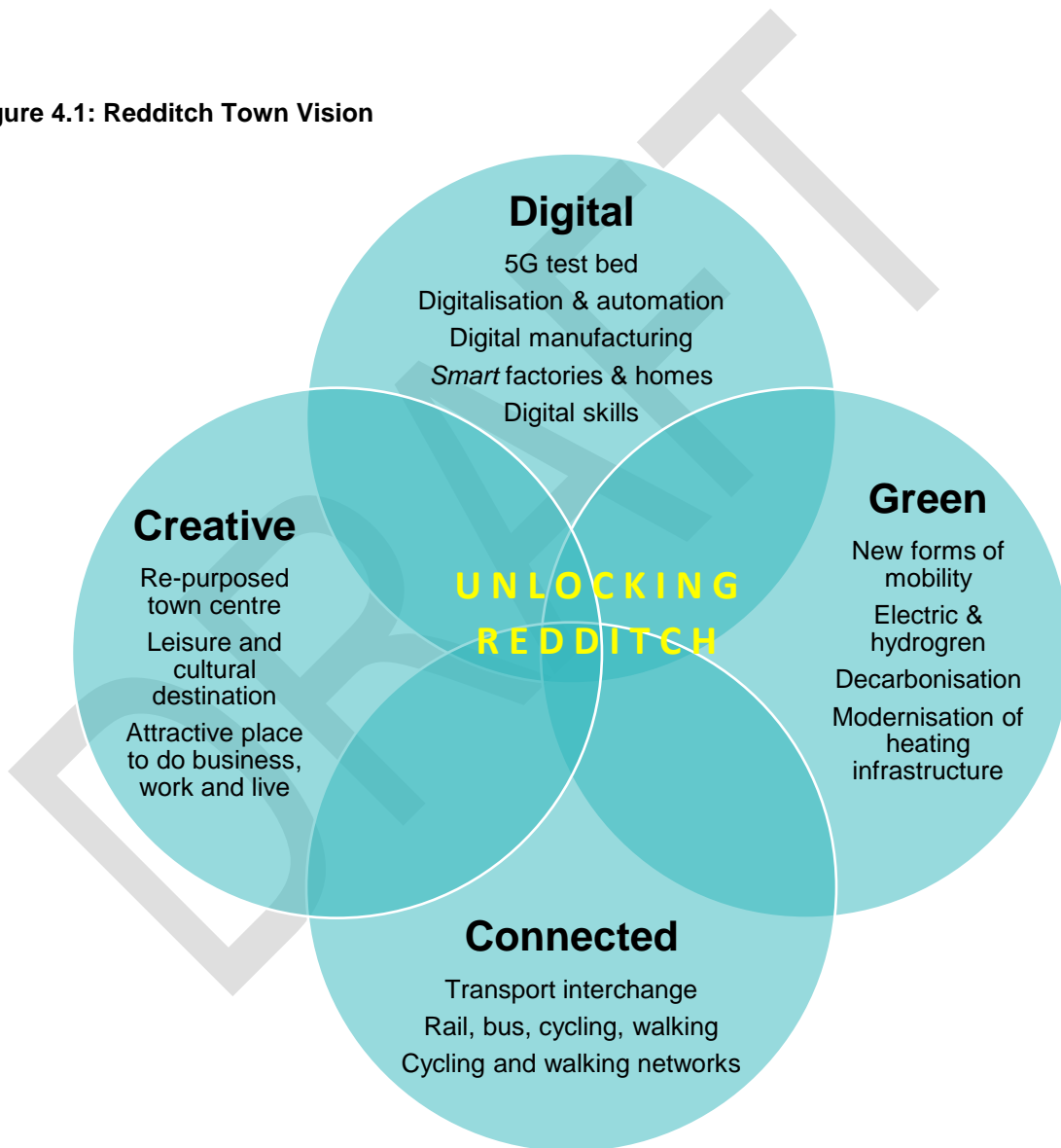
Our vision has an overarching aim to ensure Redditch is a *green* town. Redditch aims to support 2050 net zero target firstly by encouraging and facilitating green travel, such as electric vehicle usage, and secondly by enabling renewable energy adoption through modern heating infrastructure such as solar panels.

We aspire to enable smart working, living and travelling in Redditch."

Our vision is built on four themes, which lie at the heart of our investment approach and will drive positive outcomes. SMART objectives will be developed as part of the business case development process.



Figure 4.1: Redditch Town Vision



Source: Redditch Town Board / North Worcestershire Economic Development and Regeneration

**Table 4.2: Redditch TIP Vision Themes**

Vision Theme	Further Detail	Vision Theme Outcomes
Digital Town	<p>We aim to become a digital town in the areas of education, business and infrastructure. Redditch town's second largest employment sector and the Borough's largest is manufacturing, accounting for 22% of employment in the Borough. The provision of specialist digital technologies will support growth in this dominant sector. Our aim for increased digital skills in Redditch is critical to business success and innovation. This vision is shared by Andy Street, mayor of the West Midlands: <i>"Digital is vital to the continued success of the West Midlands economy because it is the golden thread across all industries which will provide jobs in the twenty-first century"</i>. We aspire for improved education and innovation to increase the number of start-ups in the town, we will support this by offering acceleration and incubation spaces for businesses.</p> <p>Redditch has an existing strength in superfast and ultrafast connectivity, we seek to develop this further by investing in infrastructure to support 5G and full fibre connectivity.</p>	<ul style="list-style-type: none"> <li>• Facilitate adoption and acceleration of digital technologies and digitisation</li> <li>• Enable people to acquire and develop relevant digital skills, with a focus on developing these skills in the young people of Redditch</li> <li>• Enable smart working, living and travelling</li> <li>• Create the conditions and facilities for prototyping, experimenting, trialling and piloting</li> <li>• Facilitate roll-out of gigabit internet and 5G</li> </ul>
Green Town	<p>Our Towns Fund Vision aligns with our council plan to have a green thread running through our purposes and priorities. Investment in Redditch will support the Government's 2050 net zero target; we will do this by encouraging and facilitating green travel, this will include the provision of electric vehicle charging points and improvements to public transport infrastructure. In addition, we will build upon our previous actions of green energy adoption, such as heating Abbey Stadium swimming pool using a heat exchange network. We welcome the Towns Fund investment to speed up the process of restructuring our industry, commerce and communities towards a greener future.</p>	<ul style="list-style-type: none"> <li>• Facilitate new forms of mobility</li> <li>• Create the conditions for adoption of electric vehicles</li> <li>• Reducing the carbon dioxide output of Redditch's economy (especially buildings and transport networks)</li> <li>• Modernisation of heating infrastructure</li> </ul>
Connected Town	<p>Redditch will be a well-connected town with a modern transport network focused on providing a quality service and enhancing the image and attractiveness of Redditch. We support our resident's desire to have high quality public realm and facilities at the station to offer a welcoming arrival to the Town. Our residents would also benefit from better integrated public transport of rail, bus, cycling and walking, supporting healthy active travel choices and sustainable travel within the West Midlands.</p>	<ul style="list-style-type: none"> <li>• Improve local transport networks of rail and bus within Redditch</li> <li>• Improve local transport facilities particularly the rail and bus facilities</li> <li>• Integrate transport networks in Redditch</li> </ul>
Creative Town	<p>Our ambition is for Redditch to be an attractive place to live and work. Investments in the town centre landscape will be one method to achieve this, particularly improvements to the journey from the rail station to the town centre. We support our residents desire for provision of outdoor entertainment and social space, this will help develop the town centre into a stronger cultural and leisure destination.</p> <p>The new Redditch Masterplan will improve the attractiveness of Redditch town as a place and the Towns Fund investments will be the first steps towards delivering a longer-term vision for Redditch.</p>	<ul style="list-style-type: none"> <li>• Strengthen town centre viability and vitality</li> <li>• Make the town centre a more attractive place to live</li> <li>• Support business creation and growth in Redditch</li> <li>• Increased business innovation</li> <li>• Develop the town centre into a cultural and leisure destination</li> </ul>

## 5 The Town Investment Plan

Building on our strengths, our Town Investment Plan presents an integrated response to the challenges and opportunities faced by our town. Our TIP projects will inject targeted resources to help reverse our economic trajectory, enabling a transformation through scale and momentum that will equip us to better respond to the challenges and exploit our unique heritage and cultural assets. The programme of investment will tackle the town's core structural challenges and help deliver inclusive economic growth.

### 5.1 Town Deal Ask

Our funding ask from the Towns Deal is **£26.8m**. The investment will deliver an ambitious programme comprised of six distinct projects (set out below). In aggregate, our projects – over their respective lifecycles – are expected to create benefits for Redditch in the order of:

- 3,894 sqm of high quality affordable commercial floor space
- Delivery of 2,500 sqm of shared workspace
- Provision of 7 programmes to support businesses
- Provision of 102 electric vehicle charging points and 2 e-bike charging hubs
- 450kWp of renewable energy generation capacity
- **X** improved/additional car parking spaces at the railway station
- Provision of **XX** sqm of improved public realm
- Upgraded station building
- 750 sqm public space
- 3 new/improved public spaces (Church Green, Unicorn Hill and Evesham Walk)
- **XX** m improved walking routes
- **XX** m of improved cycling routes

We are confident in our ability to deliver and have robust assurance frameworks in place to ensure that each scheme is subject to a rigorous value for money assessment.

The following sections will detail how we arrived at our shortlist of projects for the TIP, the projects themselves and their rationales as well as the programme-level theory of change model and spatial considerations.

### 5.2 Stakeholder engagement

Stakeholder consultation and engagement has been a key pillar of our approach to developing the Redditch TIP. Our Town Deal Board has been an important vehicle to bring together local Redditch stakeholders. We have also undertaken specific targeted stakeholder engagement directly related to our TIP. Finally, we have drawn on previous stakeholder engagement where relevant and have a well devised plan for future stakeholder engagement.

Broad and deep support from local residents, businesses, partners and other public sector bodies is critical to successful delivery of the vision, and each individual project.

Covid-19 changed the engagement planning dramatically as traditional forms of engagement were inappropriate due to lockdown and social distancing measures, with a shift to a more targeted and predominantly digital approach. This resulted in challenges for engagement not

only with public consultation but also Town Deal Board meetings. However, we have overcome these challenges and successfully carried out Town Deal Board meetings through Zoom and undertaken two site visits with board members to key areas within the Borough in socially distanced groups. Consultation events have been carried out using a mix of online surveys, discussion groups and telephone interviews.

### 5.2.1 Redditch Town Deal Board

The Redditch Town Deal Board is responsible for developing a TIP that sets out a clear vision and strategy for the town. It is an essential vehicle to ensure that plans reflect local priorities and are co-designed with local businesses and communities. This is in order to maximise the success of the interventions.

In its advisory capacity, the Town Deal Board has steered RBC (as the accountable body) to produce a TIP that truly strives for transformational change in the town.

