

additional papers 3



Council

Mon 25 Jan
2021
7.00 pm

Microsoft Teams

REDDITCH BOROUGH COUNCIL

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**If you have any queries on this Agenda please contact
Jess Bayley**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: (01527) 64252 (Ext. 3268)**

e.mail: jess.bayley@bromsgroveandredditch.gov.uk

Council

Monday, 25th January, 2021

7.00 pm

Virtual Meeting - Teams

Agenda

Membership:

Cllrs:

Gareth Prosser
(Mayor)
Julian Grubb
(Deputy Mayor)
Salman Akbar
Joe Baker
Tom Baker-Price
Roger Bennett
Joanne Beecham
Juliet Brunner
Michael Chalk
Debbie Chance
Greg Chance
Brandon Clayton
Matthew Dormer
John Fisher

Peter Fleming
Andrew Fry
Bill Hartnett
Ann Isherwood
Wanda King
Anthony Lovell
Gemma Monaco
Nyear Nazir
Mike Rouse
Mark Shurmer
Yvonne Smith
David Thain
Craig Warhurst
Jennifer Wheeler

9.10 Redditch Town Deal Investment Plan (Pages 1 - 206)

The latest draft of the Redditch Town Investment Plan, including appendices, has been attached for Members' consideration. Members are asked to note that the plan is still in a draft form. Appendix E to the report remains to be published.

10. Committee Appointments (Pages 207 - 208)

To note the appointment of Members to replace Councillor Pattie Hill on the following Committees:

- Crime and Disorder Scrutiny Panel
- Licensing Committee
- Overview and Scrutiny Committee

The nominees to these positions are reported in this supplementary pack.

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Redditch Town Deal - Town Investment Plan (Draft)

Redditch Town Deal Board

January 2021

Mott MacDonald
35 Newhall Street
Birmingham B3 3PU
United Kingdom

T +44 (0)121 234 1500
mottmac.com

Redditch Town Deal - Town Investment Plan (Draft)

Redditch Town Deal Board

January 2021

Issue and Revision Record

Revision	Date	Originator	Checker	Approver	Description
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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
1E	15/01/2020	H Danks/A Bennett	J Barlow	V Hurst	Revised draft. Pre-graphic design
1F	22/01/2020	H Danks/A Bennett	J Barlow	V Hurst	Final full draft. Pre-graphic design

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

Information class: Standard

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Foreword

Unlocking Redditch – a vision of transformation from a traditional New Town to a New smart Town fit for the 21st century.

From playing a major role in manufacturing and the development of new technologies around the world, such as helping to make the world's first jet engine, to hosting the world's first Wi-Fi 6 industrial scale trial (Mettis Aerospace), Redditch is a place of tremendous business innovation, pioneering spirit and distinguished heritage.

Home to recipients of the Queen's Award for Enterprise in the Innovation and International trade categories, Redditch has always been a town that supported and encouraged businesses small and large, established enterprises and emerging initiatives, or investments that contribute to the national effort to bring all greenhouse gas emissions to net zero by 2050 such as the next generation of waste collection hybrid vehicles developed by Faun Zoeller UK and the first at-scale UK e-scooter trials launched by Bird in October 2020.

Despite all these achievements and the continuous efforts to improve and innovate, Redditch is facing significant challenges arising from its New Town legacy as well as major structural changes in the global and local economy, which have all been exacerbated by the Covid-19 pandemic.

To address these challenges, build on the town's strengths and maximise emerging opportunities requires a complete rethink of Redditch's role locally, regionally and nationally and this is precisely what this Town Investment Plan offers.

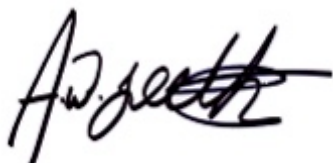
Working with the local stakeholders, communities and businesses, the Town Deal Board prepared a vision that is designed to 'unlock Redditch' and enable its transformation from a traditional New Town to a New smart Town fit for the 21st century - a digital, connected, green and creative town; a town that is a more attractive place to live, work, do business, invest in and visit.

The key interventions chosen to deliver the vision and detailed in this Town Investment Plan have been carefully selected and are based on robust socio-economic evidence and strong local support, as demonstrated by the comprehensive stakeholder engagement process. They will deliver a new transport interchange – the main gateway to the town; a repurposed town centre as a focal point for community interaction; a state-of-the-art digital manufacturing and innovation centre supporting the adoption of digital technologies; connecting public infrastructure and a comprehensive package of sustainable interventions that address climate change.

This Town Investment Plan is not a one-off intervention. It is the first phase of a long-term vision designed to drive the sustainable economic regeneration of the town and deliver long term economic and productivity growth. The Towns Fund investment will begin the effort to 'level-up' our town, attract future private investment and development and act as the catalyst for delivering a once in a generation transformational change.

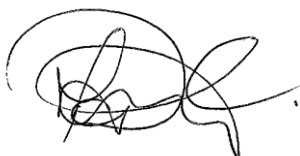
We would like to thank our residents, businesses, key stakeholders and Town Deal Board Members for their invaluable contributions and support in developing this Town Investment Plan

and look forward to working together to deliver a better and more prosperous future for our residents, communities and businesses.



Adam Freeth

Redditch Town Deal Board
Chair

Cllr Matthew Dormer

Redditch Borough Council Leader




Rachel Maclean MP

Redditch MP



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Executive Summary

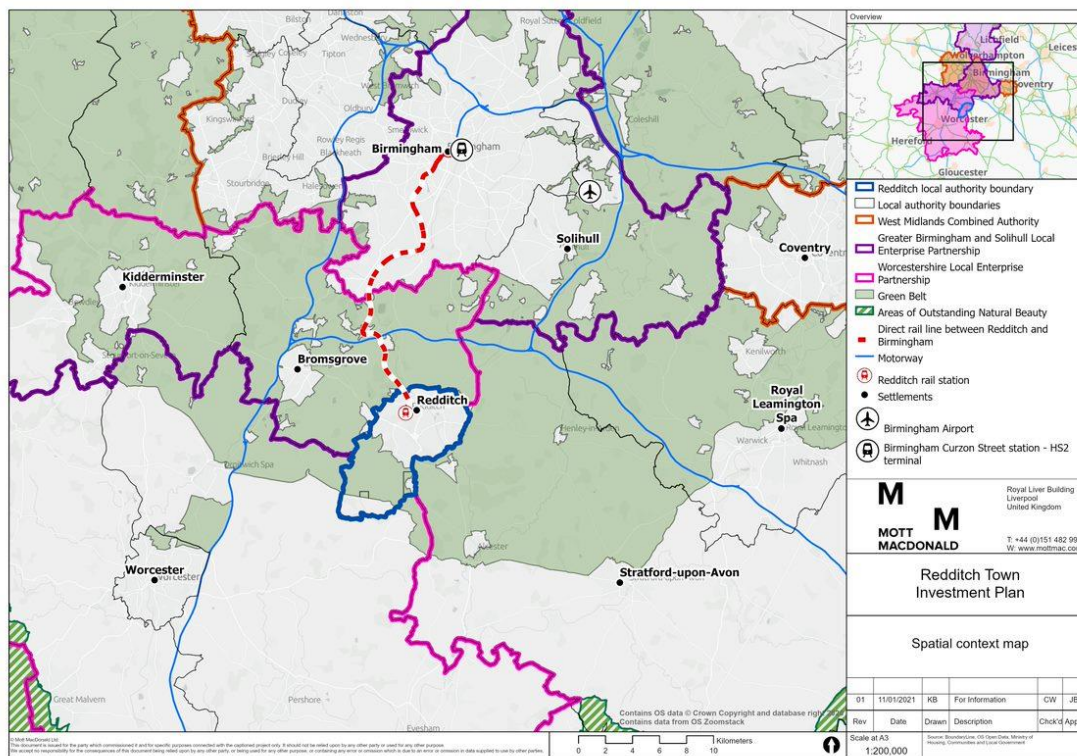
Context

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 change¹. 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 7.1: Redditch in Context

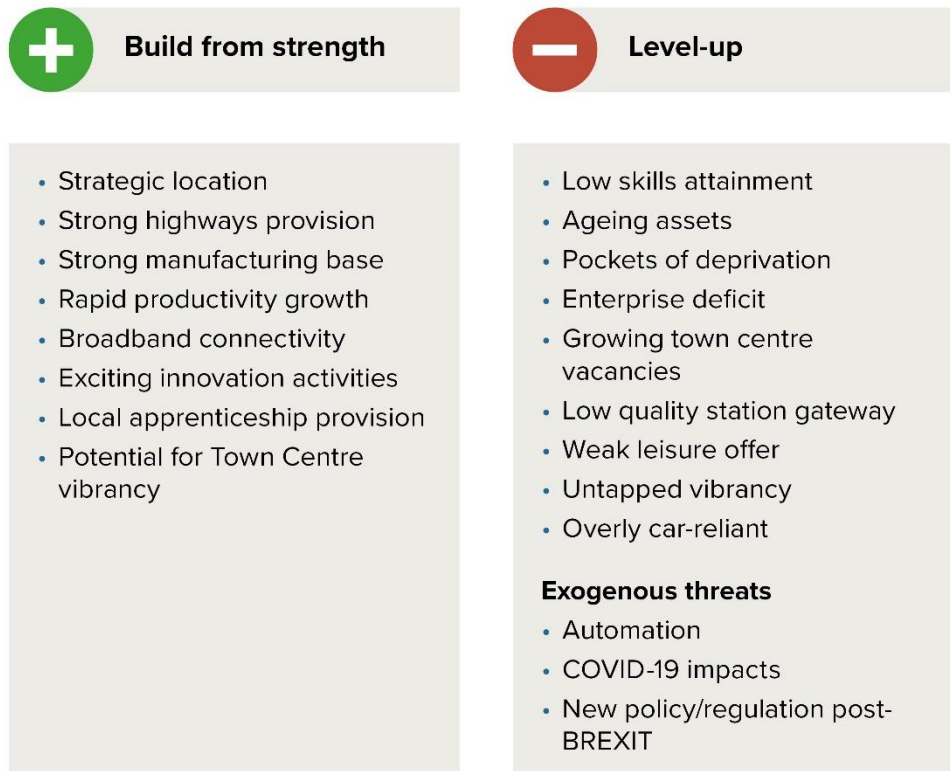


Source: Mott MacDonald

¹ Town and Country Planning association, 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 7.2: Key strengths and weaknesses in Redditch



Source: Mott MacDonald

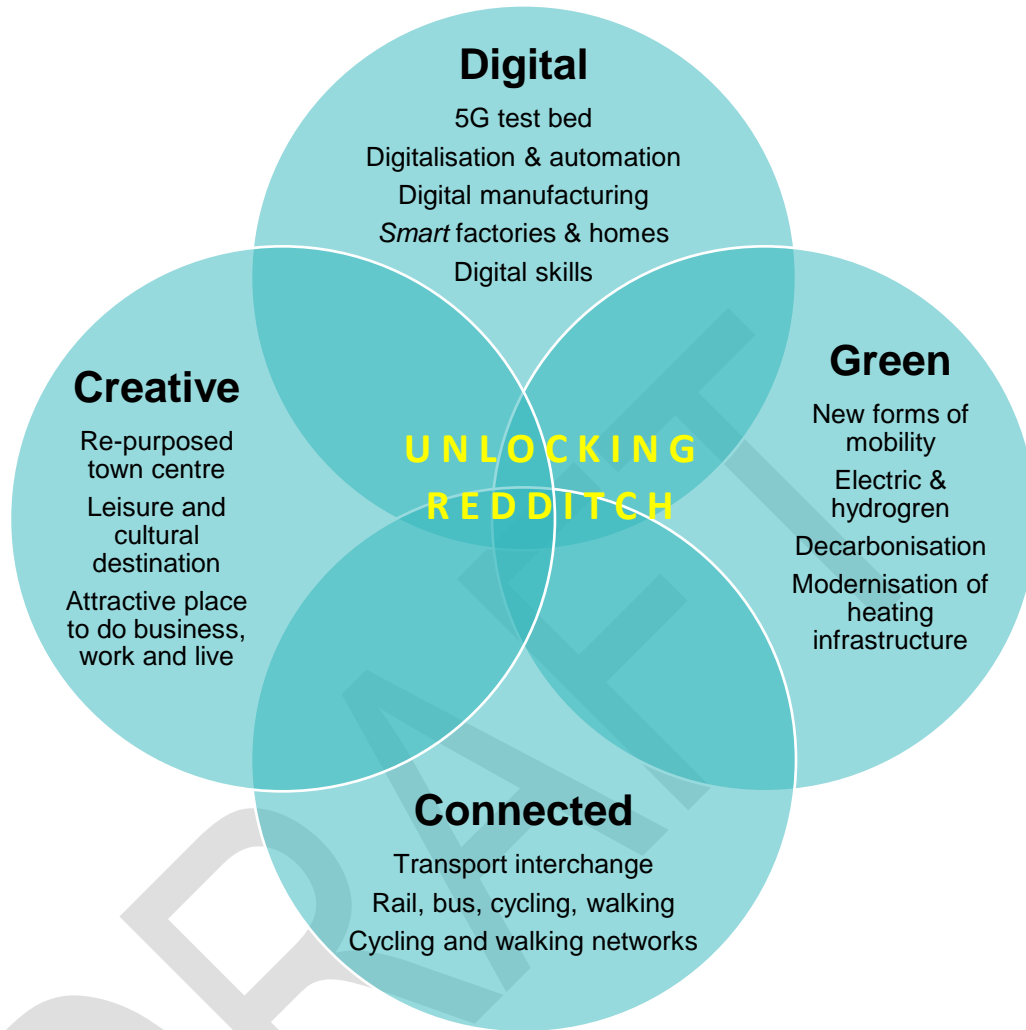
Vision and Town Investment Plan

In order to respond to the needs of the town and maximise economic growth opportunities, the following vision statement was developed by the Town Deal Board:

“Unlocking Redditch forms a vision to transform Redditch from a *traditional* New Town into a New *smart* Town fit for the 21st 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 7.3: Redditch Town Vision