**Redditch Town Deal Board Membership:** Shaker-UK / The Orangery (Chair), Redditch Community Forum (Vice Chair), Redditch Borough Council, Worcestershire LEP, West Midlands Combined Authority, North Worcestershire Economic Development & Regeneration, Faun Zoeller (UK) Ltd., Mettis Aerospace, YMCA, Worcestershire County Council, Greater Birmingham & Solihull LEP, West Midlands 5G Company, Midlands Group Training Services, MP for Redditch

The Redditch Town Deal Board has met nine times since its formation in January 2020 and will continue to meet regularly in the Heads of Terms and Business Case stages. To maintain momentum during the pandemic, the Board has chosen to meet virtually, successfully sustaining meeting attendances of at least 10 members.

As part of the work undertaken for the Town Investment Plan Vision the Town Deal Board deliberated what they considered were the challenges Redditch was facing. These challenges/opinions were brought forward by board members from a business/community and residents' perspectives. This resulted in meaningful discussion which spanned over 2 consecutive meetings with final agreement on the following key challenges.

- Significant new demand for housing due to natural growth and migration
- Land availability
- Declining town centre
- Redditch has an identity crisis – poor perception
- Limited capital investment since the 60's – New Town Legacy
- Skills shortage
- Transport connectivity
- Some District Centres suffer from safety, safety perception issues and other issues relating to the poor quality of the physical environment

Leading on from the key challenges the board agreed the Town Investment Plan priorities as listed below.

- New commercial office space
- Incubation / innovation space
- Increased town centre living and facilities

- Improved public realm
- Digital connectivity
- Enhanced transport connectivity

### 5.2.2 TIP specific engagement

In November 2020, Social Marketing Gateway (SMG) was commissioned to conduct a community consultation with Redditch residents about how TIP investment could make a difference to their lives.

A mixed method approach was used involving a quantitative survey, quantitative in-depth online groups, discussions and interviews. The online survey allowed us to maximise the reach and access to participants and was publicised through local networks including the Redditch community forum. Telephone interviews (and telephone access to group conversations) were used to ensure access and participation from those without access to digital technology.

Our approach allowed us to reach and engage with 650 people in just two weeks across a representative cross-section of the Redditch population – covering all age groups from 16-year-olds through to 75+, local ethnic communities and a good response from both men and women.

The following outlines some of the main findings:

**Skills provision** - Most young people who responded felt they could not achieve their goals and ambitions in Redditch at present. A greater course/qualification offering at the local college and more support and advice to pursue local opportunities was desired.

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*"I want to study for the video games industry and Redditch doesn't offer any sort of specific course or place I can go for help. I have to go to Bromsgrove for my college course."*

*(F, 16-24)*

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**Place to do business** - As a place to do business, there is room for improvement. Although this was a residents-based consultation, 54 residents were also business owners. Business owners generally reported Redditch as being just 'ok' as a place to do business. High rent and rate charges are perceived as being a key barrier for businesses getting up and running – particularly local and independent shops who want to be situated in the town centre.

**Town centre redevelopment** - Residents support investment to change what is on offer in the town centre but do not just want 'more of the same'. People had a lot to say about the 'right kind' of retail, hospitality and entertainment - more local and independent shops and activities that transform the centre into a busy and vibrant place where people will want to socialise is what is being called for.

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*"We need more nice places to go – to have something to eat, have a drink, have a sit down."*

*(M, 45, Abbeydale)*

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**New public outdoor space** - People are also calling for investment in the open space around the town centre and for this to be used in new and creative ways. This would see more

residents using the town centre and fewer travelling elsewhere to spend their leisure time and money.

**Investment in Redditch railway station** - Improving the train station would be a real positive. Both for locals who use public transport, and for the many others whose first impression of Redditch is shaped by what they experience when they arrive by train. Better facilities at the station, including a bigger ticket office, more shelter when waiting on trains and some eating/drinking options, such as a café with a seating/waiting area, are important to encourage travel by train. Improving the attractiveness of the station itself should go hand-in-hand with improving its surrounding area, which is felt to be somewhat derelict and underused.

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“I can only see positives with this idea - a bigger and better train link would be of betterment to Redditch. The station is right next to the Kingfisher Shopping Centre; if that improved, with more trains and better station facilities, it'd give people a reason to come to Redditch for a day out.”

(M, 56, Oakenshaw)

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Residents are, overall, proud of their town. Redditch is seen as having many natural assets that can be built upon – such as its green spaces, a source of joy for many - yet many want to see better leisure facilities and entertainment for children, young people and families. They were certainly not short of ideas for how their town can be improved. People now want the Towns Deal to deliver and give them something to shout about.

See 'Redditch Towns Deal Community Consultation' report by SMG, November 2020, contained in [Appendix X](#) for further detail.

Further to the consultation carried out in November, we have engaged the local press and sent out an update of our findings to ensure residents & businesses are kept updated. In addition, this update will be sent out via existing networks, community groups and digital channels.

### 5.2.3 Previous stakeholder engagement

Prior to the TIP, the Council had developed a strong understanding of the needs and aspirations of stakeholders in Redditch, built up through regular engagement.

#### Customer & Residents Survey 2019 – Town Centre survey

Members of the 'Community Panel' in Redditch, as well as the general public were invited to take part in a survey about the town centre. 54.1% of the Community Panel responded and 349 responses were received from members of the public.

[Note: Improving the vitality and viability of Redditch Town Centre and District Centres is one of the key themes identified in the Local Plan]

[Note: We need to say something about what was learnt here that relates to TIP ambitions]

#### Redditch Town Centre - Four Quarters Plan – 2018/19

In 2018 the Redditch Regeneration Board, comprising local public and private sector partners, collaborated on the creation of a quarters plan for the town centre's future development. Consultants BDP, assisted by Highgate Land and Development and the BE Group developed a regeneration prospectus and implementation proposals for four strategic development sites within

the town centre. The preferred options were reviewed by the Redditch Regeneration Board in May 2019 and are being developed as part of the overall regeneration of Redditch.

The proposals for the four quarters were subject to public consultation and some of the emerging themes and responses that were received as part of this exercise were as follows:

- *There should be provision of meeting spaces and venues for businesses to utilise in the area*
- *Entrances to the area and shopping centre should be improved as most people enter through car parks which are worrying*
- *There is a lack of places to meet up in the centre in the evening, particularly family friendly spaces. No area for community events and activities*
- *We need to protect our character of place as this is an important aspect of the areas heritage*

These responses helped to shape the production of the four quarters plan and continue to provide the basis for the projects that are being promoted through our TIP.

### **Local Plan (2017)**

The Borough of Redditch's most recently adopted Local Plan (2017) involved extensive engagement with a wide range of stakeholders, such as statutory consultees, local interest groups and community organisations, local residents, businesses, and private sector developers and landowners. Consultation was undertaken using a broad methodology, involving citizen and stakeholder discussion panels, social media, local press engagement, speaker platforms and provision of promotional material, public displays, exhibitions and drop-in events. The council continues to use these established communications and engagement channels to inform, consult, and engage residents, businesses, potential investors and visitors.

Some of the responses that came back through this consultation process, which are particularly relevant to the TIP, are as follows:

- *The town centre should have more support & development*
- *Need to breathe new life into Redditch Town Centre to try to create a more vibrant cafe-culture*
- *Without a focal point to make people really want to come into Redditch for the evening, it is difficult to see how the vision of a vibrant town centre can be achieved*
- *The whole area is a mess and needs improving - approaches from the railway are awful*

The adopted Local Plan has responded to a number of these key issues and included a specific policy on improving the vitality and viability of Redditch Town Centre, as well as identifying a strategic policy to direct new growth. These themes were also very relevant to the further work undertaken on the 'four quarters plan' and provided further evidence to help inform the aims and objectives that have been identified in our TIP.

#### **5.2.4 Future stakeholder engagement**

[Awaiting updated text from Jayne Doyle]. A high-level engagement strategy will be appended to the TIP and include details regarding content, methods / channels, stakeholders and timetable.

The future stakeholder engagement strategy will be carried out at programme and project level and reflect the engagement preferences expressed by the those involved in the November 2020 public consultation.



At programme level, engagement will be undertaken with strategic stakeholders to ensure the coherence and consistency of the overall programme but also to start exploring how the stakeholders can build on the Town Deal to trigger the next phase of interventions. Also, there will be progress updates / bulletins issued regularly to keep the wider public informed with the delivery progress.

At project level, engagement will be specific to the respective scheme and include stakeholders (owners, tenants, residents, businesses) immediately affected by the proposed intervention. This engagement will be undertaken during the business case development phase and the project delivery phase. Project Managers will develop project specific engagement plans.

### 5.2.5 Stakeholder Mapping

Consultation work undertaken by SMG has aimed to ensure a cross representation of the population of Redditch and interviews have been carried out through online platforms and via telephone for those who are unable to access a computer. Working closely with partner networks the online survey was disseminated to the following groups utilising social media and local press to engage harder to reach groups and younger people:

- Redditch Borough Council intranet – to reach all employees
- Redditch Partnership - which covers the following;
- Bromsgrove and Redditch Network (BARN)
- Worcestershire County Council
- West Mercia Constabulary
- NHS Redditch and Bromsgrove Clinical Commissioning Group (RBCCG)
- Department for Work and Pensions (DWP)
- Hereford and Worcester Fire and Rescue Service
- YMCA Worcestershire
- Worcestershire Health and Care Trust
- Redditch BID steering group
- Heart Of Worcestershire College
- NWEDR social media
- Redditch councillors
- Redditch Business Leader
- Redditch Churches together
- RBC Sports Development team
- Redditch Community Forum

A more detailed stakeholder mapping exercise will be undertaken as part of business case development for each individual project proposal.

### 5.3 Project prioritisation process

To support the development of the Redditch TIP a robust project selection process was developed to ensure that the plan is reflective of the aims of RBC as well as the objectives of the Towns Fund and the wishes of stakeholders.

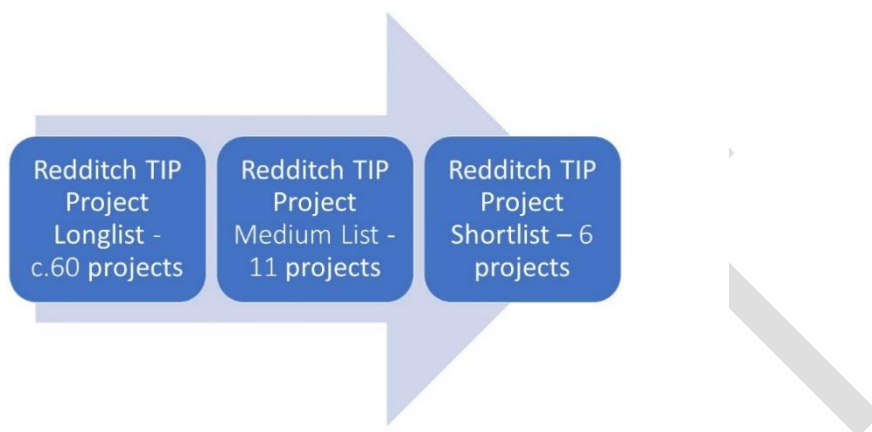
The amount of funding available via the Towns Fund means that not all of the projects in the longlist could be allocated a share of the funding. An objective prioritisation process was



required – employing an independent, standardised robust approach – to establish a final shortlist of projects of between six to ten projects from the initial longlist.

The final number of projects by prioritisation stages are outlined in the figure below.

**Figure 5.1: Project prioritisation stages**



Source: Mott MacDonald

Details of the various stages of the project prioritisation process are outlined in the following sub-sections.