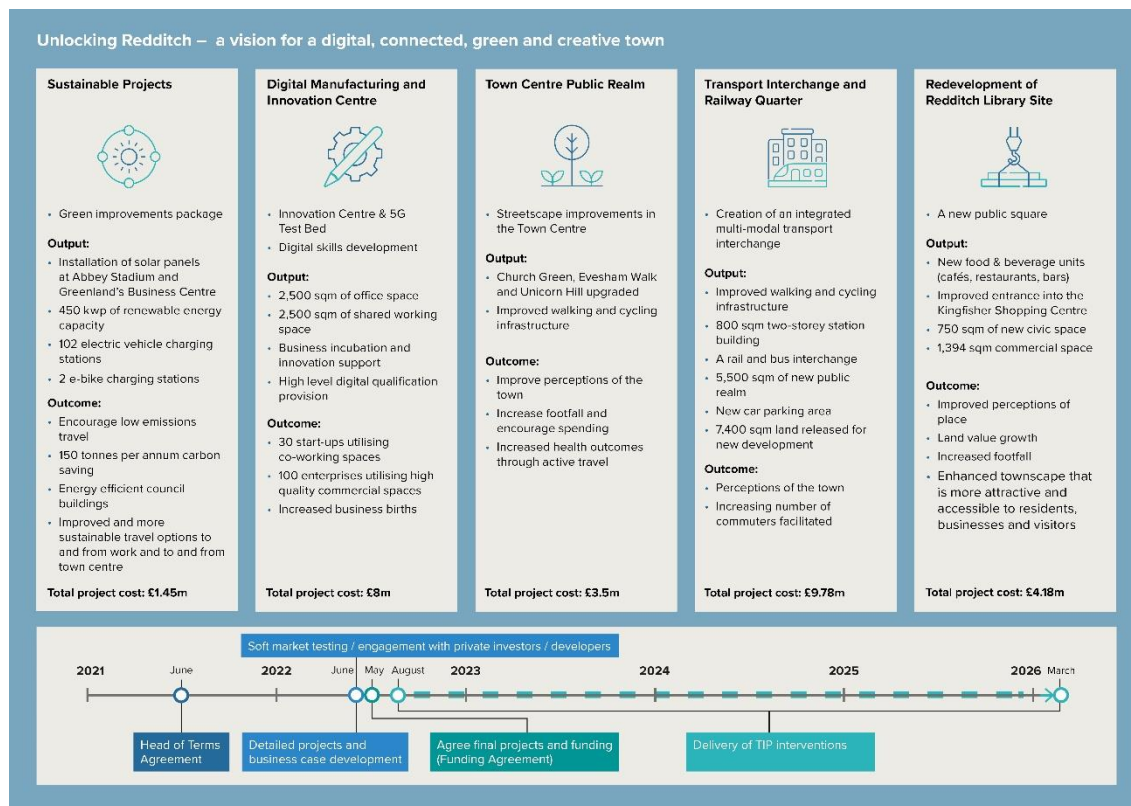


Source: Redditch Town Board / North Worcestershire Economic Development and Regeneration

Town Investment Plan

The infographic on the page over-leaf summarises our considered response to meeting the town's needs, capitalise on its growth opportunities, and shows what an investment of £25m from the MHCLG Towns Fund will deliver.

Figure 1.4: TIP at a glance



A summary of how the Towns Fund can help tackle the local issues and market failures that are inhibiting Redditch's development are set out below:

Table 1.1 Redditch - Issues, Opportunities and Market Failures

Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken	TIP Project(s) most directly addressing issues
Low skills attainment. Pressing need to develop and harness digital skills provision.	Low educational attainment and lower proportion of jobs in high skills occupations. Global trends towards digital skills and automation.	Supporting skills attainment in high productivity sectors, whilst delivering more advanced technical skills needed by employers will help Redditch employees be more productive. Enhance resilience to digitisation and EU Exit.	Public good – education as a public good. Positive externalities – wider external benefits of education provision.	Increasing needs for digital skills across UK.	Automation, digitisation and AI pose a particular threat to Redditch given prominence of manufacturing sector. Also opportunity to boost productivity.	2) Digital Manufacturing and Innovation Centre
Enterprise deficit, characterised by low business births and low number of active businesses.	Lack of physical space for start-up businesses. No focal point for enterprise, collaboration and innovation in the town.	Enable cross-fertilisation of ideas to improve productivity and help other sectors experience the high productivity growth experienced by high-performing sectors. Many innovative 5G technology firms based in Redditch provide a strong innovation base. Harnessing this opportunity is key.	Development and coordination failures – the high development cost of establishing collaboration spaces and attracting high-value employers without established business district.	Support to encourage enterprise and innovation will help foster a stronger entrepreneurial culture across the town. Could encourage more of town's talented young residents to stay in local area to build their careers.	Lost opportunity to tap into Redditch's highly productive local information technology sector. Without support to encourage technological innovation and adoption Redditch advanced manufacturing risks not staying cutting edge. EU Exit will exacerbate these trends over next few years.	2) Digital Manufacturing and Innovation Centre
Ageing assets. Growing town centre vacancies.	Lack of significant regeneration since New Town status, leading to ageing assets. Public estate in town centre comprises low quality, inefficient and underutilised assets	Opportunity to revitalise town centre by regeneration of key assets which will in turn help attract private sector investment.	Public goods – many town centre assets are in public ownership and can suffer from free-riding effects and underinvestment. Negative externalities – Underinvestment by public sector has in turn led to further underinvestment from private sector due to negative externalities.	Current state not expected to change without some form of intervention.	Public sector buildings risk falling into disrepair. Even higher running costs over time if no intervention. Heightened risk of not attracting private sector investment into town centre.	1) Sustainable Projects 2) Digital Manufacturing and Innovation Centre 4) Transport Interchange and Railway Quarter 5) Redevelopment of Redditch Library Site

Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken	TIP Project(s) most directly addressing issues
Poor quality public realm. Low quality station gateway.	Underinvestment in the public realm. Station lacks facilities and faces rear of a four-story shopping centre. Minimal wayfinding.	Invest in the public realm to improve its functionality to act as a gateway into the town via the train station by transforming unviable land catalysing more productive uses. Increase in vibrancy would improve natural surveillance in centre leading to reduced crime and increasing visitor numbers.	Public good – transport and public realm. Negative externalities – lack of incentive for the private sector to invest – lack of opportunity to achieve attractive return on investment – assets are in public ownership and suffer from free-riding effects and underinvestment. Imperfect information / coordination failures – people unaware / unable to locate / navigate assets in the city centre. Coordinated approach needed to drive footfall.	Develop public realm will improve perceptions and attractiveness of the town. Investment in public realm is not viable or possible for private sector agents – public sector intervention is essential.	Continued poor quality of public realm. Stagnating built environment may continue to dissuade private investment, encouraging anti-social behaviour and putting off people from travelling into town centre.	3) Town Centre Public Realm 4) Transport Interchange and Railway Quarter 5) Redevelopment of Redditch Library Site
High deprivation levels in town centre and east of the centre.	Poor access to education, skills and job opportunities.	Investment will support Government strategy to 'levelling up' the Midlands Engine region.	Public good – education as a public good. Positive externalities – wider benefits of education provision.	Education provision (and access to it) not expected to improve without public sector intervention.	High deprivation levels in the town centre and in the east will persist and may increase. Will lead to growing income inequality, risking the 'level up' approach.	2) Digital Manufacturing and Innovation Centre
Dominance of private vehicles.	The New Town road developments sufficiently accommodated car usage, thereby incentivising this mode over others.	Improved air quality, lessened environmental damage and improved health outcomes by modal shift to walking and cycling. Improved connectivity of the town.	Positive externalities - health and wellbeing impacts from active travel and improved air quality.	Active travel transport policy fits squarely with public sector agents.	Continued dominance of private vehicles. Worsened environmental and health outcomes.	3) Town Centre Public Realm 4) Transport Interchange and Railway Quarter

Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken	TIP Project(s) most directly addressing issues
Weak leisure offer and evening economy. Untapped vibrancy.	A poor town centre offer means few people visit for leisure or evening activity, leading to a resultant sense of reduced safety contributing to a lessened desire to be in town, especially at night.	Investing in new outdoor spaces for events and dining would enhance vibrancy in the town centre.	<p>Public goods – many town centre assets are in public ownership and suffer from free-riding effects.</p> <p>Negative externalities – low quality design detracting from investment in evening economy.</p> <p>Coordination failure – private sector unlikely to make ‘first move’ in terms of leisure and evening provision without public sector intervention to improve the town centre.</p>	Regeneration in town and subsequent increase in vibrancy would increase visitor numbers and support the local economy.	Risk that town centre will continue to have a poor offer for leisure and evening economy.	3) Town Centre Public Realm 5) Redevelopment of Redditch Library Site.

Source: Mott MacDonald

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

Section	MHCLG Town Investment Plan Guidance
Project proformas (x5):	
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

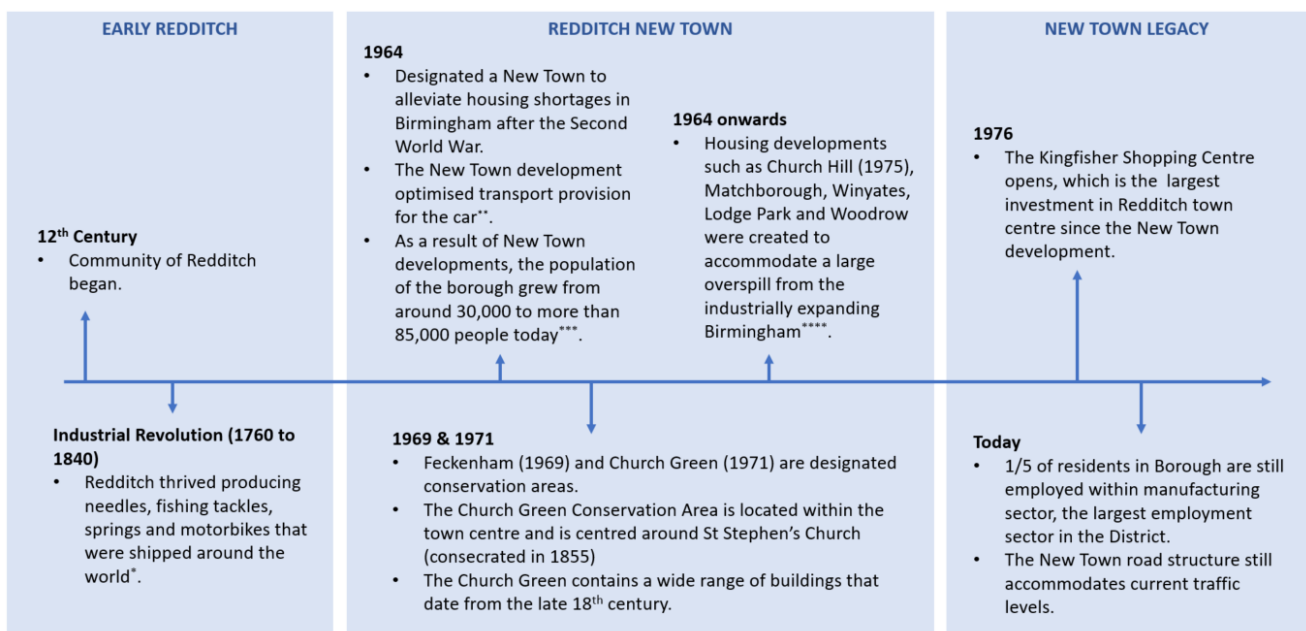
2 Introducing Redditch

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. Figure 2.1 outlines the progression of Redditch to its position today.

Figure 2.1: History of Redditch



^{*}Redditch History, <http://www.redditchhistory.org.uk/index.htm>

^{**}Town and Country Planning association, www.tcpa.org.uk/redditch

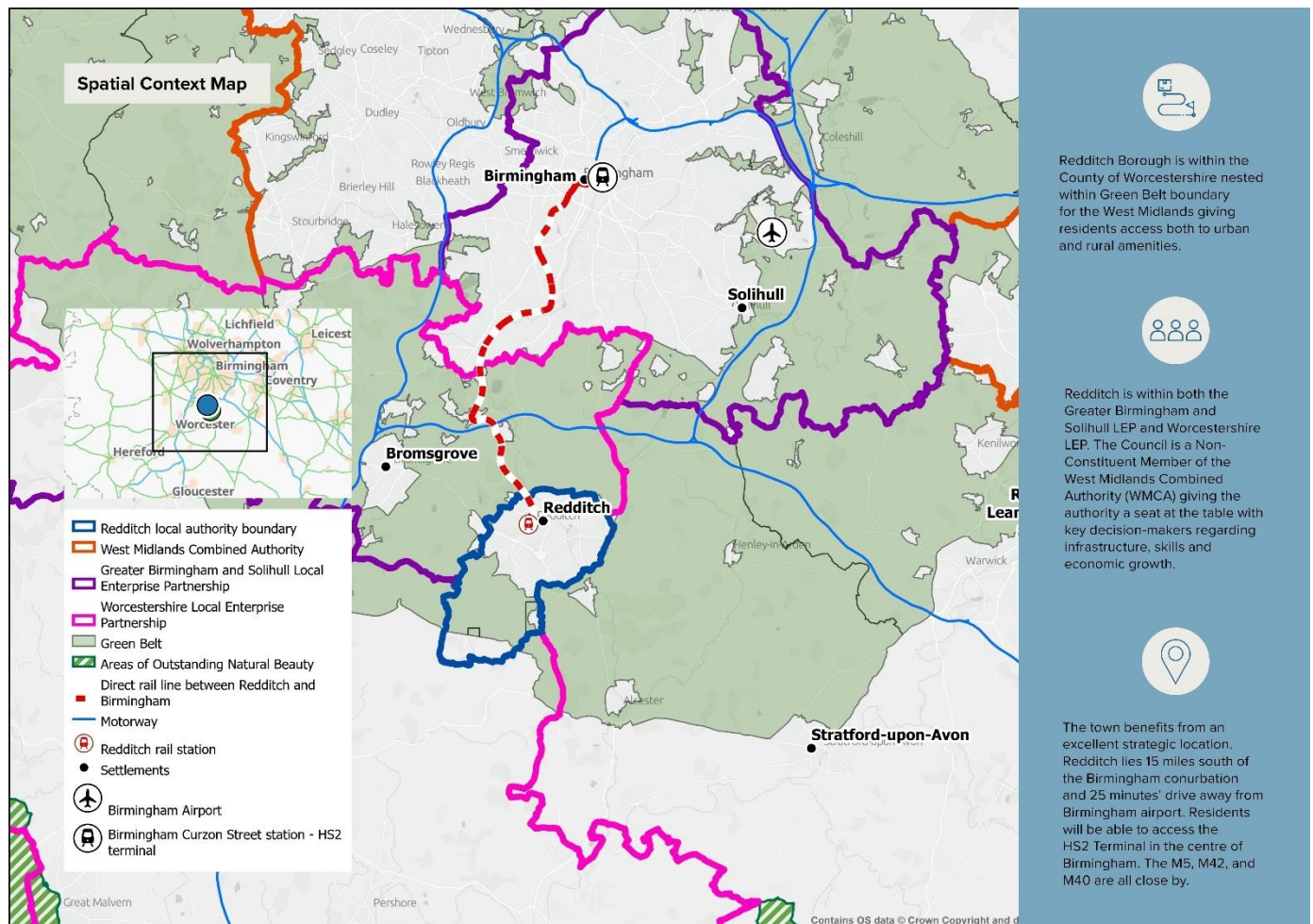
^{***}GB Historical GIS / University of Portsmouth, Redditch District through time | Population Statistics | Total Population, A Vision of Britain through Time.& Mid-year population estimates, 2019, ONS

^{****}Redditch Sustainable Community Strategy 2011-14, January 2011, [Microsoft Word - Redditch sustainable community strategy 2011-2014. \(redditchbc.gov.uk\)](https://www.redditch.gov.uk/redditch-sustainable-community-strategy-2011-2014)

2.2 Redditch in the West Midlands





Figure 2.2 presents the wider spatial context of Redditch showing its location within the geographic and political context and key transport connectivity.