### 5.3.1 Collation of Longlist of projects

The project ideas for the TIP have been gathered in several ways through existing work programmes, the Town Deal Board discussions and stakeholder engagement.

Prior to the announcement of the Town Deal Fund Redditch Borough Council had created a Regeneration Prospectus for the Town Centre in addition to the proposed redevelopment of district centre sites and economic development programmes in the wider Borough. These ideas were debated with the board to assess whether they addressed the key challenges facing the Town and how they could help to achieve the vision.

Running parallel to these discussions were the outcome of the consultation events, the #MyTown initiative for Redditch provided over 50 suggestions made by the community. The #MyTown campaign helped to both provide confirmation that the initial projects being considered were supported as well as suggesting additional areas of focus.

The key themes that emerged through the long list of projects were as follows:

- Need for entertainment, activities and facilities in the Town Centre
- Improvements to public transport and, to a lesser extent' roads and parking
- Improvements to public realm
- Investment in housing
- Focus on heritage and the arts
- Investment in retail
- Investment in the hospital – this was a common response but sits outside the scope of the Town Deal

### 5.3.2 Longlist sifting

#### [NWEDR to add text on sifting process from longlist to medium list of 11 projects]

The longlist of projects that were captured were then sifted to identify tangible projects that could be delivered through the Town Deal. A number of the suggestions provided through the My Town campaign already aligned with some of the projects that had previously been identified as possible options.

This was especially clear in areas such as town centre regeneration, and specifically around providing more activities and facilities for people to use in the town centre. In addition, a strong focus was on accessibility to the town (walking and cycling) and for improvements to be made to the Railway Station area.

The ideas provided through the My Town campaign helped to crystallise the position in terms of areas of focus and also ensured that the Council considered some additional projects that might also be suitable for Town Deal funding. This process resulted in a Medium List of 11 projects, being put forward for further consideration.

- Matchborough District Centre Redevelopment
- Winyates District Centre Redevelopment
- Town Centre Community Hub
- Innovation Centre
- New Plaza / Community Facility
- Church Road redevelopment
- Railway Quarter
- Active Travel & Improvements to Arrow Valley
- Town Centre Public Realm improvements
- Sustainable Projects
- Heritage & Culture

This list comprised a selection of existing projects being promoted and new projects that hadn't previously been flagged as options for consideration but were introduced on the back of suggestions made through the My Town Campaign and conversations with partners. Each of these projects completed a Town Deal pro-forma so that the project prioritisation exercise could be undertaken.

Projects that have not been taken forward at this stage will be retained so that they can be considered again in the future. Work will continue with partners to ensure that there remains a pipeline of projects that might attract funding from other sources in the future, for example through the Governments recently announced Levelling Up Fund.

### 5.3.3 Multi-criteria assessment framework

Following the establishment of a Medium List of 11 projects, the Towns Fund Delivery Partner's 'Project Prioritisation Tool' was used to facilitate an independent and objective prioritisation of each project.

This tool is designed to provide some degree of flexibility in how towns priorities a long list of projects. The assessment is carried out in two stages:

1. **Initial Sift** – a 'pass-or-fail' test that requires projects to fulfill a series of 'Towns Fund Key Requirements' which are based on MHCLG's Towns Fund guidance.

2. **Assessment Stage** – projects that make it through the Initial Sift are then scored against a set of ‘Town Specific Criteria’ and ‘HMT Green Book Appraisal Criteria’.

### 5.3.3.1 Initial Sift methodology

The initial sift criteria are shown below. All the projects on the Medium List passed this initial sift stage.

**Table 5.1: Initial Sift criteria**

Initial Sift criteria	Details of Initial Sift criteria
<b>Capital</b>	Is the project capital? If the project is revenue, could it form 10% or less of the overall revenue ask in your Towns Fund ask?
<b>Geography</b>	Does the project fit within the Towns Fund town boundary?
<b>Ask</b>	Is the project ask within the Towns Fund financial limit (cost of all projects proposed within £25m or £50m through MHCLG route)
<b>Vision &amp; Strategy</b>	Does the project broadly fit with the town’s vision and strategy?
<b>Project status</b>	Is the project ‘shovel-ready’ and in a position to be fast-tracked after Head of Terms agreement?
<b>Co-funding</b>	Does the project present opportunities for co-funding or match funding? This is not a requirement.
<b>Towns Fund Intervention Themes</b>	Projects would also need to prove alignment with one of the six Towns Fund Intervention themes: <ul style="list-style-type: none"> <li>• Local Transport</li> <li>• Digital Connectivity</li> <li>• Regeneration, Planning &amp; Land Use</li> <li>• Arts, Culture &amp; Heritage</li> <li>• Skills Infrastructure</li> <li>• Enterprise Infrastructure</li> </ul>

Source: Mott MacDonald

### 5.3.3.2 Assessment stage methodology

Following the initial sift the projects in the Medium List were then scored against a set of ‘Town Specific Criteria’ and ‘HMT Green Book Appraisal Criteria’.

The Town Specific Criteria were derived from the Town Deal Board’s previously agreed - and adopted - vision statement for Redditch TIP. The HMT Green Book Appraisal Criteria are standard criteria applied to infrastructure projects. The details of the Town Specific Criteria utilised in this assessment stage are outlined in the table below.

**Table 5.2: Town Specific Criteria**

Town Specific Criteria	Sub-criteria
<b>Digital Town</b>	<ul style="list-style-type: none"> <li>• Facilitate adoption/acceleration of digital technologies / digitisation</li> <li>• Enable people to acquire and develop relevant/digital skills</li> <li>• Enable young people to acquire and develop relevant/digital skills</li> <li>• Enable smart working, living and travelling</li> <li>• Create the conditions/facilities for prototyping / experimenting / trialling/ piloting /</li> <li>• Facilitate roll-out of gigabit internet and 5G</li> </ul>
<b>Green Town</b>	<ul style="list-style-type: none"> <li>• Facilitate new forms of mobility</li> <li>• Create the conditions for adoption of electric and hydrogen fuel cell vehicles</li> <li>• Decarbonisation</li> <li>• Modernisation of heating infrastructure</li> </ul>
<b>Connected Town</b>	<ul style="list-style-type: none"> <li>• Improve local transport network</li> </ul>

Town Specific Criteria	Sub-criteria
	<ul style="list-style-type: none"> <li>• Improve local transport facilities</li> <li>• Integrate transport networks</li> </ul>
<b>Creative Town</b>	<ul style="list-style-type: none"> <li>• Strengthen town centre viability and vitality</li> <li>• Make the town centre a more attractive place to live</li> <li>• Support business creation and growth</li> <li>• Stimulate business innovation</li> <li>• Town centre as a cultural and leisure destination</li> </ul>

Source: Mott MacDonald

The HMT Green Book Appraisal Criteria include:

- Value for Money
- Affordability
- Achievability
- Commercial viability and feasibility of procurement
- Stakeholder support

The scoring mechanism is on a scale of 1-5. The lower the numerical score the lower the alignment with the criteria. It should be noted that all the scoring was based on the information provided in the proformas to ensure fairness across the assessment. Following the scoring stage, the 11 Medium List projects were then ranked according to their total score.

#### 5.3.3.3 Final prioritisation assessment

Following the project ranking, the Medium List of 11 projects still under consideration were put through a more detailed level of assessment on a project by project basis. This more detailed level of assessment was required because the total estimated Towns Fund ask exceeded the £25,000,000 limit.

To establish the final shortlist of priority projects, several further factors were taken into account, including:

- Feedback from members of the Town Deal Board.
- Feedback from the extensive stakeholder engagement exercise conducted by SMG.
- Further technical work to better inform decision making on the projects still under consideration.

The Medium List was then re-assessed to establish the final shortlist of six priority projects within the Redditch TIP.

## 5.4 TIP projects

This section provides a detailed description of each of our six projects. The order of the project descriptions matches the prioritisation ranking, such that the Sustainable projects is listed first as it was assessed to most strongly align with 'Town Specific Criteria' and 'HMT Green Book Appraisal Criteria'.

## 5.4.1 Sustainable Projects

Project Description	<p>This project seeks investment for sustainable improvements within the Borough. The list of projects compiled through Council and resident input presented multiple sustainable and green projects. A decision was taken to group these projects under a 'Sustainable Projects' heading. Packaging projects ensures no duplication and allows for decisions during detailed design to be made in a more strategic manner. The proposed interventions are categorised as: <i>Energy Efficient Building</i> and <i>Low carbon travel and transport</i>.</p> <ul style="list-style-type: none"><li>● Energy Efficient Buildings<ul style="list-style-type: none"><li>- Abbey Stadium, a council owned and run leisure centre, will see an extension to their roof mounted solar capacity and associated battery storage, to enable this the replacement of the sports hall roof is required. In addition, at the car park of the Abbey Stadium a canopy housing solar photovoltaic (PV) and battery storage will be constructed.</li><li>- Installation of roof mounted solar PV scheme and battery storage will also be installed at the publicly owned Greenland's Business Centre and Arrow Valley Countryside Centre.</li></ul></li><li>● Low carbon travel and transport<ul style="list-style-type: none"><li>- Electric vehicle charging stations. Investment is sought to fund 102 electric vehicle charging stations providing top-up charging at popular sites in the borough, residential charging, workplace charging and fleet charging. Charging points serving the mentioned groups will be provided in Redditch Borough Council owned car parks.</li><li>- E-bike charging and hire stations will be offered at the Arrow Valley Countryside centre and Abbey Stadium Leisure Centre.</li></ul></li></ul>
Project Rationale	<p>This is a package of interventions that build on previous sustainable improvements within the Borough. Use of sustainable development principles to grow Redditch whilst enhancing economic, social and environmental outcomes is at the heart of the proposals. There is a pressing need to upgrade buildings to ensure they are fit for purpose considering the global challenge of climate change. The COVID-19 pandemic has given opportunity to rise to challenges and the disruption to society and economy has highlighted the need for truly sustainable development. The Town Deal funding will support the Borough in its vision to be Green and Creative and remain an attractive place to live and do business.</p> <p>Key further points include:</p> <ul style="list-style-type: none"><li>● Energy efficiency of buildings will be enhanced. The buildings identified for intervention have considerable energy demands and yet equally large potential capacity to generate renewable energy. Proposals will give resilience against increasing electricity prices whilst realising sustained reductions in carbon of c.150 Tonnes per annum. This builds on c.200 kWp<sup>76</sup> solar PV installed on Council buildings since 2012. The Abbey Stadium Leisure Centre also benefits from an innovative heat exchange system from the adjacent crematorium.</li><li>● Greenlands Business Centre offers enterprise opportunities for smaller businesses in the Borough. The intervention would support the longevity of this commercial space due to energy cost savings. The proposals for Greenlands are being promoted for a number of reasons. The investment being proposed would enable the Council to not only continue to be at the forefront of investing in sustainable initiatives but would also allow an 'invest to save' approach to be adopted. By providing more efficient modes of energy generation it will ensure that the building will be less expensive to operate and the savings generated can be used to help deliver services and invest in the supporting the businesses that occupy space at the centre. This efficiency saving is a key reason why the County Council have provided matched funding.</li></ul>

<sup>76</sup> kWp= Kilo Watt Peak. Kilo Watt Peak is the maximum energy output for the solar panels achievable in ideal conditions.