Figure 2.2: Redditch's strategic context



Source: Mott MacDonald

2.3 Redditch today

	In 2019 Redditch Town's population was 74,000. The population growth has been increasing but at a lower rate than England.
	In 2019 20% of the population of Redditch Town was under the age of 16, 61% age 16 to 64 and 18% age 65 plus, the age structure is representative of the nation. The proportion of those age 55 and over has increased by 11% from 2011 to 2019.
	Manufacturing and Retail sectors account for 43.8% of Redditch town employment. Key roles at high risk of being replaced through automation and AI (e.g. salespersons, cashiers, and machine assemblers all have a >80% chance of being automated) ¹² .
	The claimant count in November 2020 for Redditch Town stood at 6.4% an increase from the 2.9% experienced in March 2020.
	Redditch is a diverse and vibrant borough. It is home to over 85,000 people speaking over 100 different languages, higher than neighbouring towns.
	Redditch borough has a lower proportion in high skilled occupations at 43.3% compared to 47.9% for England and higher proportion in low skilled (25.6%) compared to England (23.4%).
	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.
	There is an enterprise deficit in Redditch with a low number of business births as a proportion of the population compared to the West Midlands and England.
	Labour productivity growth in Redditch is strong and is now significantly above the West Midlands average. A key driver of growth is the ICT sector from which other sectors could benefit from technological diffusion (e.g. manufacturing).
	Redditch Town Centre is in the second most deprived quintile of deprivation in the country.
	Redditch is a car dominated town with 71% of journeys taken to work made by private vehicle.
	Redditch is a net exporter of labour at roughly the same magnitude of both Wyre Forest and Bromsgrove districts.
	The Town centre vacancy rate in November 2019 was 13%, this was similar to the national average ⁴ . In October 2020 it was 16%, this is higher than 14% vacancy rate in Great Britain ³ .
	Superfast and Ultrafast broadband coverage in Redditch is higher than the UK average providing a strong basis for knowledge intensive businesses to locate in Redditch.

Notes: ¹No 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)

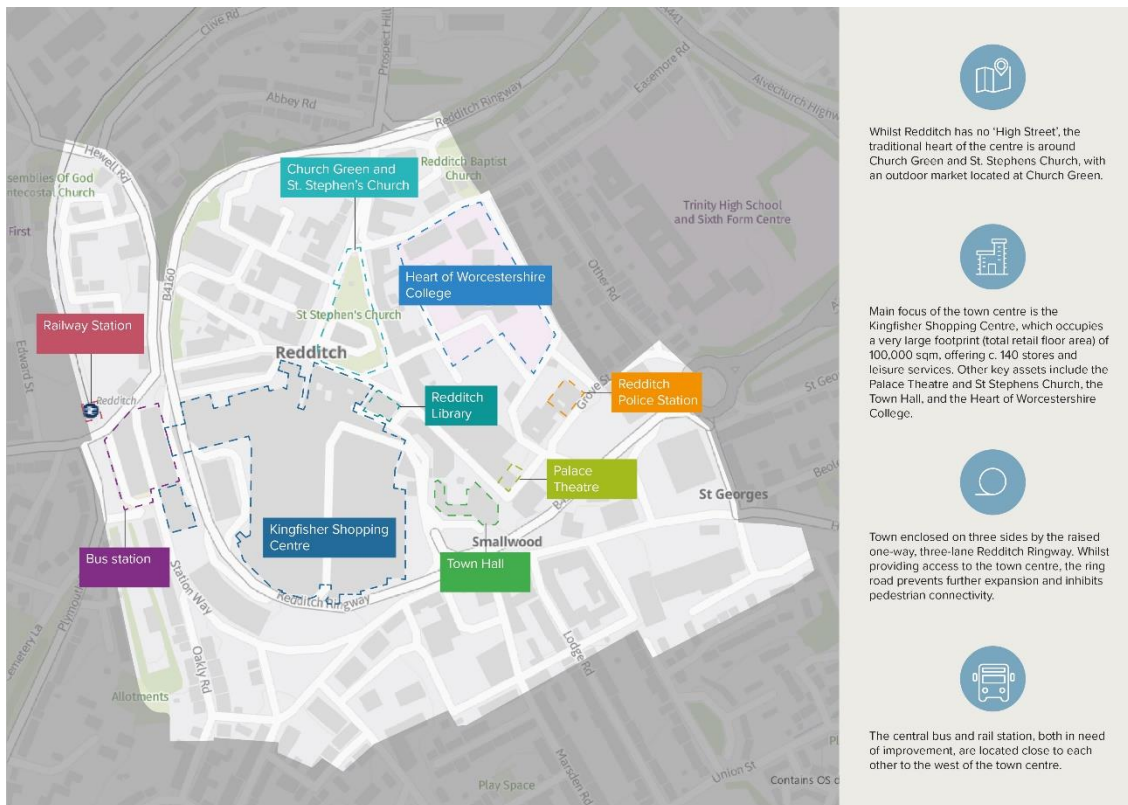
²[Will a robot takeover my job? | Bank of England](#) ³Compared to 80 languages in Bromsgrove for example - Office for National Statistics 2011 Census figures for Redditch and Bromsgrove Districts, Redditch and Bromsgrove Clinical Commissioning Group, ⁴Where will Covid-19 leave the retail and leisure market at the end of 2020? The local data company 2020 ⁴Redditch 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

Figure 2.3 below presents the existing context of Redditch Town Centre.

Figure 2.3: Redditch Town Centre



Source: Mott MacDonald

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 our 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.

Action is required to prevent Redditch becoming a dormitory town and facing economic decline. The Towns Fund is a great opportunity to address our issues and build on our strengths to define Redditch into a great place to live, work and invest.

The figure below outlines our overall strengths and issues. We have distilled these into five core areas presented in the sections below. We have also considered the opportunities in the context of the challenges faced by the COVID-19 pandemic and the UK exit from the EU. Figure 3.1 summarises Redditch's key strengths and weaknesses.

Figure 3.1: Key strengths and weaknesses in Redditch



Source: Mott MacDonald

Further detailed data analysis that explores Redditch's context can be found in the Socio-Economic Baseline Report in Appendix A.

3.1 Skills and qualifications

Key findings:

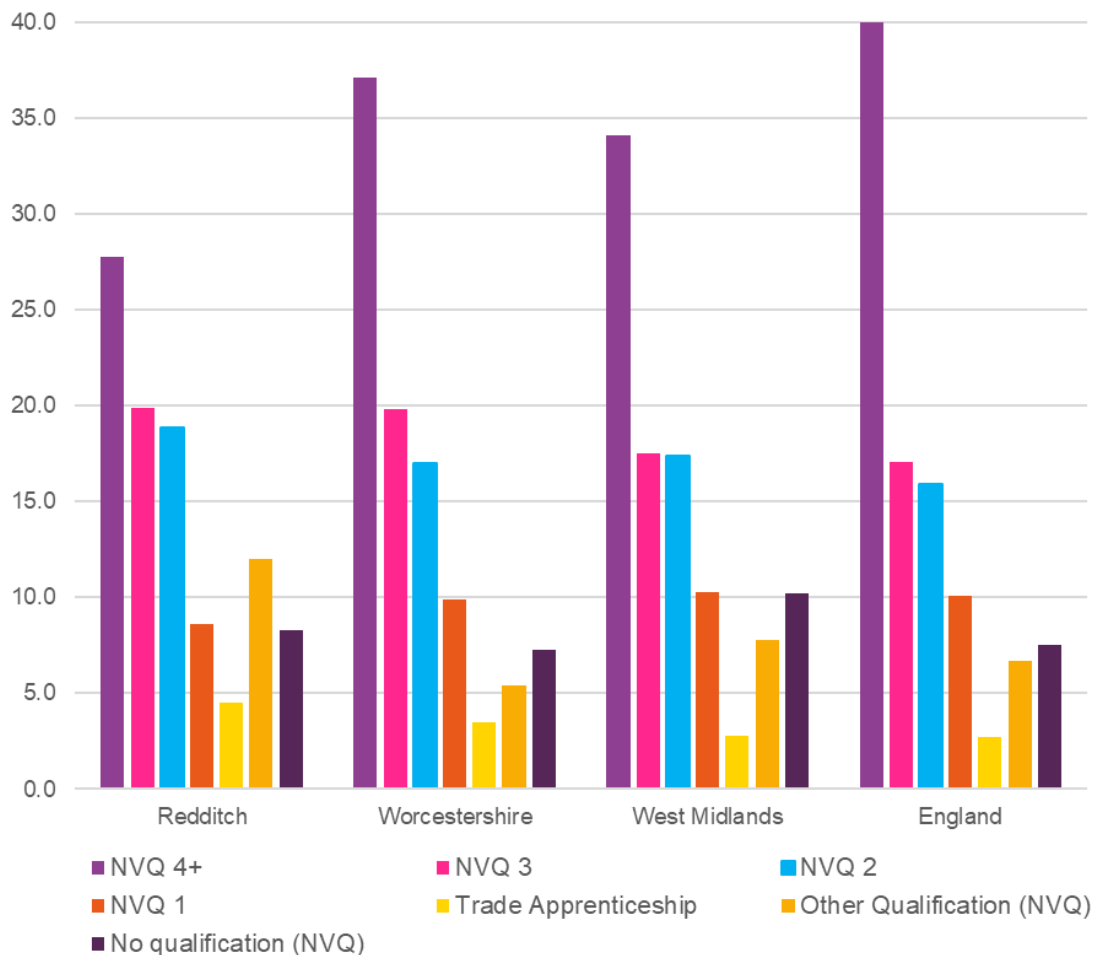
- 27.8% of NVQ4+ (12 percentage points lower than national average) of Redditch working age residents attain high level of qualifications, highlighting the need for further education provision and key for jobs and enterprise.
- High trade apprenticeship attainment (close to double the national average) 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 one college in Redditch, the Heart of Worcestershire College, with four high schools also offering post-16 qualifications.

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 average².

² Annual Population Survey, ONS, 2019

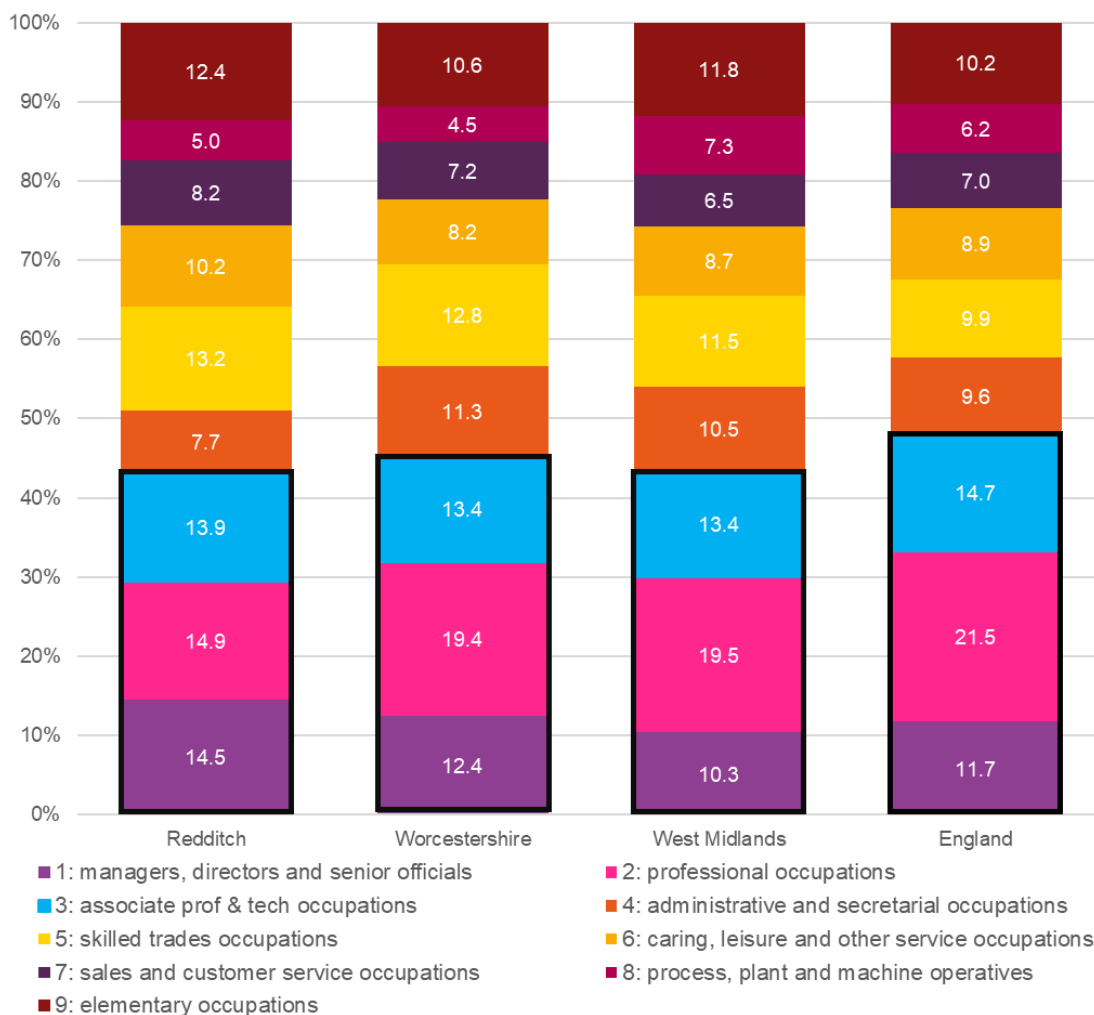
Figure 3.2: Highest level of qualification, as a % of working age population

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 (SOC 1, 2 & 3) account for 43.3% of employment, lower than England at 47.9%³. Conversely, Redditch has a higher proportion in low skilled employment at 25.6% compared to 23.4% in England⁴.

³ Annual Population Survey, ONS, 2019

⁴ Annual Population Survey, ONS, 2019

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

Source: Annual Population Survey, ONS, 2019

Low educational attainment and 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 Redditch⁵. 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 enable residents to command higher wages helping them to achieve their career goals and attracting more inward investment to the town.

⁵ Redditch Towns Deal Community Consultation, Social Marketing Gateway, November 2020

3.1.2 Strengths and Opportunities

Redditch has a higher NVQ2 and NVQ3 attainment than regional and national averages⁶. Provision of trade apprenticeships are also higher in Redditch with 4.5% of the working age population holding a trade apprenticeship compared to 2.7% nationally⁷. 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 technology⁸, the second largest employment sector in Redditch Town Centre and the largest in the District⁹. Despite relative strength, stakeholder engagement highlights the need for more apprenticeships to be offered by local businesses¹⁰. Box 1 presents further detail of successful apprenticeship activities.

Box 1: 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*.
- 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**.
- 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***.

* <https://www.wmca.org.uk/news/local-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/>

** balticapprenticeships.com

*** <https://www.mettis-aerospace.com/apprentices-2019/>

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 services¹¹. Research suggests that workers with specific digital skills lower their risk of being overtaken by automation and AI by 59% compared to those without¹². Automation and AI represents both an opportunity and a threat to Redditch given the prominence of the manufacturing sector.

⁶ Annual Population Survey, ONS, 2019

⁷ Annual Population Survey, ONS, 2019

⁸ Apprenticeships Home (Department for Education)

⁹ BRES, ONS, 2019

¹⁰ Redditch Towns Deal Community Consultation, November 2020

¹¹ 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 \(publishing.service.gov.uk\)](#)

¹² Ibid

Opportunities could arise such as increasing efficiencies, resilience, competitiveness and productivity, making it a more productive sector. Threats could arise from making workers obsolete or competitor locations gaining digital advantages more quickly than Redditch if the opportunities are not swiftly 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 (presented in Table 3.1).

Skills 4 Worcestershire¹³ identify both Advanced Manufacturing and ICT as local growth sectors with increasing demand for skilled labour¹⁴. 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.

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 region¹⁵. Low business births lead 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 growth. 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 to buy properties which increases sales prices, meaning Redditch needs to address the availability of good quality space¹⁶.

This is corroborated by Aspinall Verdi analysis which found limited significant investment in new office development for some time with most office stock dating from the 1960s-1980s. 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 involvement¹⁷.

There is currently no focal point for enterprise, collaboration and innovation in the town. Basepoint in neighbouring Bromsgrove for example provides managed office space to meet needs of local start-ups and small to medium sized businesses¹⁸. Redditch has no similar offer in the town centre¹⁹.

¹³ A joint initiative by Worcestershire LEP and Worcestershire County Council

¹⁴ [Worcestershire's Employment Market - Careers Portal \(skills4worcestershire.co.uk\)](https://skills4worcestershire.co.uk)

¹⁵ Business demography, UK, ONS and Mid-year population estimates, 2019, ONS

¹⁶ Worcestershire Commercial Property, Market Report 2020, GJS Dillon

¹⁷ Draft Report: Property Market Report, Redditch Town Investment Plan, Aspinall Verdi, December 2020

¹⁸ [Bromsgrove Basepoint Business Centres](https://www.bromsgrove.gov.uk/business-centres)

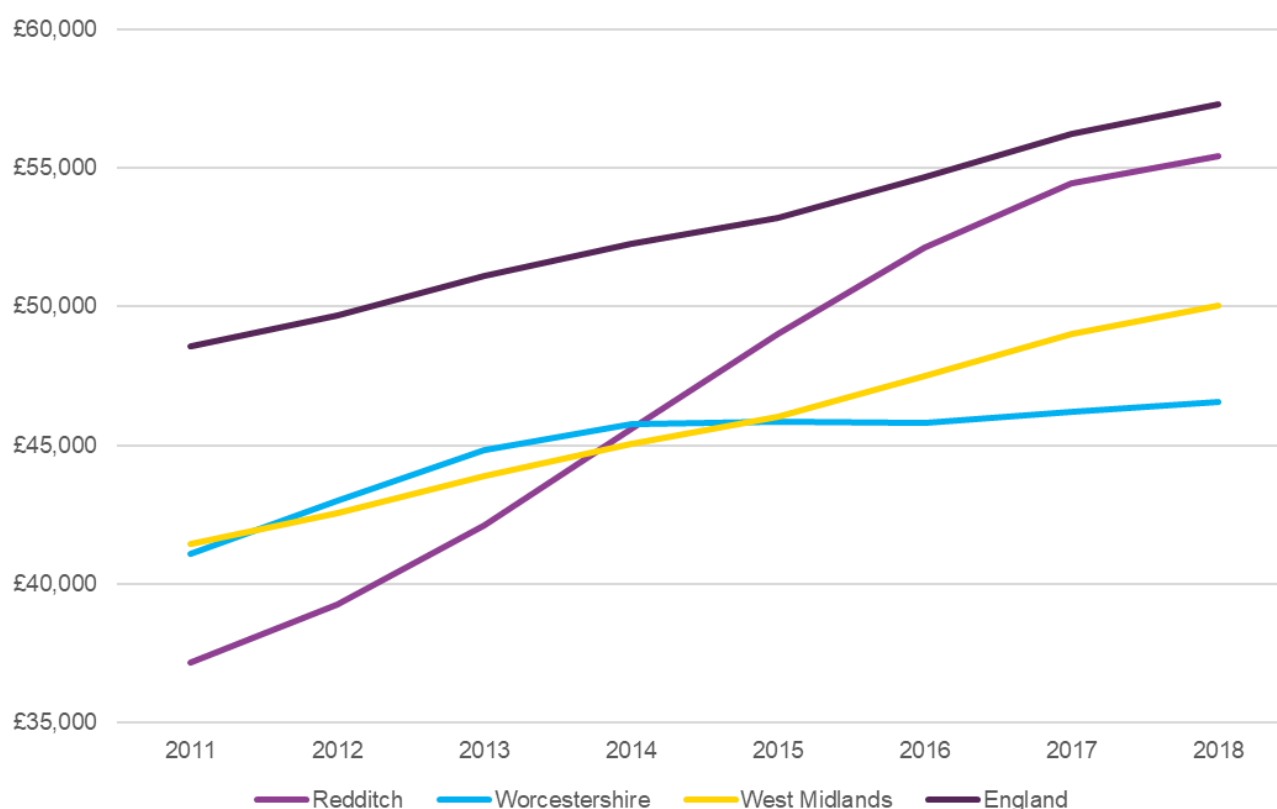
¹⁹ There are two business centres located at out of town locations (Greenlands Business Centre and Heming Road Enterprise Centre)
[Office space - redditchbc.gov.uk](https://www.redditch.gov.uk/office-space)

Support could help foster a stronger enterprise culture across the town and 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

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 productivity²⁰. Seven sectors below have experienced a productivity increase.

Accommodation and food services, information and communication and administration experienced a notable increase in productivity and employ more than 1,000 employees in Redditch Borough. 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.

²⁰ 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

Table 3.1: Productivity changes 2016-2018 in Redditch

	% 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.

Analysis of Beahurst data was undertaken to identify causes of productivity increases in Redditch. Ten grants have been received by companies in Redditch since 2011. These were for technological advancements enabling cost efficiencies, emissions reductions and market expansion (from grant funding sources such as Innovate UK).

An innovative advanced manufacturing company in Redditch (confidential data) exported products worth over £151m over four years (2015-2018) with 50% growth in exports over the timeframe. To support this, nearly £1.5m was invested in R&D.

Another potential driver of productivity growth is that broadband coverage for today's business needs is a Redditch strength. 99% of premises in Redditch Town have access to superfast broadband, compared to 95% for the UK (30 Mbit/s download per second mb/s)²¹. Superfast broadband is also a key determinant for businesses when choosing their location²².

Ultrafast broadband (300 Mbit/s) is provided to 81% of premises in Redditch compared to 56% in the UK²³. Ultrafast broadband is important for business that depend significantly on IT infrastructure²⁴.

²¹ Connected Nations Update; Summer 2020, Ofcom 2020

²² Value of the Superfast Broadband Programme, DCMS 2018 [Superfast Integrated Report.pdf \(publishing.service.gov.uk\)](#)

²³ Connected Nations Update; Summer 2020, Ofcom 2020

²⁴ What is Ultrafast broadband?, 2020 Cable.co.uk

Redditch is however currently behind in terms of full fibre (1% premises have access compared to 14% nationally) and does not have access to have 5G coverage. Enhancing the 5G network would enable the manufacturing sector to take advantage of technology which requires instantaneous network response²⁵.

Business in Redditch may benefit from 5G roll-out and application. The town currently has innovative 5G technology firms such as Mettis Aerospace. Box 2 presents this and other Redditch innovation highlights that are boosting Redditch's productivity.

Box 2: Redditch Innovation Highlights

Redditch is home to a cluster of pioneering and innovative businesses contributing to 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).
- Redditch is the location of the first at-scale UK scooter operations scheme launched by Bird 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 provides 42% of the annual heating demand at the Abbey Stadium²⁶; this equates to £15,000 a year saving in energy bills²⁷. 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.²⁸
- 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 control²⁹.
- FAUN Zoeller – 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.

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

²⁵ Connected Nations 2019, Ofcom

²⁶ Redditch In Bloom 2013, https://www.redditchbc.gov.uk/media/390916/0412-BA0906-Redditch-in-Bloom-2013_FINAL-LOW-RES.pdf

²⁷ Redditch Crematorium begins to heat town pool, 2013, <https://www.bbc.co.uk/news/uk-england-hereford-worcester-23104502>

²⁸ [Innovate UK funding for zero-emissions powertrain \(solidstateplc.com\)](https://www.innovateuk.com/funding-for-zero-emissions-powertrain-solidstateplc.com)

²⁹ [Visiting the Redditch manufacturing site of machine tool builder Heller \(pesmedia.com\)](https://www.pesmedia.com/visiting-the-redditch-manufacturing-site-of-machine-tool-builder-heller)

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.

“We have seen productivity gains of 3% generated by 5G enabled technology” - Mark Stanton, Chair of Worcestershire LEP; Chair of West Midlands 5G Consortium, Chair of West Midlands 5G Company

The total GVA of Redditch's economy is £2.754bn. The manufacturing sector is the largest contributor with £436m per year. A 3% increase through the adoption of 5G enabled digital technologies, as quoted by Mark Stanton, would potentially generate an additional £13m GVA per year (£130m over ten years) this is greater than 5 times the proposed £25m Towns Fund investment in Redditch.

“Digital is the key enabler for manufacturing industries to improve productivity, develop new business models and accelerate industrial net zero.”

- Nick Wright, Head of Manufacturing Industries, Digital Catapult.

“The manufacturing industry has a fantastic opportunity to reimagine and reshape a new way of working, ready for the new normal – using technology and data and analytics to drive innovation, productivity and resilience.”

- Rik Irons-Mclean, Director Industry Strategy - Manufacturing, Energy & Resources and Phil Hadfield, Country Director UK, Rockwell Automation.

“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.”

- Andy Street, Mayor of the West Midlands

3.3 Town Centre Environment

Key findings:

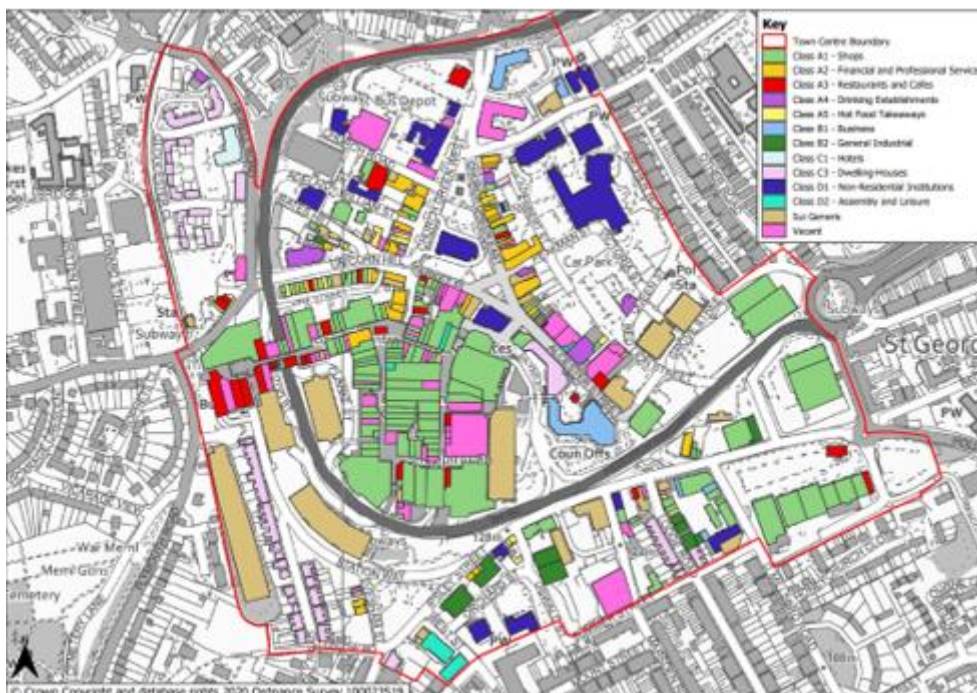
- Vacancy rate has increased faster in Redditch during COVID-19 than Great Britain.
- Poor public realm and a weak evening economy are issues in the Town Centre, both require addressing to make the town centre more attractive to residents, businesses and visitors.
- The prevalence of crime in Redditch is a major concern to Residents.
- Ageing Town Centre assets contributes to an unattractive Town Centre.