	<ul style="list-style-type: none"> <li>Abbey Stadium and Greenlands Business Centre have provision for rapid electric vehicle charging. At the latter, this has already enabled some businesses at the Centre to adopt electric vehicles. Funding towards an extensive expansion of electric vehicle charging points aims to provide electric vehicle charging points for 5% of car park spaces in strategically located RBC carparks. For this alternative transport mode to be a real alternative, the charging infrastructure network across the area needs investment. This gives more people access to charging points, making it more attractive and accessible for people to transition. It is likely that this will need to be increased to 10% with more carparks included by 2025.</li> <li>The numbers of electric vehicle chargers needed across the area is hard to estimate demand as there are multiple variables including car-ownership, battery size of cars, daily distance travelled. Estimating demand in this new and innovative area is particularly challenging. RBC's Ultra-Low Emission Vehicle Strategy identified that the best approach for supporting the industry is to have accessible charging at parking locations for all main trip attractors. Consideration is given to future proofing in terms of minimising additional civil works required for electricity supply if electric vehicle demand increases. RBC/WCC are currently monitoring requests for charging points through their existing communication channels. The evidence will be used to inform project design for the full business case for this intervention.</li> <li>Low carbon travel and transport The Abbey Stadium and the Arrow Valley Countryside Centre lie adjacent to Arrow Valley Park, in the heart of Redditch Town. E-bike hire and charging facilities at these venues would facilitate low carbon connectivity across the Borough, developing on Active Travel infrastructure in conjunction with Worcestershire County Council and the Ultra-Low Emissions Vehicle Strategy adopted by Redditch Borough Council. This is in line with the Council's aims set out in the TIP in terms of being a Green Town and a Connected Town. This builds upon Redditch's previous commitment to become one of the country's first pilot areas to trial e-scooters in public spaces.</li> </ul>
Towns Fund Ask and Match Funding	<ul style="list-style-type: none"> <li>Towns Fund Ask: £1.1million</li> <li>Match Funding: £450,000                             <ul style="list-style-type: none"> <li>- Public Sector Decarbonisation Funding: £[X]</li> <li>- Worcestershire County Council Public Energy Efficiency Funding: £[X]</li> </ul> </li> </ul>
Outputs	<ul style="list-style-type: none"> <li>Provision of 102 electric vehicle charging points</li> <li>Two additional e-bike charging and hire stations</li> <li>450Kwp of renewable energy generation capacity</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>150 tonnes of carbon savings</li> <li>Modal shift towards sustainable travel</li> <li>Increase in active travel</li> <li>Improved perception of place by residents</li> <li>X number of enterprises utilising high quality, affordable and sustainable commercial spaces</li> </ul>

#### 5.4.2 Digital Manufacturing and Innovation Centre

Project Description	The project will provide digital innovation support to increase the resilience, productivity and competitiveness of businesses within the manufacturing industry. The Towns Deal will provide capital funding for the creation of the Innovation Centre consisting of 2,500 sqm of office space and 2,500 sqm of shared working space. This facility will also provide learning areas, laboratory space and workshops.
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	<p>The facility aims to:</p> <ul style="list-style-type: none"> <li>• Provide open access to business support measures and specialist technical support to local entrepreneurs and companies, especially within the manufacturing sector, that want to test and develop 5G-enabled services and applications (5G test bed).</li> <li>• Provide access to a range of high-quality business support and innovation services and space to nurture, mentor and facilitate business development and growth.</li> <li>• Provide new businesses, predominantly, but not exclusively, within the advanced manufacturing sector with a range of flexible workshop and office accommodation to enable them to prosper and grow (5,000 sqm on new flexible workspace, innovation facilities and training/teaching facilities).</li> <li>• Develop a base of local workforce and young talent equipped with the skills needed in a 21<sup>st</sup> century digitalised economy.</li> <li>• Create an investment destination / eco-system that facilitates adoption of digital technologies, especially in the manufacturing sector.</li> </ul> <p>The project sponsor is exploring partnership opportunities with a well-respected technical training provider to provide educational services. The provider's courses are accredited by a local West Midlands university and offer courses in wireless communications, Wi-Fi, and 5G systems. Support schemes / grant programmes will be delivered through a combination of Growth Hub support/funding and Towns Fund support (complementary revenue funding ask to support initial operations of the Centre to be quantified).</p>
Project Rationale	<p>The Innovation Centre would support the local enterprise and innovation ecosystem of Redditch to grow and develop. Redditch town's employment is largely in manufacturing and retail (43.8% of all employment, compared to 27.8% in Worcestershire). In addition, over one third of the total GVA in Redditch comes from these two sectors. However, they are the two most under threat sectors from automation, digitalisation and AI. Government's own analysis established that "Redditch's economy is facing a higher-than-average risk from EU Exit, as a result of the sectors that make up the broader NUTS3 economy it lies in."<sup>77</sup>. Thus, investment in innovation would increase the resilience of Redditch's economy to future events.</p> <p>Redditch showed a strong performance in terms of productivity growth since 2011, overtaking Worcestershire and West Midlands and getting closer to the English average. There is an opportunity to tap into the highly productive local information technology sector by leveraging the skills and knowledge of local employers. Upskilling residents and supporting technological innovation and adoption will help make Redditch advanced manufacturing truly cutting-edge. Embracing new and emerging digital technologies will reduce the risk of falling behind with direct consequences in terms of jobs and the health of local economy. There is a great opportunity to build on the current productivity levels and drive innovation and investment in the Advanced Manufacturing and ICT sectors through adoption of digital technologies, which in turn would generate higher levels of productivity.</p> <p>Redditch has a lower NVQ 4+ qualification attainment than the national average. The innovation centre is proposing to partner with Ubi-tech, who are accredited by the University of Wolverhampton. They are equipped to provide high level qualifications, specifically those tailored to digital innovation. Industry specific education will offer local employers' access to local knowledge and a skilled workforce. This will enable Redditch's dominant manufacturing sector to advance its digital practice and remain competitive.</p>
Towns Fund Ask and Match Funding	<ul style="list-style-type: none"> <li>• Towns Fund Ask: £8 million</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• 2,500 sqm of high quality affordable commercial floor space</li> <li>• 2,500 sqm of shared workspace.</li> <li>• Two schemes to support enterprise productivity and growth</li> <li>• Five grant programmes of grant to support local SMEs or employers in key sectors</li> </ul>

<sup>77</sup> Review of the Town Deals selection process, Ministry of Housing, Communities & Local Government, 21 July 2020



Outcomes	<ul style="list-style-type: none"> <li>• 30 start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces</li> <li>• 100 enterprises utilising high quality, affordable and sustainable commercial spaces</li> <li>• Business births, deaths and survival rates – X</li> </ul>
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### 5.4.3 Town Centre Public Realm

Project Description	<p>The investment will include high quality street furniture and waymarking. Investment will focus on the areas of Church Green, Evesham Walk and Unicorn Hill. These roads form the main journey taken to and from the railway station to the Town centre. Together these areas form the heart of Redditch's Town Centre Public Realm. Unfortunately, over the years these cherished streetscapes have become tatty, uninviting, and more worryingly, underused.</p> <p>This proposed major investment will see these three important thoroughfares transformed into a series of modern, attractive and multifunctional public spaces which will together act as Redditch's 'shop window', showcasing everything the town has to offer by supporting vibrant public events, a thriving street dining and trading scene as well as improving access to the wide range of services provided in the town centre for all.</p>
Project Rationale	<p>The completed scheme will provide a valuable focus for civic pride in Redditch, acting as an essential catalyst for the wider regeneration of Redditch Town Centre, stimulating private sector investment and helping the town to recover and thrive beyond the COVID-19 pandemic.</p> <p>Redditch Town Centre enjoyed considerable investment during the town's designation as a New Town in the 1960s, however, this investment has left a mixed legacy of opportunities, challenges and strengths which must be addressed if the Town Centre is to fulfil its role as the centrepiece of the town and a strategic focus for civic pride.</p> <p>Key areas that this project will improve include:</p> <ul style="list-style-type: none"> <li>• Visitor and resident perceptions - Many areas of the town suffer from deprivation, but benefit from good connectivity to the town centre, so rely on the town as a focus for the provision of key services and facilities. Improvements to Unicorn Hill in particular will recover the perceptions of the town by visitors as location forms the first impression of Redditch. Developments will improve the perceptions of residents while also leading to increased visitor numbers.</li> <li>• Active Travel - Current public realm does not facilitate active travel. Residents cite inadequate infrastructure (particularly absence of cycle lanes and poorly maintained footpaths) as reasons for not choosing active modes of travel. The provision of these public goods is a rationale for the public funding ask.</li> <li>• Safety and security - These are an essential element of successful places and spaces. Well-designed places are attractive environments and are places free from crime and the fear of crime and contribute to public quality of life. Use of the correct materials, and appropriate public realm design within the Borough can help reduce crime, the fear of crime and create a greater sense of place<sup>78</sup>. Furthermore, improvement of public realm can dramatically reduce anti-social behaviour on streets and other public spaces<sup>79</sup>.</li> <li>• Reoccupation of vacant units - there are a more than ten vacant units that lie adjacent the public realm scheme. The public realm project aims to improve the perception of the town and increase footfall and spending. It is expected that the renewed environment will create the conditions to make it more attractive for private investment in town, and particularly investment in the current vacant units. Evidence of how the public realm interventions will encourage new occupiers is detailed in sub-Section 3.3.2.</li> </ul>

<sup>78</sup> Safer Places, The Planning System and Crime Prevention, Office of the Deputy Prime Minister, 2004

<sup>79</sup> Examples: Public realm seating in Camden resolves urban challenges, Camden 2011 (accessed Dec 2020: <https://www.externalworksindex.co.uk/entry/2841/Factory-Furniture/Public-realm-seating-in-Camden-resolves-urban-challenges/>) and Young People, Anti-social Behaviour and Public Space, Brown, 2013.