3.3.1 Key Issues

3.3.1.1 Vacancy

Pre COVID-19, Redditch Town Centre performed at similar levels to national averages (both Great Britain and Redditch had vacancy rates at around 13%³⁰). However, this figure has worsened to 16% in October 2020 whilst the national rate was forecast to experience a vacancy rate of 14%³¹, suggesting that Redditch town centre has fared worse than the national average during the 2020 pandemic.

Figure 3.5: Vacancy Map, October 2020



Source: Redditch Borough Council

³⁰ Redditch Borough Council data compared to Local Data Company data <https://www.localdatacompany.com/blog/retail-outlook-for-the-end-of-2020>

³¹ 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 further 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% (30 out of 54 units) were also vacant for the two years previous, suggesting a pattern of longer-term decline for the centre³².

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. Public realm on Unicorn Hill, Evesham Walk and the streets surrounding the Church Green contribute to Redditch's dated image. 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 a weak night-time offer. Residents note that poor public realm and resultant sense of reduced safety contribute to a lessened desire to be in the town at night³³. Insufficient

"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)

"That's always been a downside of Redditch – the town on a Friday or Saturday night. Because there's not much to do."

- Local Resident from Winyates West (Male, age 46)

late-running public transport was a recurring theme in the stakeholder engagement highlighted as a barrier to staying out late in Redditch³⁴. A limited number of evening town centre attractions and the lack of uses (such as food & beverage) that increase 'dwell time' in the town centre have increased its lack of appeal to residents, visitors and shoppers - these have also been flagged by residents as an issue that limits the vibrancy and vitality of the town.

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 town³⁵. 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

³² Redditch Borough Council data

³³ Redditch Towns Deal Community Consultation, November 2020

³⁴ Redditch Towns Deal Community Consultation, November 2020

³⁵ Town Centre Crime consultation, Street Survey 2018.

Worcestershire³⁶. Homelessness and begging were additional factors mentioned by the public as reasons for reduced visits³⁷.

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, 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 2017³⁸, began to consider the role of the public sector estate in Redditch Town Centre. The report identified that the public sector estate in the

"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)

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, Library and police station.



³⁶ North Worcestershire Community Safety Partnership, Strategic Assessment, 2019-2020

³⁷ Redditch Towns Deal Community Consultation, November 2020

³⁸ [Appendix 2 Redditch Town Centre OPE Report.pdf \(redditchbc.gov.uk\)](#)

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 lives³⁹. There are opportunities to revitalise the town centre by repurposing existing assets to offer new outdoor 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.

Regeneration in the town and the subsequent increase in vibrancy would improve natural surveillance in the centre leading to reduced crime and increasing visitor numbers which supports the local economy⁴⁰.

3.4 Deprivation

Key findings:

- Redditch Town Centre is relatively deprived compared to the Borough.
- Education, income and employment are the indicators of deprivation that Redditch perform relatively worse compared to England.
- Opportunity for 'levelling up' is strong in Redditch.

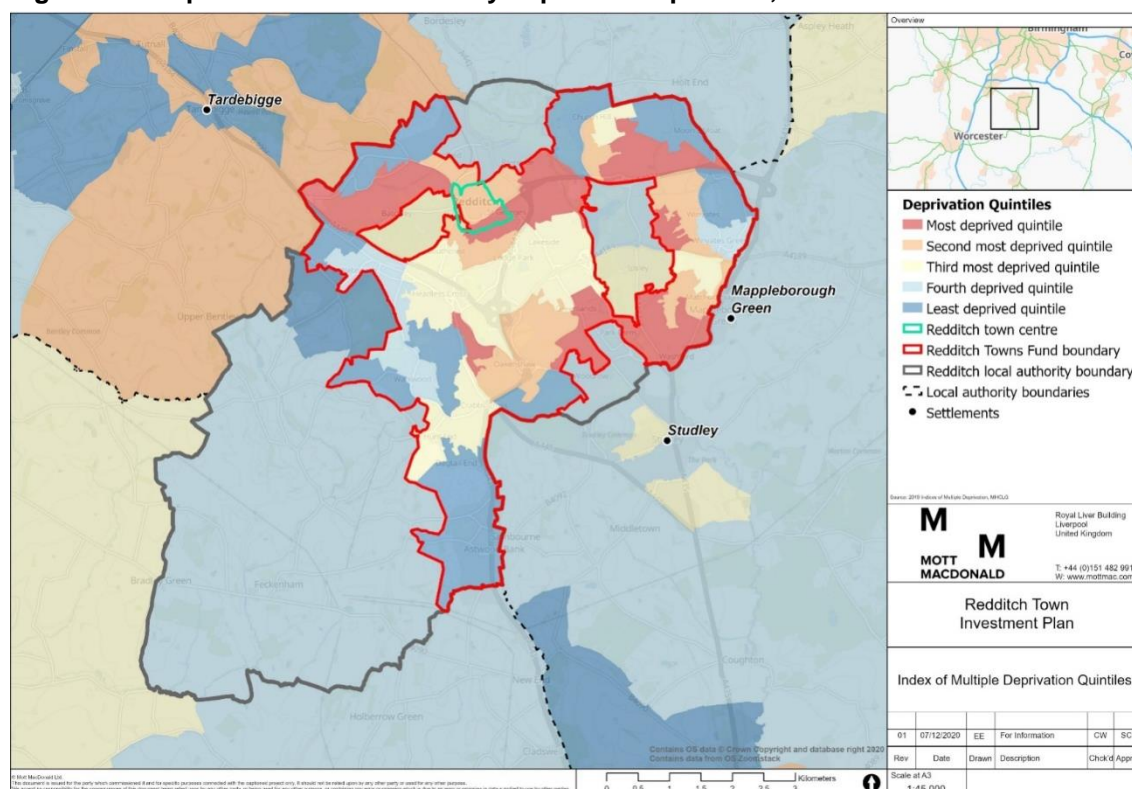
3.4.1 Key Issues

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

³⁹ Redditch Towns Deal Community Consultation, November 2020

⁴⁰ 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 include⁴¹:

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

3.4.2 Strengths and Opportunities

Investment in Redditch will support the government's strategy to 'level up' the Midlands Engine region; this strategy aims to revive the fortunes of the UK's 'left-behind' towns and cities. Implementing programmes and projects that address the education, income and employment 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 Index⁴². 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.

⁴¹ Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

⁴² <https://www.thersa.org/reports/heritage-index-2020>

3.5 Connectivity

Key findings:

- Private vehicle 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 is dominated by private vehicle use. Redditch experiences relatively little congestion due to the New Town road development which sufficiently accommodates current car usage⁴³. In Redditch, 71% of journeys to work are made by car, 11 percentage points higher than the national average⁴⁴. Private vehicle usage means worsened air quality and environmental damage in the form of CO2 and NOX emissions.

3.5.1.2 Rail

Redditch railway station is well located in the town centre and services run three times per hour to and from Birmingham New Street station and on to Lichfield⁴⁵. Despite this, train travel is relatively low compared to national average⁴⁶. The 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 highlighted key design issues with Redditch station:

- 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 the key arrival site; and
- The station building is small and does not help arrivals to navigate to the town centre⁴⁷.

There was a strong call from the Towns Fund consultation to improve the railway station. 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 more seating. The lack of facilities at the station makes train travel off-putting, leading people to travel by car instead⁴⁸.

⁴³ Borough of Redditch Local Plan No. 4

⁴⁴ Origin destination statistics, Census 2011, ONS.

⁴⁵ Borough of Redditch Local Plan No. 4

⁴⁶ Origin destination statistics, Census 2011, ONS.

⁴⁷ Redditch Town Centre Development Sites: Baseline Report, February 2019, BDP

⁴⁸ Redditch Towns Deal Community Consultation, November 2020

“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)

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% nationally⁴⁷. 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 cycling⁴⁸.

3.5.2 Strengths and Opportunities

Alongside action to facilitate public transport use there is also an opportunity in Redditch to 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 pandemic⁴⁹.

Increased provision of electric charging points would allow Redditch to encourage and facilitate government's 2050 net zero aims 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.

Redditch has an opportunity to expand its active travel provision building on its electric scooter trial. The Borough currently has 100 e-scooters are now available for the public to hire. It is the first UK town to publicly trial Bird's e-scooters in a bid to encourage an eco-friendlier form of town centre travel.

Bus travel as a means to travel to work is on national/regional trend in Redditch⁵⁰. 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.

“...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)

⁴⁹ Society of Motor Manufacturers and Traders, October 2020.

⁵⁰ Origin destination statistics, Census 2011, ONS.

3.6 COVID-19

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

- Restart – Ensuring/supporting businesses 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.

Due to Towns Fund timelines, and interventions not beginning until the end of 2021 at the earliest, Redditch TIP is not anticipated to be able to support the Restart phase, however, will be important for Recovery and Renewal.

3.6.1 COVID-19 Economic Impacts

Nationally, there are key trends that have been accelerated by COVID-19:

- Retail⁵¹ – Accelerated decline of the high street, increased demand for experiential leisure. Increased need for repurposing of town centres. Increased prevalence of online retail.
- Workplace patterns⁵³ – Increased home working, 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 economy⁵⁵. Impacts of increased unemployment⁵⁶. Increased demand for active travel.

To tackle the key barriers to Recovery/Renewal in Redditch, we have undertaken analysis to understand the economic effects that the pandemic has had on Redditch.

- 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 rate⁵⁷ 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%)⁵⁸. By November 2020, this had fallen to 8%, the same as regionally. Current furloughed jobs (3,600) in November are roughly similar to 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 measures⁵⁹.

⁵¹ Retail Sales, Great Britain, ONS, October 2020. Available at:

<https://www.ons.gov.uk/businessindustryandtrade/retailindustry/bulletins/retailsales/october2020>

⁵² We Shape A Better World Town Centres Toolkit A bespoke approach putting people at the centre of our towns, Arup, Dec 9, 2020

⁵³ Coronavirus and homeworking in the UK, ONS, April 2020. Available at:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/coronavirusandhomeworkingintheuk/april2020>

⁵⁴ Digital infrastructure, connectivity and accessibility, Debate Pack, House of Commons Library, 2 December 2020

⁵⁵ Synthesised findings from series of Mott MacDonald research papers into long term impacts of COVID-19 (research client confidential)

⁵⁶ 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>

⁵⁷ Claimant count rate represents the number of claimants as a proportion of the working age population in 2019.

⁵⁸ Coronavirus Job Retention Scheme, HMRC, 2020.

⁵⁹ For more information see Socio-Economic Baseline report in Appendix A. 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.

- In a report by West Midlands Regional Economic Development Institute (WMREDI)⁶⁰, 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 such as Malvern Hills and Warwick. 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.

The table below highlights 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, highlighting vulnerabilities in Redditch's economy to the economic shocks of COVID-19.

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. The businesses within these vulnerable sectors may need to rethink and adapt significantly to return to growth. Only health is an over-represented sector which had an output gain for the second quarter of 2020.

Redditch TIP is designed to consider these needs in the following ways:

- 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.

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 ⁶¹ Redditch
Manufacturing	9.6%	-55%	19.5%	-55%	2.04
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

⁶⁰ 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>

⁶¹ 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.

Arts, entertainment, recreation and other services	3.6%	-60%	6.9%	-60%	1.92
Whole economy	100%	-32.98%	100%	-32.98%	-

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

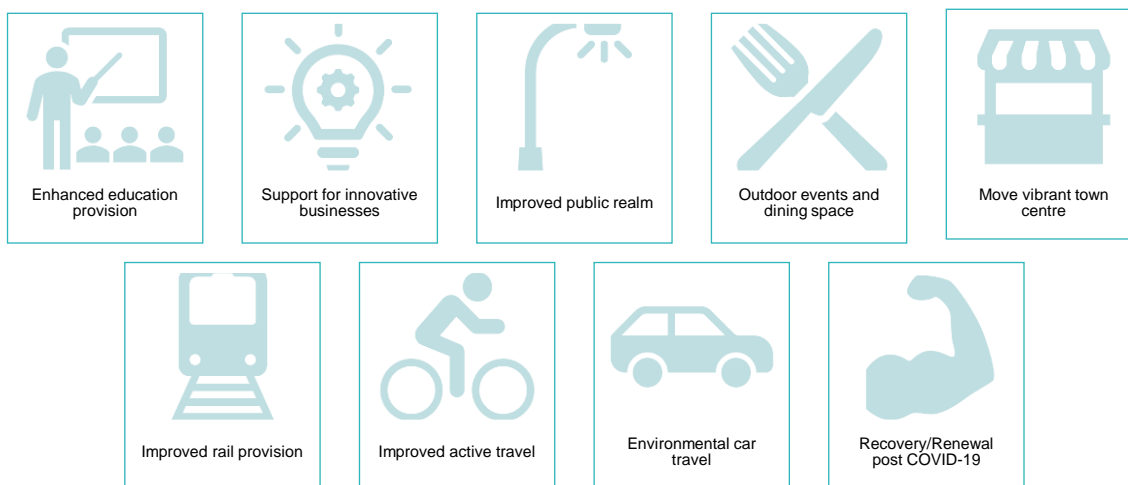
Note: *Agriculture GVA breakdown not available for Redditch, and is only included with Mining, energy and water supply (SIC codes A-B, D-E).

3.7 UK Future Trading Arrangements with the EU

The new trade agreement came into force on 1 January 2021. The agreement outlines several non-trade barriers that will pose an obstacle for businesses in Redditch trading with the EU. New non-tariff barriers include: rules of origin regulations; conformity assessments; and additional paperwork. However, Redditch's large manufacturing sector is well placed to benefit from the newly emerging trading and regulatory framework post-EU exit with the rest of the world. A more detailed analysis of the impacts of the new UK Future Trading Arrangements with the EU can be found in Appendix B.

3.8 Summary

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



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 21st 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.