	<ul style="list-style-type: none"> <li>Investment - Poor quality public realm and the perception of poor-quality public realm can have a dramatic impact on footfall, visitors, and visitor 'dwell' times. This investment will dramatically improve the attraction of the town centre as a place where people want to live and work, and business wants to invest, acting to stimulate high quality residential and commercial redevelopment across the town centre, making the most of this highly accessible location with its wide range of services and facilities. Improvements to the Borough's public realm, and specifically linking key nodes and making the place more attractive is considered to provide complementarities to the other projects proposed for regeneration in the town. For example, the library site redevelopment will encompass further public realm improvements near Church Green and the railway station redevelopment will improve the first impression of the town by rail visitors. The additional improvements proposed by this public realm project will create the continued feeling of vibrant town centre and fit within the wider public realm proposals.</li> </ul> <p>This investment will showcase Redditch's ambition to reinvent itself as a New smart Town fit for the 21st century, which is a great place to live and work and an investment and visitor destination.</p>
Towns Fund Ask and Match Funding	<ul style="list-style-type: none"> <li>Towns Fund Ask: £3 million</li> <li>Match Funding: £650,000                             <ul style="list-style-type: none"> <li>- RBC: £X</li> <li>- Worcestershire County Council: £X [combined total of WCC and RBC =£650,000. Split?]</li> </ul> </li> </ul>
Outputs	<ul style="list-style-type: none"> <li>Delivery of 3 new/improved public spaces amounting to X sqm.</li> <li>12 underused buildings brought back into use [where?]</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>Increase in footfall in the town centre</li> <li>Improved perceptions of Redditch by residents and visitors</li> <li>Increase in land values by £X</li> </ul>

#### 5.4.4 Transport Interchange and Railway Quarter

Project Description	<p>This project provides the opportunity to bring about a transformative change in Redditch, to create an integrated multi-modal transport interchange in Redditch Town Centre as part of the Railway Quarter redevelopment. Redditch is on the cross-city line as the final destination running from Lichfield through Birmingham New Street Station. Redditch station will become a 'gateway' for the town supporting the overall regeneration of Redditch and the town centre. Towns Fund grant funding is being sought to bring forward a new two-storey station building and improved public realm providing attractive, modern facilities and supporting pedestrian access to the Town Centre.</p> <p>The project will deliver:</p> <ul style="list-style-type: none"> <li>A new two-storey station building positioned to straddle the line, supporting passengers to access two platforms and both sides of Unicorn Hill. The building will also provide improved amenities for travellers.</li> <li>An interchange to include rail and bus services, parking for the station and services, taxi drop off/pick-up and support cycling and walking access to the quarter.</li> <li>Public realm improvements around the station and links to the town centre.</li> </ul>
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	<ul style="list-style-type: none"> <li>• New car parking adjacent to the station.</li> </ul> <p>The project will also support and enable the wider development of the railway quarter. Future work packages are expected to include: a second platform at Redditch to support 9-carriage trains and increased train frequency; a bus interchange including a new terminus adjacent to the railway platforms, supporting movement between transport modes; redevelopment of adjacent land for potential residential, office, retail and leisure uses; and highways interventions to bring the track and platforms under a road bridge (Unicorn Hill) and into a new centre for the station, aligned with bus services and providing pedestrian access into the shopping centre and Town Centre. [Proforma is not clear – check this is correct]</p>
Project Rationale	<p>The redevelopment of Redditch Railway Station and surrounding area was identified in the 2018 Redditch Town Centre Regeneration Prospectus. The concept was further developed into the 'Railway Quarter' in a 2019 report by BDP as part of the Town Centre Development Strategy and described as 'at the heart of the masterplan'.</p> <p>Key areas that this project will deliver include:</p> <ul style="list-style-type: none"> <li>• Public Realm - The Development Strategy, and subsequent public consultation under the Town Deal programme, recognised the poor sense of arrival and inadequate facilities currently on offer making Redditch an unwelcoming and unattractive destination of visitors. Visitors to Redditch via train have no sense of arrival, with a small station, immediately facing the rear of a four-story shopping centre and little wayfinding with minimal public-realm pedestrian access into the Town Centre. The project would enable Redditch to create a sense of arrival and as a destination in its own right. The interchange would be a new gateway to the town for visitors, residents and for those wishing to access the town.</li> <li>• Car Park - With an increased quantity adjacent parking Redditch station would provide easy access to commuters to switch from cars to rails.</li> <li>• Station Building and Interchange - The Development Strategy and subsequent public consultation also recognised inadequate facilities currently on offer as a major factor in making Redditch an unwelcoming and unattractive destination of visitors. The new, enlarged station building over two levels will offer access to platforms, parking, bus interchange and leisure and retail facilities without the need for commuters to cross the highway providing a safe and convenient experience for users. In addition, redevelopment would provide platform level amenities and services that would attract visitors to Redditch for retail and leisure. The interchange would for a new gateway to the town for visitors, residents and for those wishing to access the town. Travel into the town by a variety of different means: walking, cycling, bus or taxi will be made easier with the public realm improvements and consolidation of transport infrastructure.</li> </ul>
Towns Fund Ask and Match Funding	<ul style="list-style-type: none"> <li>• Towns Fund Ask: £8.5 million</li> <li>• Match Funding: £X             <ul style="list-style-type: none"> <li>- Worcestershire County Council Open for Business Funding: £200,000</li> <li>- Local Enterprise Partnership Getting Building Funding: £1 million (to be spent by March 2022)</li> <li>- Worcestershire County Council land acquisition: £TBC</li> <li>- One Public Estate funding: £80,000</li> </ul> </li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• New station building with transport interchange</li> <li>• X sqm of Public realm improvements</li> <li>• New car parking adjacent to the station.</li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>• Modal shift?</li> <li>• Improvements to the perception of place by residents and visitors</li> </ul>

### 5.4.5 Redevelopment of Redditch Library Site

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Project Description	<p>The proposed redevelopment of the Redditch library site involves the demolition of the existing library building and the delivery of a new public square and associated commercial development. The library site is located in the core of Redditch Town Centre and is one of the many buildings, including the Kingfisher Shopping Centre, that are surrounding Church Green (a local conservation area).</p> <p>The existing Kingfisher Shopping Centre is largely inward looking and the town centre lacks a space that can be a focus for outdoor activity including food and beverage offers. The proposed new square on the site of the library can provide this space in a location which helps to drive footfall to and from the Kingfisher Shopping Centre and improve connectivity to the historic town centre core. The new square would stimulate the conversion of the blank surrounding facades, including part of the Kingfisher Shopping Centre and the former Royal Hotel, currently operating as a nightclub. In addition, a new café pavilion is proposed to book-end the new square helping to define the historic street frontage. This frontage can be further reinforced through a high-quality public realm that includes structures on the line of the historic building frontages, which can be used to help define the public square but also as structures to support lighting, screens for events etc.</p> <p>The key elements of the proposal are:</p> <ul style="list-style-type: none"><li>• New café pavilion to book-end the new square</li><li>• Create an improved entrance to the Kingfisher Shopping Centre;</li><li>• Improve footfall and movement in this part of the town centre and improve links with the college and town hall area;</li><li>• Deliver high quality civic space that can accommodate outdoor dining and events; and</li><li>• Deliver active frontages to surrounding commercial units; deliver new and re-purposed units on to the enhanced public square.</li></ul> <p>Crucially, the proposed new square would form a stepping-stone linking the Kingfisher Shopping Centre to the Education and Enterprise and the Town Hall and Cultural Quarters, encouraging footfall and helping to regenerate streets like Alcester Street which are currently not contributing to the town centre 'offer'.</p>
Project Rationale	<p>The Church Green forms a highly characterful and attractive centrepiece to Redditch town centre and the conversion of a number of small business premises on Church Green East is signposting an increasing demand for town centre leisure amenities, including independent cafes and bars.</p> <p>The proposed new square on the site of the library would help to drive footfall to the Kingfisher Shopping Centre which in turn is linked to the existing outdoor market and Church Green. The proposal would help to re-purpose the high street as well as encouraging footfall between key areas of proposed intervention and create a better sense of place for the town.</p> <p>Finally, the space could be utilised for events and creative opportunities, providing a place for 'experiences' within the town centre. Absence of event and outdoor space was highlighted in the stakeholder engagement as an area of weakness for Redditch. This project would also partly address the lack of entertainment for the youth of Redditch. Whilst the creation of the space in itself is an asset to business and the community, it also benefits delivery of enhanced connectivity and opening up further opportunities for commercial investment from the Private Sector, through encouraging the renovation of adjacent commercial premises.</p>

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Towns Fund Ask and Match Funding	<ul style="list-style-type: none"><li>• Towns Fund Ask: £4.13 million</li></ul>
Outputs	<ul style="list-style-type: none"><li>• 750 sqm of new public space</li><li>• 1,394 sqm of commercial space to be provided on former library site</li></ul>
Outcomes	<ul style="list-style-type: none"><li>• Improved perceptions of place by businesses</li><li>• £X increase in land values</li></ul>

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### 5.5 Redditch Theory of Change Model

A detailed depiction of how these projects will help achieve the vision for the Towns Fund – and link with broader policy objectives – is set out in the programme-level theory of change model below. This illustrates how the TIP will transform the town and deliver the outputs, outcomes and impacts of the projects (in the short, medium and long term) link together to contribute to the vision to 2030.

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**Table 5.3: Logic Model – Redditch Town Investment Plan [To be converted into an infographic]**

Context	Redditch Town Deal Targets for 2030	Inputs	Outputs	Outcomes	Impacts		
					Short term	Medium term	Long term
<b>Strengths</b> - Strong manufacturing base - Rapid productivity growth - Broadband connectivity - Exciting innovation activities - Local apprenticeship provision - Strategic location - Strong highways provision	<b>Digital Town</b> - Facilitate adoption/acceleration of digital technologies / digitisation - Enable people to acquire and develop relevant/digital skills - Enable young people to acquire and develop relevant/digital skills - Enable smart working, living and travelling - Create the conditions/facilities for prototyping / experimenting / trialling/ piloting / - Facilitate roll-out of gigabit internet and 5G	Capital investment  Public/political stakeholder engagement  Private Sector Engagement  Support from Redditch BC  Project management  Business Case development including technical and feasibility work	<b>Redditch Digital Manufacturing and Innovation Centre</b> - 2,500 sqm of high quality affordable commercial floor space - Delivery of 2,500 sqm of shared workspace - Provision of 7 programmes to support businesses	- 100 enterprises utilising high quality, affordable and sustainable commercial spaces - Capacity for 30 start-ups to utilise business incubation, acceleration and co-working spaces	[To be drafted]	[To be drafted]	[To be drafted]
	<b>Green Town</b> - Facilitate new forms of mobility - Create the conditions for adoption of electric and hydrogen fuel cell vehicles - Decarbonisation - Modernisation of heating infrastructure	Support/direction from MHCLG team  Coordination with other emerging policies and	<b>Sustainable Projects Programme</b> - Provision of 102 electric vehicle charging points and 2 e-bike charging hubs. - 450kWp of renewable energy generation capacity	- 150 tonnes of carbon saving - Modal shift towards sustainable travel - Increase in active travel - Improved perception of place by residents	[To be drafted]	[To be drafted]	[To be drafted]

Context	Redditch Town Deal Targets for 2030	Inputs	Outputs	Outcomes	Impacts		
					Short term	Medium term	Long term
<b>Issues</b> - Low skills attainment - Aging assets - Pockets of deprivation - Enterprise deficit - Growing town centre vacancies - Inadequate railways provision	<b>Connected Town</b> - Improve local transport networks - Improve local transport facilities - Integrate transport networks	strategies (Local/regional/national) Legal and commercial advice and support		- X number of enterprises utilising high quality, affordable and sustainable commercial spaces			
		Project operators, private sector tenants, skills providers		- Increased number of local trips made by active modes (cycling/walking) - Increase in rail travel - Easier flow of pedestrians into town centre (especially Kingfisher Shopping Centre) increases footfall. - Improvements to the perception of place by residents and visitors - Increased number of visitors to the park - Improved perception of Redditch more widely by residents and visitors	[To be drafted]	[To be drafted]	[To be drafted]
		<b>Redditch Transport Interchange and Railway Quarter</b> - X improved/additional car parking spaces at the railway station - Provision of XX sqm of improved public realm - New station building					
	<b>Creative Town</b> - Strengthen town centre viability and vitality - Make the town centre a	<b>Redevelopment of Redditch Library Site</b> - Delivery of 1,394 sqm of commercial floor		- Increase in footfall - Increase in land value in immediate vicinity of Library Site	[To be drafted]	[To be drafted]	[To be drafted]



Context	Redditch Town Deal Targets for 2030	Inputs	Outputs	Outcomes	Impacts		
					Short term	Medium term	Long term
	more attractive place to live - Support business creation and growth - Stimulate business innovation - Town centre as a cultural and leisure destination		space - 750 sqm public space  <b>Redditch Town Centre Public Realm</b> - 3 new/improved public spaces (Church Green, Unicorn Hill and Evesham Walk) - XX m improved walking routes - XX m of improved cycling routes	- 12 underused building brought back into use. - Increase in footfall in the town centre - Improved perceptions of Redditch by residents and visitors - Increase in land values by £X			

**Key assumptions:**

COVID-19 impacts and uncertainty - assumption that UK economy begins to pick up 2nd half 2021  
 Long term changes in working practices and move to remote working following COVID-19  
 Wider associated investments undertaken (see project level assessment of key interdependencies)

Source: Mott MacDonald



## 5.6 Redditch's strategic plan and spatial strategy

### 5.6.1 How do Towns Fund projects fit with Redditch's strategic plans?

The six TIP projects have been developed with a careful understanding of the underlying evidence and context, building on Redditch's challenges, strengths and opportunities.