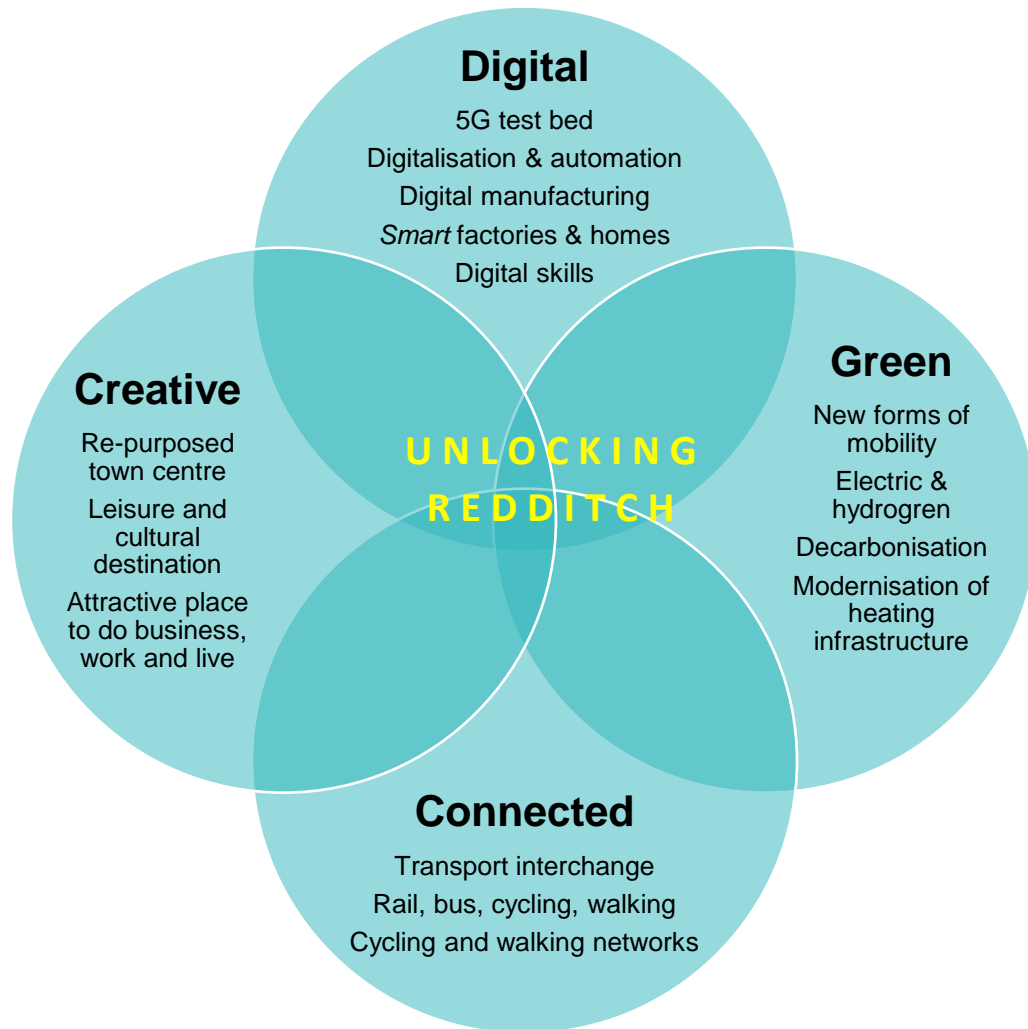
We will make Redditch more *creative* in order to strengthen our town centre viability. This will be done by repurposing key town centre assets, expanding the town centre's cultural and leisure offer, thereby making the town more attractive and prosperous. The urban environment will therefore become 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 the 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 photovoltaic 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"> • Facilitate adoption and acceleration of digital technologies and digitisation • Enable people to acquire and develop relevant digital skills, with a focus on developing these skills in the young people of Redditch • Enable smart working, living and travelling • Create the conditions and facilities for prototyping, experimenting, trialling and piloting • Facilitate roll-out of gigabit internet and 5G
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"> • Facilitate new forms of mobility • Create the conditions for adoption of electric vehicles • Reducing the carbon dioxide output of Redditch's economy (especially buildings and transport networks) • Modernisation of heating infrastructure
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"> • Improve local transport networks of rail and bus within Redditch • Improve local transport facilities particularly the rail and bus facilities • Integrate transport networks in Redditch
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"> • Strengthen town centre viability and vitality • Make the town centre a more attractive place to live • Support business creation and growth in Redditch • Increased business innovation • Develop the town centre into a cultural and leisure destination

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 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 Group, 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

Redditch Town Deal Board has met nine times since its formation and will continue to meet regularly in Heads of Terms and Business Case stages. The Board has successfully sustained meeting attendance of at least 10 members.

5.2 Town Deal Ask

Our funding ask from the Towns Deal is £25.0m. The investment will deliver an ambitious programme comprised of five distinct projects (set out below). In aggregate, our projects – over their respective lifecycles – are expected to create benefits for Redditch in the order of:

- XXXX

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.

5.3 Stakeholder engagement

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

Covid-19 changed engagement dramatically as traditional formats were inappropriate due to lockdown and social distancing measures. We shifted towards a more digital approach, successfully carrying out Town Deal Board meetings through Zoom and undertaking site visits with board members in socially distanced groups. Consultation events have been carried out using a mix of online surveys, discussion groups and telephone interviews.

5.3.1 Stakeholder Mapping

Figure 5.1 summarises the main stakeholders along with project delivery and governance organisations. A more detailed stakeholder mapping exercise will be undertaken as part of business case development for each individual project.

Figure 5.1: Key Redditch Stakeholders



Source: Mott MacDonald

5.3.2 Previous stakeholder engagement

Prior to the TIP, the Council had developed a strong understanding of the needs and aspirations of stakeholders built up through regular engagement. Engagements that relate to the TIP include:

- Customer & Residents Survey 2019 – Town Centre survey
- Redditch Town Centre - Four Quarters Plan – 2018/19
- Local Plan (2017)

5.3.3 TIP specific engagement

In November 2020, Social Marketing Gateway (SMG) were 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 and telephone interviews. The online survey allowed us to maximise the reach to participants and was publicised through local networks. 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– covering all age groups from 16 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.

"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)

Place to do business - As a place to do business, there is room for improvement. 54 residents were also business owners. 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. 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 want to socialise.

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

(M, 45, Abbeydale)

Investment in Redditch railway station - Better facilities at the station, including a bigger ticket office, more shelter when waiting and eating/drinking options, such as a café with a seating/waiting area, are important to encourage travel by train. Also the desire to improve its surrounding area, which is felt to be somewhat derelict and underused.

“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)

See 'Redditch Towns Deal Community Consultation' report by SMG, November 2020, contained in Appendix C for further detail. SMG also undertook a supplementary consultation with Council members, the results from this informed project prioritisation and design. The council members consultation can be found in Appendix D.

In addition, wider engagement with businesses and public sector organisations in the area has taken place. This showed overwhelming support for the TIP. Appendix E. includes the letters received demonstrating this support.

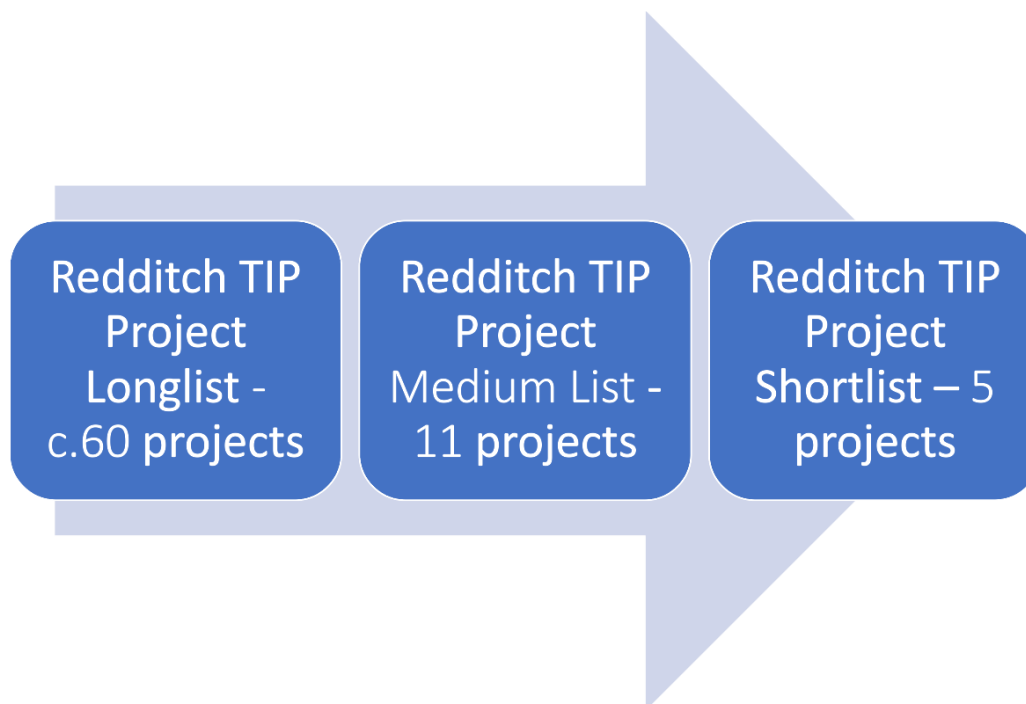
5.3.4 Future stakeholder engagement

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. A high-level engagement strategy is appended to the TIP (Appendix F) and include details regarding content, methods / channels, stakeholders and timetable.

5.4 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. Further information on project prioritisation can be found in Appendix G.

An objective prioritisation process was required to establish a final shortlist of projects of between five to ten projects from the initial longlist. The final number of projects by prioritisation stages are outlined in the figure below.

Figure 5.2: Project prioritisation stages

Source: Mott MacDonald

Details of the various stages of the project prioritisation process are outlined as follows:

- 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, through mean such as the #MyTown campaign. The areas of improvement emerged through the long list collation process such as entertainment provision, public transport and public realm.
- Longlist sifting - The longlist of projects that were captured were then sifted to identify tangible projects that could be delivered through the Town Deal. This process took into account the priority areas of all stakeholder groups.

This process resulted in a Medium List of 11 projects, being put forward for further consideration.

5.4.1 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 fulfil 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'.

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 was required because the total estimated Towns Fund ask exceeded the £25,000,000 limit.

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

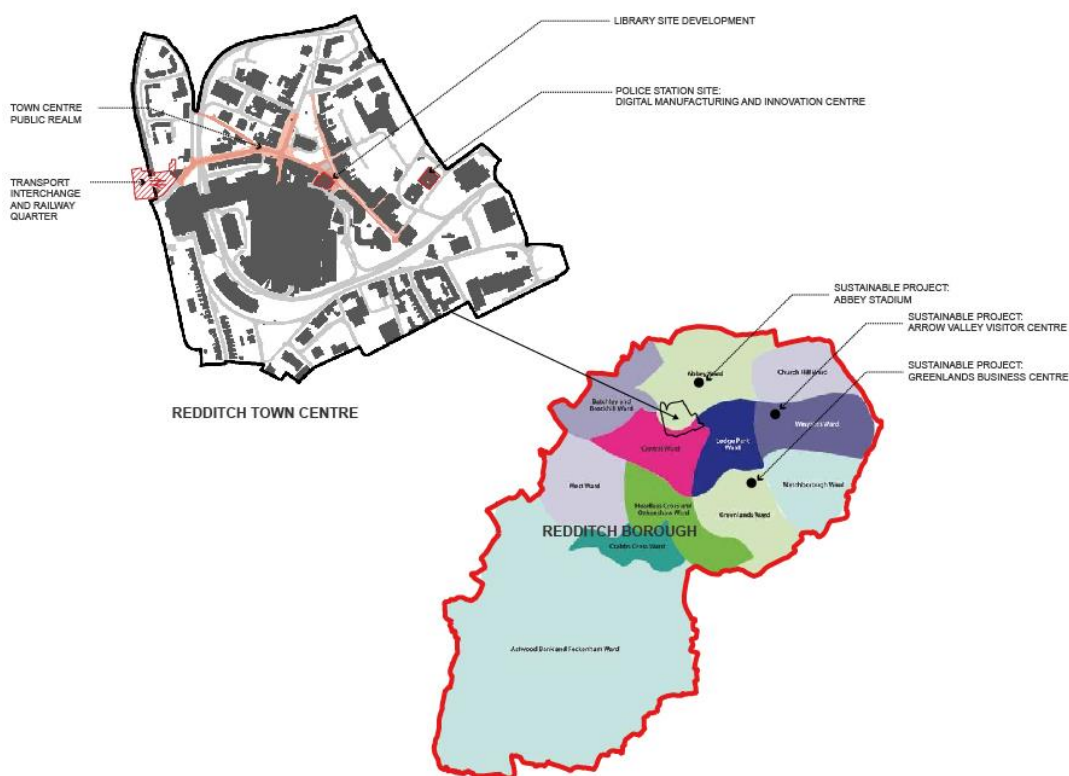
- Feedback from members of the Town Deal Board.
- Feedback from the extensive stakeholder engagement exercise conducted by SMG.
- Further technical work to better inform decision making on projects still under consideration.

The Medium List was then re-assessed to establish the final shortlist of five priority projects.

5.5 TIP projects

This section provides a detailed description of each of our five 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'. All of these projects are within the Towns Fund boundary.

Figure 5.3: Redditch TIP Towns Fund Funded projects



Source: AR Urbanism

5.5.1 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">● Energy Efficient Buildings<ul style="list-style-type: none">- 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.- 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.● Low carbon travel and transport<ul style="list-style-type: none">- 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.- E-bike charging and hire stations will be offered at the Arrow Valley Countryside centre and Abbey Stadium Leisure Centre.
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">● 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 kWp⁶² 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.● 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.

⁶² 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"> 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. 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. 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.
Towns Fund Ask and Match Funding	<ul style="list-style-type: none"> Towns Fund Ask: £1.1million Match Funding: £450,000 <ul style="list-style-type: none"> Public Sector Decarbonisation Funding Worcestershire County Council Public Energy Efficiency Funding
Outputs	<ul style="list-style-type: none"> Provision of 102 electric vehicle charging points Two additional e-bike charging and hire stations 450Kwp of renewable energy generation capacity
Outcomes	<ul style="list-style-type: none"> 150 tonnes of carbon savings Modal shift towards sustainable travel Increase in active travel Improved perception of place by residents number of enterprises utilising high quality, affordable and sustainable commercial spaces

5.5.2 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"> • 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). • Provide access to a range of high-quality business support and innovation services and space to nurture, mentor and facilitate business development and growth. • 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). • Develop a base of local workforce and young talent equipped with the skills needed in a 21st century digitalised economy. • Create an investment destination / eco-system that facilitates adoption of digital technologies, especially in the manufacturing sector. <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."⁶³. 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"> • Towns Fund Ask: £8 million
Outputs	<ul style="list-style-type: none"> • 2,500 sqm of high quality affordable commercial floor space • 2,500 sqm of shared workspace. • Two schemes to support enterprise productivity and growth • Five grant programmes of grant to support local SMEs or employers in key sectors

⁶³ Review of the Town Deals selection process, Ministry of Housing, Communities & Local Government, 21 July 2020

Outcomes	<ul style="list-style-type: none"> • 30 start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces • 100 enterprises utilising high quality, affordable and sustainable commercial spaces • Business births, deaths and survival rates –
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5.5.3 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"> • 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. • 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. • 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 place⁶⁴. Furthermore, improvement of public realm can dramatically reduce anti-social behaviour on streets and other public spaces⁶⁵. • 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

⁶⁴ Safer Places, The Planning System and Crime Prevention, Office of the Deputy Prime Minister, 2004

⁶⁵ Examples: Public realm seating in Camden resolves urban challenges, Camden 2011 (accessed Dec 2020: <https://www.externalworksinindex.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.

	<p>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.</p> <ul style="list-style-type: none"> 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. <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"> Towns Fund Ask: £3 million Match Funding: £650,000
Outputs	<ul style="list-style-type: none"> Delivery of 3 new/improved public spaces
Outcomes	<ul style="list-style-type: none"> Increase in footfall in the town centre Improved perceptions of Redditch by residents and visitors Increase in land values by

5.5.4 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"> 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. 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. Public realm improvements around the station and links to the town centre. New car parking adjacent to the station.
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	<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.</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"> • 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. • Car Park - With an increased quantity adjacent parking Redditch station would provide easy access to commuters to switch from cars to rails. • 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.
Towns Fund Ask and Match Funding	<ul style="list-style-type: none"> • Towns Fund Ask: £8.5 million • Match Funding: £ <ul style="list-style-type: none"> - Worcestershire County Council Open for Business Funding: £200,000 - Local Enterprise Partnership Getting Building Funding: £1 million (to be spent by March 2022) - Worcestershire County Council land acquisition: £tbc - One Public Estate funding: £80,000
Outputs	<ul style="list-style-type: none"> • New station building with transport interchange • Public realm improvements • New car parking adjacent to the station.
Outcomes	<ul style="list-style-type: none"> • Modal shift • Improvements to the perception of place by residents and visitors

5.5.5 Redevelopment of Redditch Library Site

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">• New café pavilion to book-end the new square• Create an improved entrance to the Kingfisher Shopping Centre;• Improve footfall and movement in this part of the town centre and improve links with the college and town hall area;• Deliver high quality civic space that can accommodate outdoor dining and events; and• Deliver active frontages to surrounding commercial units; deliver new and re-purposed units on to the enhanced public square. <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>

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

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5.6 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 5.1: 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
Strengths - Strong manufacturing base - Rapid productivity growth - Broadband connectivity - Exciting innovation activities - Local apprenticeship provision - Strategic location - Strong highways provision	Digital Town - 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	Redditch Digital Manufacturing and Innovation Centre - 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]
	Green Town - 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	Sustainable Projects Programme - 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
Issues - Low skills attainment - Aging assets - Pockets of deprivation - Enterprise deficit - Growing town centre vacancies - Inadequate railways provision	Connected Town - Improve local transport networks - Improve local transport facilities - Integrate transport networks Creative Town - Strengthen town centre viability and vitality - Make the town centre a	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.			
			Redditch Transport Interchange and Railway Quarter - X improved/additional car parking spaces at the railway station - Provision of XX sqm of improved public realm - New station building	- 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]
			Redevelopment of Redditch Library Site - 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 Redditch Town Centre Public Realm - 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

5.7 Redditch's strategic plan and spatial strategy

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

The five 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**

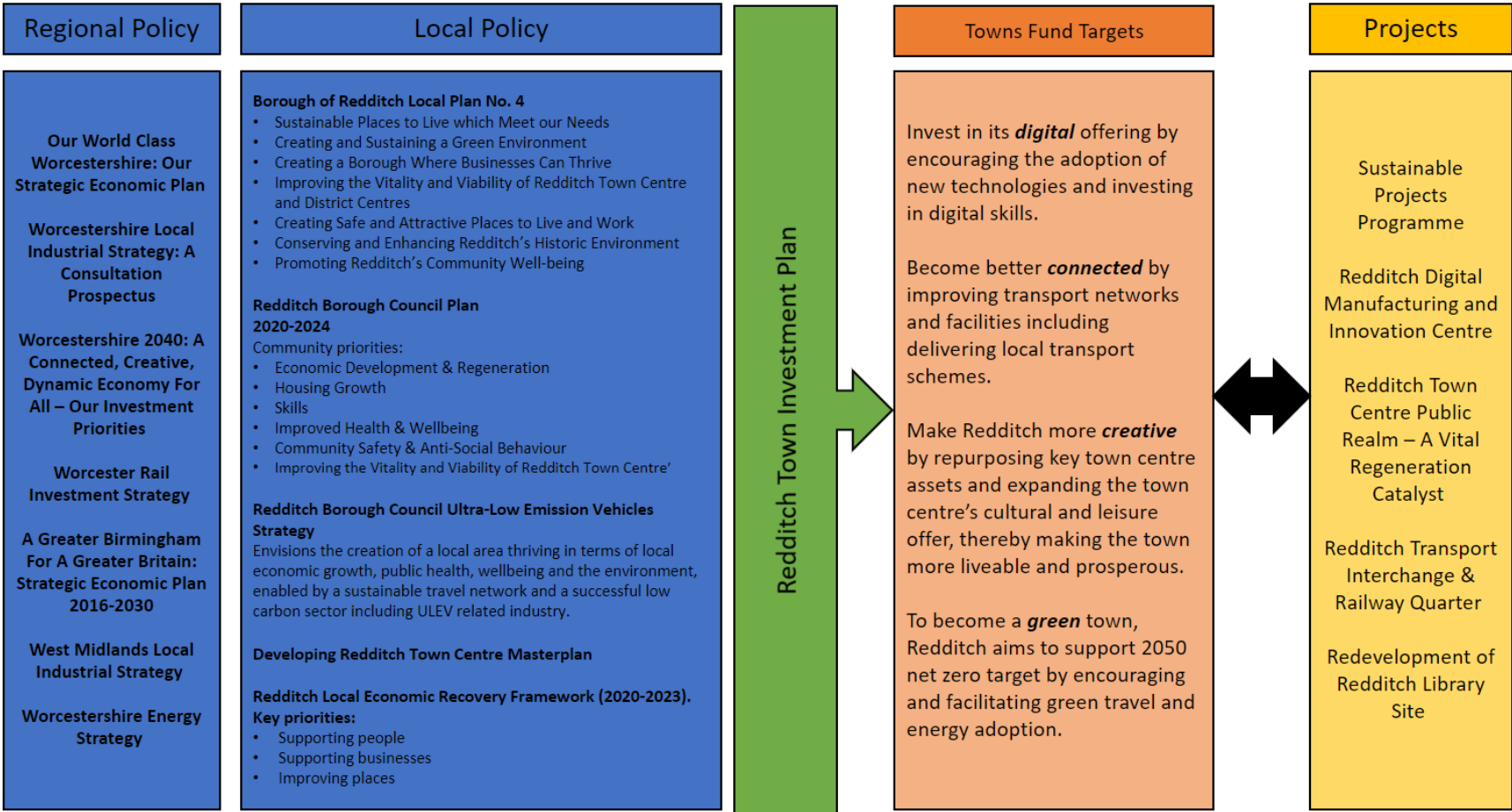
- This project aligns with a series of objective and priorities outlined in the Local Plan and the Redditch Borough Council Plan 2020-2024 (highlighted as part of Economic Development & Regeneration objective)

- 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 5.4: Strategic policy alignment with Redditch TIP projects



Source: Mott MacDonald

5.7.2 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. The strategy sets out how Redditch Borough wants to be by 2030. The spatial strategy envisages a phased approach that recognises the economic significance of the Town Centre and the District Centres. This approach is outlined in Table 5.2. Appendix H presents the spatial strategy in greater detail.

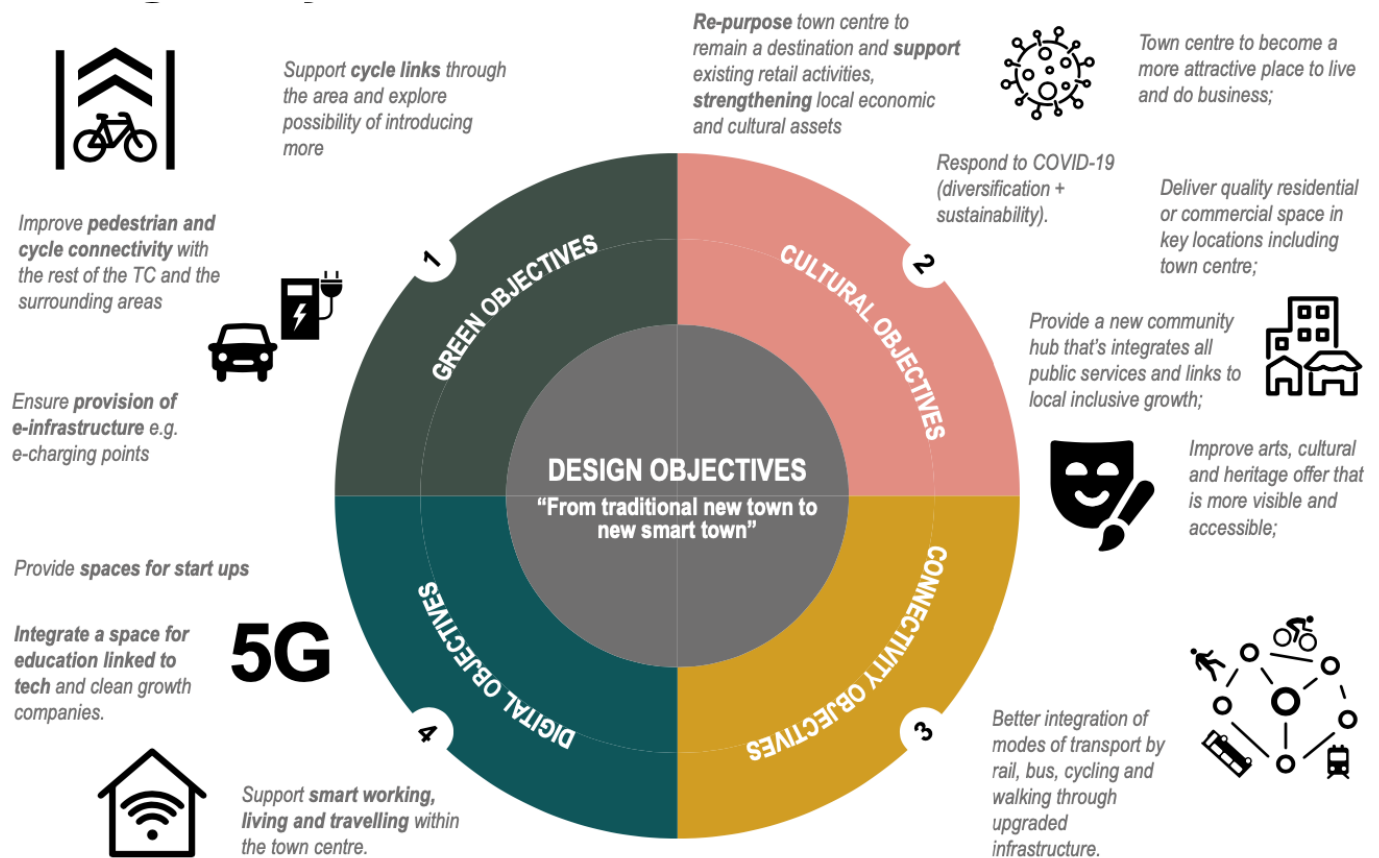
The town centre is the beating heart of the community and the economic engine of the Borough. Its vitality has direct implications not only for the economic prosperity and wellbeing of the rest of the Redditch, but also for the Borough's ability to attract investment.

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 creative 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.

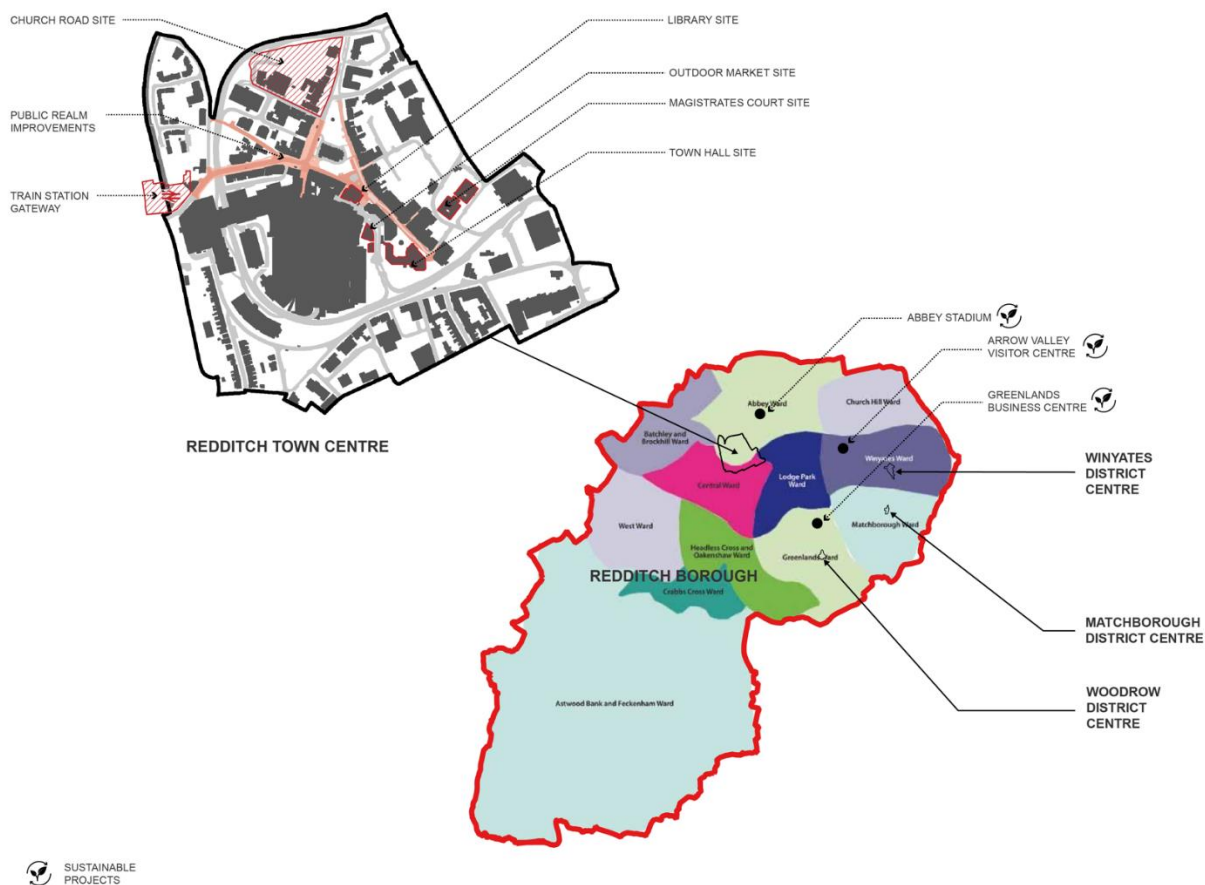
These new interventions would also look to strengthen existing local economic and cultural assets in the town centre. Finally, the Towns Board looks to support the transition to a new digital age, with smart working, living and travelling, and provide space for growth of tech industry in Redditch. Figure 5.4 presents the design objectives underpinning the spatial strategy.