The rationale/strategic fit for each project is summarised below.

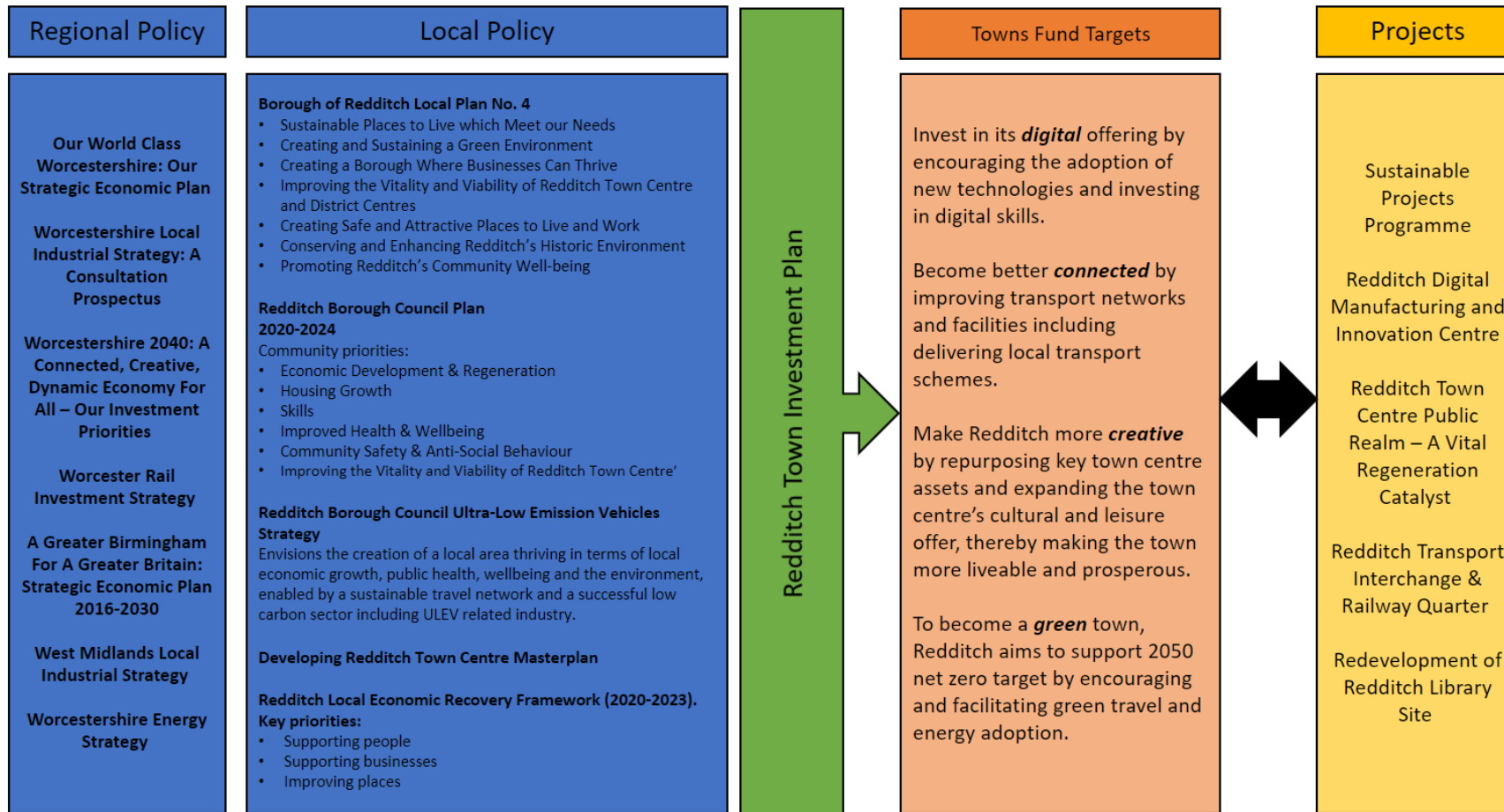
- **Sustainable Projects Programme:**
  - The Government's Clean Growth Strategy outlining proposals for decarbonising all sectors of the UK economy dovetails with the Worcestershire Energy Strategy and the declaration of a climate emergency by RBC in 2019 through this Programme.
  - Can further support economic growth as envisioned in the Worcestershire Energy Strategy (to create a thriving low-carbon economy across Worcestershire by 2030).
  - Aligns strongly with the 'Creating and Sustaining a Green Environment' objective outlined in the Redditch Local Plan.
  - Delivery of EV infrastructure aligns with the vision of the RBC Ultra-Low Emission Vehicles Strategy to create a local area thriving in terms of local economic growth, public health, wellbeing and the environment.
  - This project aligns with the Redditch Local Economic Recovery Framework 2020-2023 (improving places priority – connectivity and new forms of mobility)
- **Redditch Digital Manufacturing and Innovation Centre**
  - The project aligns with the Skills priority outlined in the Redditch Borough Council Plan 2020-2024
  - The project aligns with the Redditch Local Economic Recovery Framework 2020-2023 (supporting businesses priority)
  - The project is aligned with Worcestershire LEP Growth Sector – 'advanced manufacturing'
  - Complements the Redditch Local Economic Recovery Framework (2020-2023) through supporting Redditch people and businesses,
  - Digital skills also essential elements within the West Midlands Local Industrial Strategy, GBSLEP Strategic Economic Plan (SEP), and WLEP SEP.
- **Redditch Town Centre Public Realm – A Vital Regeneration Catalyst**
  - The project aligns with the Community Safety & Anti-Social Behaviour and Economic Development & Regeneration priorities outlined in the Redditch Borough Council Plan 2020-2024.
  - Complements the Redditch Local Economic Recovery Framework (2020-2023) through improving places.
  - This project aligns with the Redditch Local Economic Recovery Framework 2020-2023 (improving places priority)
- **Redditch Transport Interchange and Railway Quarter**
  - This project aligns with a series of objective and priorities outlined in the Local Plan and the Redditch Borough Council Plan 2020-2024 (highlighted as part of Economic Development & Regeneration objective)

- This project aligns with the Redditch Local Economic Recovery Framework 2020-2023 (improving places priority – connectivity and new forms of mobility)
- **Redevelopment of Redditch Library Site**
  - The project aligns strongly with the 'Improving the Vitality and Viability of Redditch Town Centre' objective outlined in the Redditch Local Plan.
  - Complements the Redditch Local Economic Recovery Framework (2020-2023) through improving places.
  - The project aligns strongly with the Redditch Local Economic Recovery Framework 2020-2023 (improving places priority – town centre repurposing)

These projects have also been developed with regional and local policy and strategy documents in mind. This has been summarised in Figure 5.2.

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Figure 5.2: Strategic policy alignment with Redditch TIP projects



Source: Mott MacDonald

### 5.6.2 Redditch's spatial strategy

Redditch's spatial strategy is detailed in the Local Plan (adopted January 2017) and was formulated on the basis of the aspirations of the Redditch community and sets out how Redditch Borough wants to be by 2030. The spatial strategy envisages a tiered approach / development hierarchy that recognises the economic significance of the Town Centre and the District Centres. This approach is detailed in Appendix xx

#### **Redditch Town Deal and the Spatial Strategy**

The Spatial Strategy sets out the long-term vision for the borough and the Town Deal plays a pivotal role in kick-starting the delivery of the strategy by enabling the implementation of a first phase of key interventions. These interventions are focused on the Town Centre regeneration and aligned with the tiered approach set out in the spatial strategy.

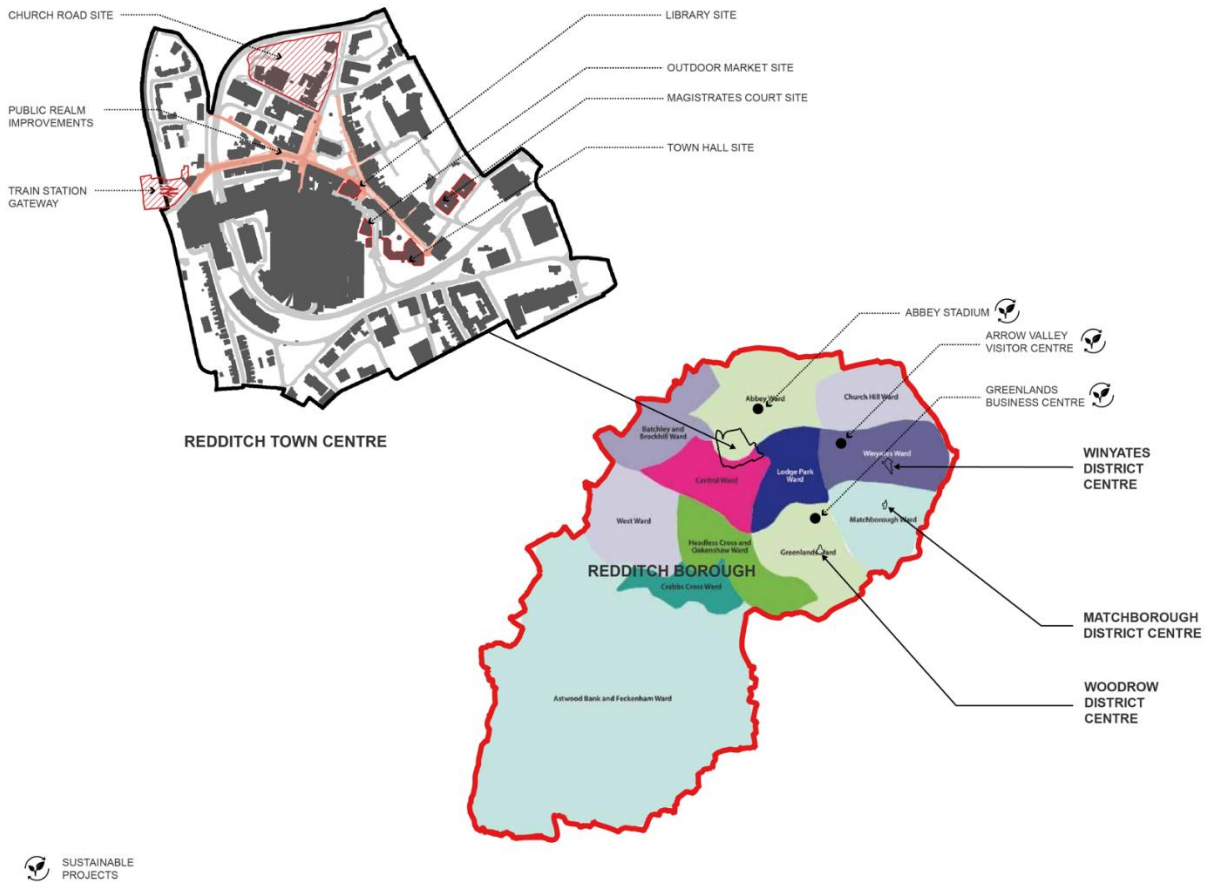
The town centre is the beating heart of the community and the economic engine of the borough. Its vitality and viability have direct implications not only for the economic prosperity and well-being of the rest of the borough, but also for the borough's ability to attract investment.

This first phase of Town Centre interventions (2022-2026) will deliver a combination of new employment floorspace, state-of-the-art business innovation facilities; leisure and food & beverage uses; a new gateway to the town at the train station and lay down the first phase of electric charging infrastructure. They will mark the start of a long-term comprehensive programme of change that begins with the re-purposing of the town centre, responding to the significant structural challenges facing the high street that have been exacerbated by the Covid-19 pandemic, and will act as a catalyst for future private and public investment.

The second phase of interventions (2026-2030) will continue the town centre re-purposing by bringing the key public agencies in a single building / location (Community Hub project) and providing a significant residential element (Church Road development); it will deliver the second stage of the transport interchange project and the regeneration of the three District Centres identified in the Spatial Strategy as most in need of intervention and improvement. Again, this approach is aligned with the strategy's tiered logic and builds on the phase one interventions.

Table [xx] in Appendix [xx] illustrates the proposed phasing of interventions aligned to the spatial strategy priorities and Figure 5.3 below shows the spatial distribution of these interventions.

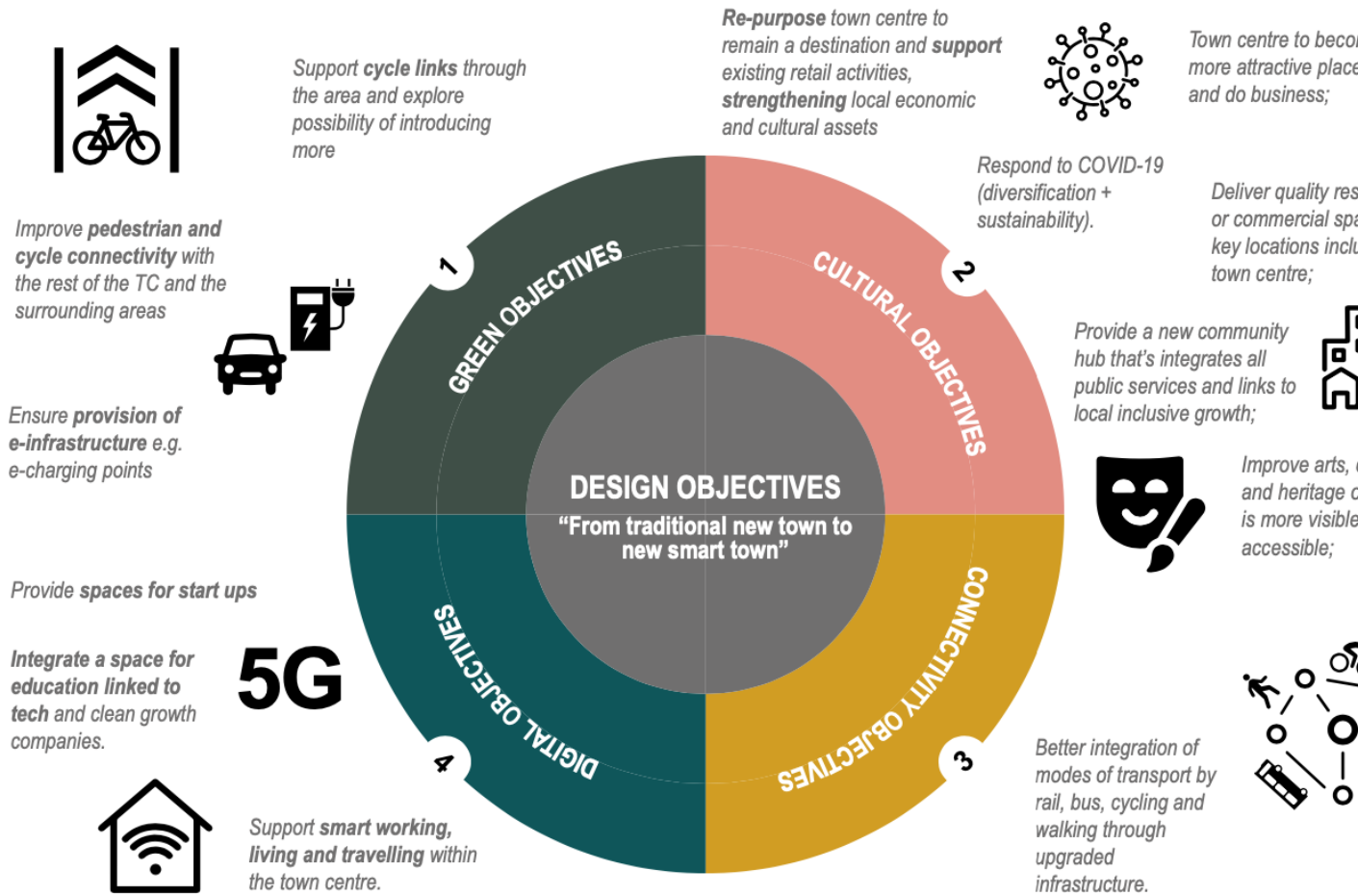
Figure 5.3: Spatial Distribution



Source: AR Urbanism

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Figure 5.4: Design Objectives Summary – Redditch Town Centre Spatial Strategy/Masterplan



The Redditch Town Deal Board's vision and priority is to transform Redditch from a traditional new town to a new smart town and become a more digital, green, connected and cultural place to live and do business. The masterplan embraces this ambition and translates the vision into a series of broad design objectives to guide its development.

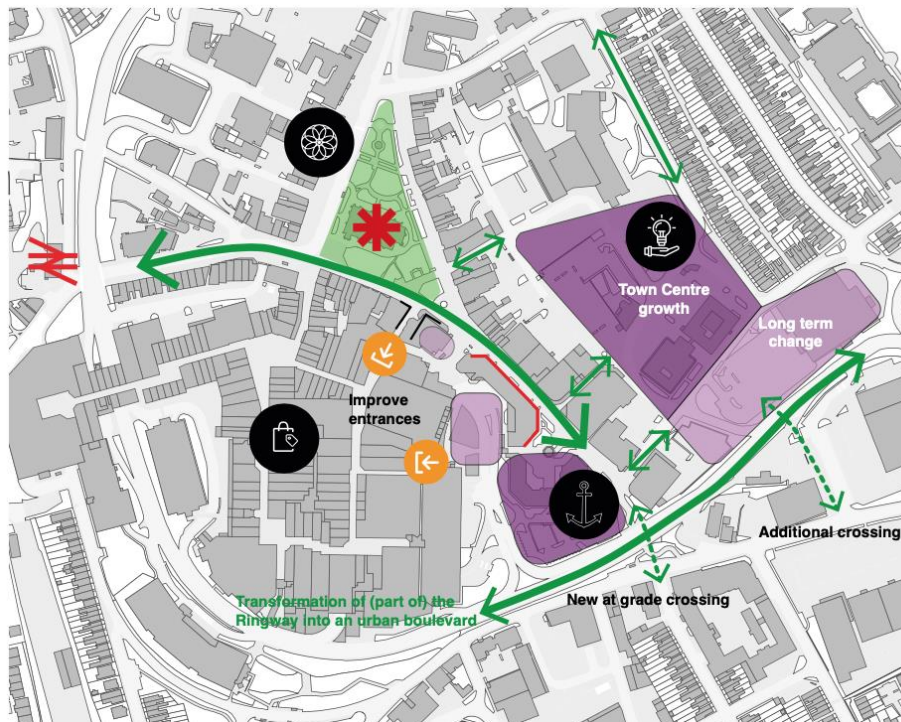
The green objectives aim to target future sustainability and climate action by promoting cycling and walking, improving links to the town centre and providing better e-infrastructure to assist the transition towards electric vehicles. Cultural/Leisure objectives look to improve and diversify the town centre offer from retail based to more community focused.

These new interventions would also look to strengthen existing local economic and cultural assets in the town centre. Finally, the board looks to support the transition to a new digital age, with smart working, living and travelling, and provide space for growth of tech industry in Redditch.

[full narrative to be inserted January]



**Figure 5.5: Design Principles – Redditch Town Centre Spatial Strategy/Masterplan**



Source: AR Urbanism

The masterplan subsequently defines a series of spatial principles responding to the vision and the objectives:

1. **Create a 15 min town** – Redditch has a compact town centre with a good concentration of services and destinations to cater for all the needs of its users. The masterplan builds on this opportunity, by densifying its centre and updating its offer. Every destination in the town centre should be accessible within 15 minutes from transport hubs such as the train station and bus station. The masterplan looks at making the most of the town centre attractors: the retail offer, Redditch heritage, civic and cultural uses and the education facilities and nurture a reinforcement loop between these assets.
2. **Improve connections with surrounding residential areas** (walking and cycling). The health of the town centre and that of its residents also depends on the improvement of the pedestrian and cycle connections with the surrounding neighbourhoods and the promotion of active lifestyles. The masterplan gives a central role to the existing corridor connecting the train station to the green and the existing town hall. The improvement of the public realm along this key pedestrian route is important to give coherence to the new interventions and their integration with the town centre.
3. **Better integrate the shopping centre** – this is the strongest anchor in the town centre, however because of its inward-looking nature, the shopping centre fails to activate the rest of the town centre. People drive in, use the mall and drive back without exiting the premises. The masterplan focuses on opening and strengthening pedestrian access points to the north and the east.
4. **Maximise opportunities for greening**. The masterplan seeks to maximise the resilience of Redditch's centre by providing spill out space for local businesses, create



spaces for events, incorporating sustainable urban drainage systems and generous greening.

5. **Embed quick wins.** The masterplan lays out the foundations for long term change, but it takes into account the need to identify quick wins acting as a regeneration catalyst.

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## 6 Approach to delivery

### 6.1 Financial Profile

The following sub-sections provide an overview of each project's Towns Fund funding requirement and illustrates the proposed spend profile for the Towns Fund investment programme.

#### 6.1.1 Town Deal Project Ask

**Table 6.1: Town Deal Project Ask**

Project	Town Fund Capital Ask (£)	Town Fund Revenue Ask (£)	Total Town Fund Ask (£)	Match Funding (£)
Sustainable projects	1,100,000	0	1,100,000	450,000
Digital Manufacturing and Innovation Centre	8,000,000	0	8,000,000	0
Town Centre Public Realm	3,000,000	0	3,000,000	650,000
Transport Interchange and Railway Quarter	8,500,000	0	8,500,000	1,280,000
Redevelopment of Redditch Library Site	4,200,000	0	4,200,000	0
<b>Total</b>	<b>24,800,000</b>		<b>26,800,000</b>	<b>2,380,000</b>

[Would a revenue ask for programme management and project specific support be acceptable?]

#### 6.1.2 Town Deal Spend Profile

**Table 6.2: Town Deal Spend Profile**

Project	Total TF ask (£)	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Year 6 (25/26)
Sustainable projects	1,100,000	0	0	300,000	400,000	400,000	0
Digital Manufacturing and Innovation Centre	8,000,000	0	0	500,000	3,500,000	4,000,000	0
Town Centre Public Realm	3,000,000	0	0	500,000	1,500,000	1,000,000	0
Transport Interchange and Railway Quarter	8,500,000	tbc	tbc	tbc	tbc	tbc	Tbc
Redevelopment of Library Site	4,200,000	0	0	500,000	2,000,000	1,700,000	0
<b>Total</b>	<b>24,800,000</b>			<b>2,200,000</b>	<b>8,200,000</b>	<b>7,900,000</b>	

## 6.2 Accelerator

The government has provided £1m for interventions that can accelerate the delivery of TIP projects. The Town Deal Board has put forward three interventions: purchase of the Police Station site; initial town centre public realm improvements and land acquisition at the train station.

[to be updated in Jan 2020 following completion of site valuations in December 2020]

In addition, Redditch has secured £1 million from central governments 'Getting Building Fund' to support Redditch's Transport Interchange and Rail Quarter development. The funding will aid the acquisition of land adjacent to the station and delivery of technical business case. [explain synergy with the accelerator fund – Jan 2020]

## 6.3 Aligned Asks of Government

Detail any related projects and measures that Redditch DC, Worcestershire CC or Worcestershire LEP are making of Government, e.g. highway and public transport schemes, skills programmes. These should reinforce the vision and objectives of the TIP, and the shortlisted TIP projects. [to be completed January 2020]

## 6.4 High Level Delivery Plan

The next steps for delivering the five projects are set out below.

### 6.4.1 Key Milestones

[This will be updated once all projects submit completed pro-formas, as in some cases procurement and design work could be completed before the Funding Agreement is issued]

Key Milestone	Deadline
TIP submission	22 January 2021
<b>Heads of Terms Agreement</b>	<b>June 2021</b>
Innovation centre operator procurement	September 2021
Innovation centre soft market testing (occupiers)	December 2021
Library site soft market testing (occupiers)	January 2022
Stakeholder engagement	March 2022
Detailed projects and business case development	May 2022
<b>Agree final projects and funding (Funding Agreement)</b>	<b>July 2022</b>
Innovation Centre Design Team procurement	August 2022
Library site Design Team procurement	September 2022
Delivery of TIP interventions	August 2022-March 2026

[NWEDR - focus on key milestones at a programme level, e.g. HoT with Govt, funding receipt from Govt and match funders, business case development, consents, procurement]

### 6.4.2 Business Case Development Plan

All projects set out in the Redditch TIP are at a **pre-feasibility** stage of development. Once the Heads of Term deal has been reached with Government, RBC will rapidly move to develop a Full Business Case for each project. The business case will be drafted to comply with local and national gateway assurance requirements.

Areas for development through the business case process include:

- Underpinning studies including market assessments, feasibility, cost assessment and income projections.
- Project designs.
- Planning consents.
- Stakeholder engagement plans.
- Statutory requirements such as state aid, environmental impact assessments, and planning consents.
- Delivery plans.
- Monitoring and evaluation plans.

These business cases will be submitted for review by the Towns Hub, along with confirmation of funding arrangements from third parties, where relevant.

### 6.4.3 Approach to delivery

RBC projects (Innovation Centre, Library site and Sustainable Projects) will report to the RBC Project Governance Board. WCC will set up a Project Board for the Transport Interchange and the Public Realm Work. **[This section will be updated in January after receipt of completed project pro-formas.]**

**Table 6.3: Delivery approach**

Project	Approach to Delivery
Sustainable Projects	<p>The delivery of the improved assets project would be overseen by RBC and would be led by a combination of the Councils Property Team and Climate Change section. Additional support will be provided by Worcestershire LEP through the Midlands Hub. This group are already working to specify and procure consultants and contractors for energy efficiency and electric vehicle charging infra-structure works for 2021/22. The procured specialists will assist with the refinement and business case for the Town Deal and would also act as the delivery agent.</p> <p>The proposed project team have previously been involved in the implementation of Solar PV projects and electric vehicle charging infrastructure and so have experience, and understanding of, the various requirements needed to deliver projects such as this. The project team have recently been responsible for the delivery of a scheme funded by the government's Ultra Low Emission Taxi Infrastructure Scheme, in Bromsgrove District Council. With this funding, the team procured ENGIE to install 13 50kW+ rapid EV chargers across the district. The team are, therefore, well versed in procuring relevant specialists and overseeing implementation of works of this nature.</p>
Digital Manufacturing and Innovation Centre	<p>A Project Board consisting of key project partners will be set-up and have the overall responsibility for the development and implementation of the project.</p> <p>NWedR, the shared economic development and regeneration service, will project manage the delivery of the project, either through in-house or through the appointment of a consultant project manager.</p> <p>The centre management will be commissioned through a procurement exercise to attract a high quality operator. This will take place prior to the appointment of a design team to give the operator the possibility to apply its expertise, knowledge and experience to the design process.</p> <p>Initial discussions with a potential operator / anchor tenant are taking place in December 2020 and January 2021.</p>

Project	Approach to Delivery
Town Centre Public Realm	<p>This scheme will be delivered using an existing, proven delivery vehicle, which is led by Worcestershire County Council but supported by RBC. This approach is to establish a project board, with a clearly defined reporting structure, to oversee the project with the works being delivered by WCC's retained contractor.</p> <p>This approach has been undertaken on numerous public realm schemes across the County and has proved to be successful. This existing approach and framework will mean that project risks will be low and well managed. The same professional team that are currently delivering new public realm in Redditch at this moment in time will be utilised to oversee this project.</p> <p>As a contractor framework is already in place and available for use and an outline design for the three areas of focus for the public realm enhancement has been prepared, it means that work on this project could be accelerated and delivered early on in the programme.</p>
Transport Interchanges and Railway Quarter	<p>Worcestershire County Council is the scheme promoter and it has SLC Rail as a retained advisor to support with the necessary expertise with regard to the rail processes and requirements. Any rail elements will adhere to Network Rail's Governance for Railway Investment Projects (GRIP) process which SLC Rail is experienced in delivering.</p> <p>The project will be overseen by a Project Board comprising Worcestershire County Council, SLC Rail and Redditch Borough Council, plus any other consultants brought in to advise. The Project Board will meet monthly to discuss progress, scheme development and agree strategies for the next phases. Project Progress meetings will also be held with Network Rail and West Midlands Trains to ensure adherence to their specific standards and procedures as the asset owner and facility operator respectively.</p> <p>Any highway works will be delivered by Worcestershire County Council's Highways Contract which is overseen by a dedicated commercial team at the County Council.</p> <p>The partnership involving West Midlands Trains, Network Rail and Worcestershire County Council will build on the successful arrangements that have been in place for many years and has led to successful station improvement schemes commissioned and delivered by WCC at Malvern Link, Worcester Foregate Street and Kidderminster.</p>
Redevelopment of Redditch Library Site	<p>The delivery of this scheme will be overseen by RBC, in partnership with Worcestershire County Council. A project manager will be appointed to oversee the procurement of a consultant team to finalise the designs and to secure planning consent at the site.</p> <p>The team would also be required to assist the tender process for a contractor to deliver the works, through providing technical expertise and tender documentation. Finally, the consultant team would be retained to provide project assurance through the delivery phase of the works.</p>

Source: North Worcestershire Economic and Regeneration

## 6.5 Governance Structures

RBC will act as the accountable body and be responsible for [extract from the Towns Fund guidance]:

- Developing and delivery team, delivery arrangements and agreements
- Developing agreed projects in detail and undertaking any necessary feasibility studies
- Helping develop detailed business cases
- Monitoring and evaluating the delivery of individual Towns Fund projects
- Submitting regular monitoring reports to Towns Fund
- Receiving and accounting for the Town's funding allocation
- Ensuring that decisions are made by the board in accordance with good governance principles

- Ensuring transparency requirements are met
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- Liaising with potential private investors in identified local projects and schemes

### 6.5.1 Programme Governance

The Governance model is set out in Appendix 1.

RBC Project Governance Board Terms of Reference are provided in Appendix 2.

[narrative to be provided in Jan 2020]

### 6.5.2 Programme Delivery Team

Redditch Town Deal's delivery will be managed by the North Worcestershire Economic Development and Regeneration (NWedR), which is a shared service between the local authorities of Bromsgrove, Redditch and Wyre Forest. NWedR have set up the Programme Management Office (PMO), which will use a cloud based project management software – Verto - to manage the project delivery. Verto is aligned with the Association for Project Management's Book of Knowledge 7<sup>th</sup> Edition. Each project will develop the following project management documentation hosted on Verto:

- Project plans / Gantt charts (key tasks, milestones and dependencies)
- Project budgets
- Action logs
- Risk logs
- Issue logs
- Change requests
- Highlights reports
- Evaluation reports

The Head of NWedR will act as the Head of PMO and will be supported by the cNWedR Delivery Manager and the NWedR Regeneration and Implementation Manager. The team has experience in delivering similar programmes and projects on behalf of accountable bodies with grants ranging from £3m to £20m.

## 6.6 Assurance and Scrutiny Process

*[describe your accountability and assurance framework, such as around performance monitoring and project evaluation] – [full narrative to be provided in January]*

### *Project monitoring*

- Project Managers submit Project Highlights Reports to the Programme Management Office (PMO) on a monthly basis. [sample to be provided as appendix]
- PMO submits Programme Highlights Reports to RBC Project Governance Board every six weeks
- PMO presents updated programme issues logs and risk logs at RBC Project Governance Board meetings
- PMO submits quarterly progress update reports to Town Deal Board

**Grant claiming** - A Town Deal programme cost centre (income and expenditure codes) will be created by RBC Finance.

Project cost centres (income and expenditure codes) will be set up by RBC and WCC for each of their projects. Project expenditure will be covered / provided by RBC and WCC for their own respective projects and claimed from the Town Deal programme in arrears. Once the claim forms are approved by the PMO, the funding is transferred from the Town Deal programme cost centre to the individual project cost centres.

Appendix 3 illustrates the monitoring and grant claiming arrangements

[insert narrative explaining the process – Jan 2020]

Appendix 4 – Claim form template [to insert in Jan 2020]

Appendix 5 outlines the change control process [to be provided in Jan 2020 along with accompanying narrative]

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## 7 Acknowledgements

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