Figure 5.5: Design Objectives Redditch Town Centre Spatial Strategy/Masterplan



Source: AR Urbanism

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 phased approach set out in the spatial strategy. Figure 5.3 presents the long-term Redditch Spatial Strategy.

Figure 5.6: Spatial distribution

Source: AR Urbanism

The Town Deal plays a pivotal role in kick-starting delivery of the strategy by enabling implementation of a first phase of key interventions. Interventions focused on the Town Centre regeneration and aligned with tiered approach set out in the spatial strategy:

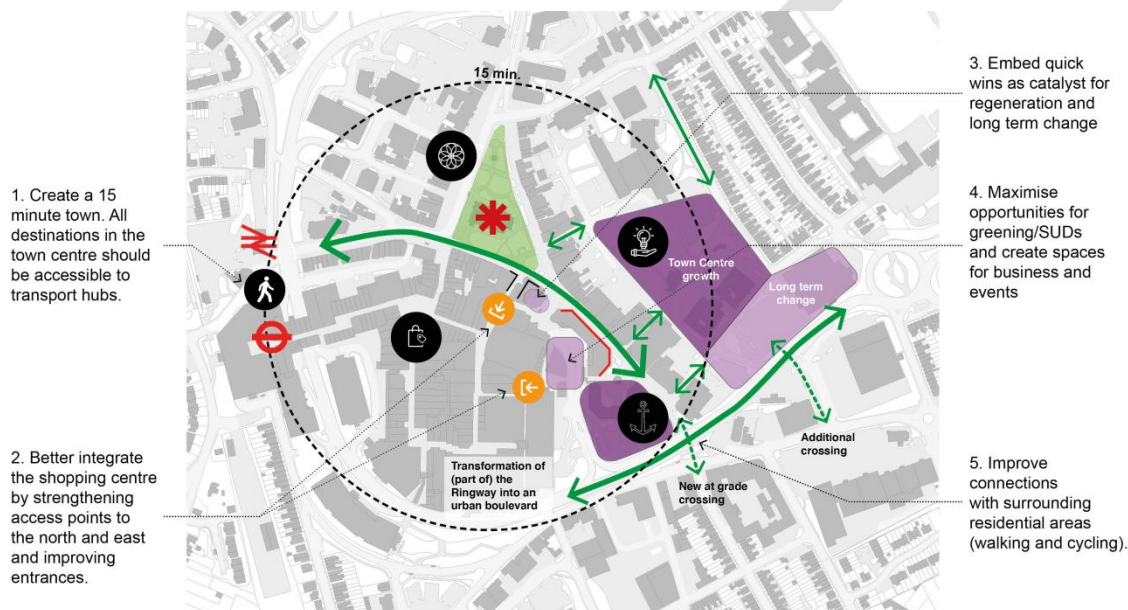
- **1st phase TIP interventions (2022-2026):** new employment floorspace, state-of the-art business innovation facilities; leisure and food & beverage uses; a new gateway to the town at the train station and lay down the first phase of electric charging infrastructure.
- **2nd phase of interventions (2026-2030):** continue the town centre re-purposing by bringing the key public agencies into a single building / location (Community Hub project) and providing a significant residential element (Church Road development). Deliver 2nd stage of the transport interchange project and the regeneration of the three District Centres identified in the Spatial Strategy.

Figure 5.7 below presents the town centre design principles for the spatial strategy. The key principles for the future strategy are:

1. Create a 15 minute town - an integrated approach to land use and transportation planning. Accessibility is delivered through the organisation of urban mobility and the design of the town.

2. Improve connections with surrounding residential areas, create an attractive town with safe pedestrian and cycling links.
3. Better integrate the shopping centre, improving pedestrian access to the shopping centre from and to the town centre, particularly improving security, visibility and attractiveness of existing entrances.
4. Maximise opportunities for greening - soft landscape design to enhance the environment visually and improve air quality as well as integrating sustainable urban drainage systems.
5. Embed quick wins - there is the opportunity to include relatively inexpensive 'meanwhile use' interventions to accelerate (and communicate) change while the TIP projects are delivered.

Figure 5.8: Design Principles – Redditch Town Centre Spatial Strategy/Masterplan



Source: AR Urbanism

The masterplan subsequently defines a series of spatial principles responding the vision and the objectives, as outlined in greater detail in Appendix H. Through the phased approach, the Towns Fund investment will support long term growth and development across the Borough.

The phases of intervention that will be undertaken in Redditch to achieve long term growth and development are set out in Table 5.2.

Table 5.2: Phasing of Key Interventions

Spatial Strategy Priorities	Phase1 - Town Deal interventions (2022-2026) (green on the site plan)	Phase 1 – Non-Town Deal interventions (2022-2026) (blue on the site plan)	Phase 2 – non- Town Deal interventions (2026-2030) (red on the site plan)
TC – realise potential development opportunities	Police station redevelopment (redundant town centre premises from 2023) Library site redevelopment		Town Hall site redevelopment

Spatial Strategy Priorities	Phase1 - Town Deal interventions (2022- 2026) (green on the site plan)	Phase 1 – Non-Town Deal interventions (2022-2026) (blue on the site plan)	Phase 2 – non- Town Deal interventions (2026-2030) (red on the site plan)
TC – improve and diversify the town centre offer	Library site redevelopment	Former cover market area / Community Hub	
TC – improve the physical environment	Public realm package		
TC – expand on the business and cultural offer of the town centre	Digital Manufacturing and Innovation Centre Former cover market area		Magistrates Court site (next to the Police station site)
TC – increase residential accommodation		Church Road site redevelopment – enabling works / land assembly / infrastructure (stage 1)	Church Road site redevelopment (high level masterplan completed 2019)
TC – train station gateway to town centre	Transport Interchange and railway quarter first phase		Transport Interchange second phase
DC – Matchborough regeneration		Masterplan completed 2021 Delivery of enabling works / land assembly / infrastructure (stage 1)	Matchborough redevelopment – stage 2 (construction phase)
DC – Winyates regeneration		Masterplan completed 2021 Delivery of enabling works / land assembly / infrastructure (stage 1)	Winyates redevelopment – stage 2 (construction phase)
DC – Woodrow regeneration		Masterplan to be completed 2023	Delivery of enabling works / land assembly / infrastructure (stage 1)

Note: TC = town centre and DC = district centre.

We are excited to get started on delivering for Redditch's future.

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	1,080,000	0	1,080,000	450,000
Digital Manufacturing and Innovation Centre	7,530,000	£450,000	7,980,000	0
Town Centre Public Realm	2,980,000	0	2,980,000	650,000
Transport Interchange and Railway Quarter	8,480,000	0	8,480,000	1,280,000
Redevelopment of Redditch Library Site	4,180,000	0	4,180,000	0
Programme management	0	£300,000	£300,000	
Total	24,250,000	£750,000	25,000,000	2,380,000

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	1,080,000	0	0	280,000	400,000	400,000	0
Digital Manufacturing and Innovation Centre	7,980,000	0	0	480,000	3,500,000	4,000,000	0
Town Centre Public Realm	2,980,000	0	0	480,000	1,500,000	1,000,000	0
Transport Interchange and Railway Quarter	8,480,000	tbc	tbc	tbc	tbc	tbc	Tbc
Redevelopment of Library Site	4,180,000	0	0	480,000	2,000,000	1,700,000	0
Programme management	£300,000			75,000	75,000	75,000	75,000

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)
Total	25,000,000			1,795,000	7,475,000	7,175,000	tbc

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.

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.

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.

6.4 High Level Delivery Plan

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

6.4.1 Key Milestones

Key Milestone	Deadline
TIP submission	22 January 2021
Heads of Terms Agreement	June 2021
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
Agree final projects and funding (Funding Agreement)	July 2022
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.

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 I.

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

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 7th 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]

Project monitoring

- Project Managers submit Project Highlights Reports to the Programme Management Office (PMO) on a monthly basis.
- 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 K illustrates the monitoring and grant claiming arrangements

Appendix L outlines the change control process

DRAFT

7 Acknowledgements

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Appendix A - Redditch Socio-economic Baseline

Redditch Town Investment Plan

Contents

Overview: Socio-Economic Analysis

Redditch Study Area

Population

- Population Growth
- Population and age structure
- Population density

Population Characteristics

- Skills
- Qualifications
- Labour productivity
- Sectoral Labour Productivity

Economy Characteristics

- Key Employment Sectors
- GVA by industry
- Business summary
- Economic activity
- Unemployment
- Coronavirus Job Retention Scheme
- Covid-19 output losses by sector
- Vacancy rates

Place Characteristics

- Network Coverage
- Deprivation
- Travel to work
- House prices and wage
- Heritage
- Flood
- Environment

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Socio-Economic Analysis

Key findings for Redditch (1)



Key sectors

Key sectors in Redditch (employment and economic output) are: Manufacturing; Wholesale and retail trade; Administrative services; and Human health and social work activities.

Important to ensure Redditch proposals are targeted to complement the key sectors in Redditch to maximise impact.

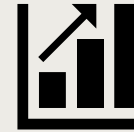


Skills and qualifications

Redditch has a low proportion of workers in high skilled occupations and high proportion in low skilled occupations.

Redditch has particularly high proportion of residents in skilled trade occupations and has delivered a large number of apprenticeships compared to regional and national comparators.

Opportunity/need for Redditch to boost skills provision.



Labour productivity

Rapid productivity growth (output per worker) in Redditch with productivity now approaching England's average; ahead of comparators.

ICT communications technology particularly high output per worker.

Investing in Redditch could help give opportunity to contribute to innovation activity at a regional level.



Enterprise deficit

Business births, deaths and active businesses per member of the working age population are lower in Redditch compared to the county, region and country.

Encouraging / supporting entrepreneurial risk-taking might help create a more dynamic business environment.

Socio-economic Analysis

Key findings for Redditch (2)



Housing affordability

Redditch Town house prices have grown substantially quicker than Redditch and Worcestershire resident income, making town centre living harder to afford.

Delivering new town centre living opportunities could make housing more attainable.



Deprivation

Redditch Town has 50% of its population in its two most deprived quintiles compared to 43% for Redditch and 41% for England.

Redditch Town Centre and the east of the town have relatively high levels of deprivation.

Investments should seek to address deprivation issues by providing access to opportunities.



Town centre vacancy rates

Town centre vacancy rates increased from 13% in November 2019 to 16% in October 2020.

Redditch now under-performing UK average.

May be a need to re-purpose town centre properties or investments that support town centre footfall.



Travel to work (pre-COVID)

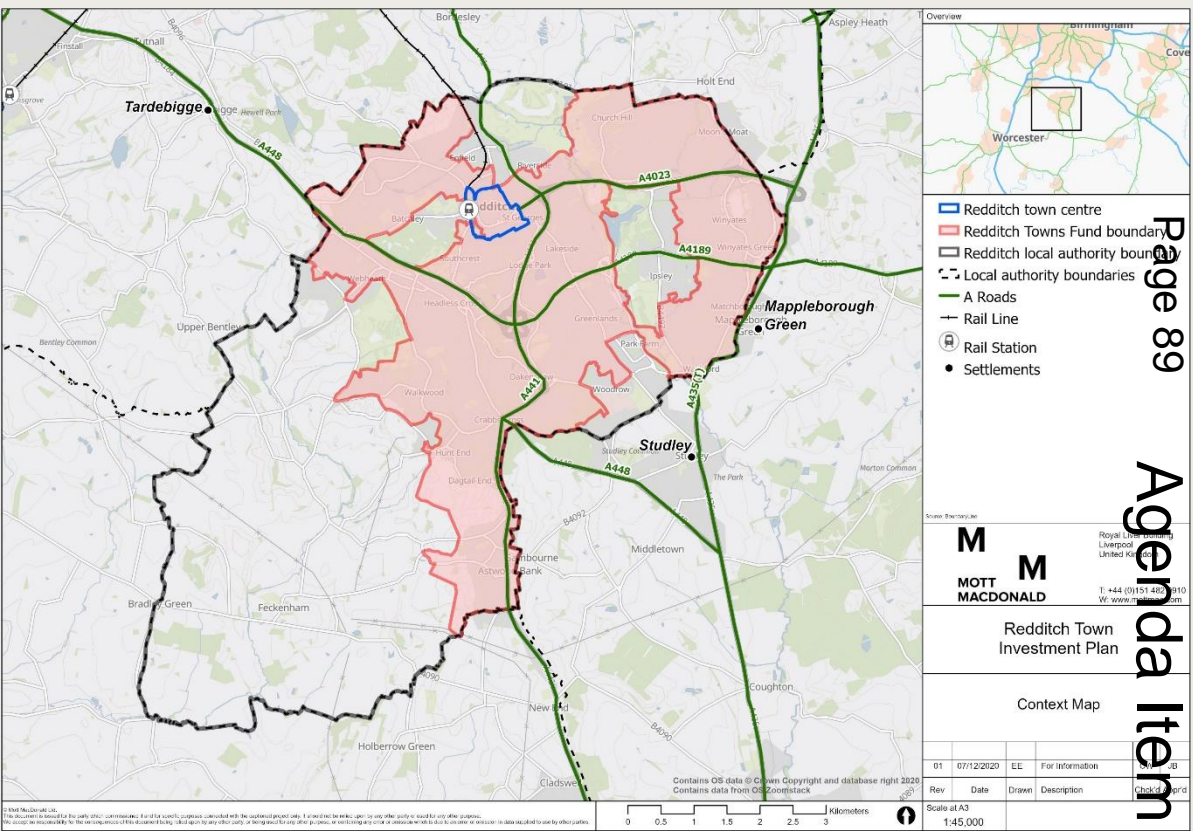
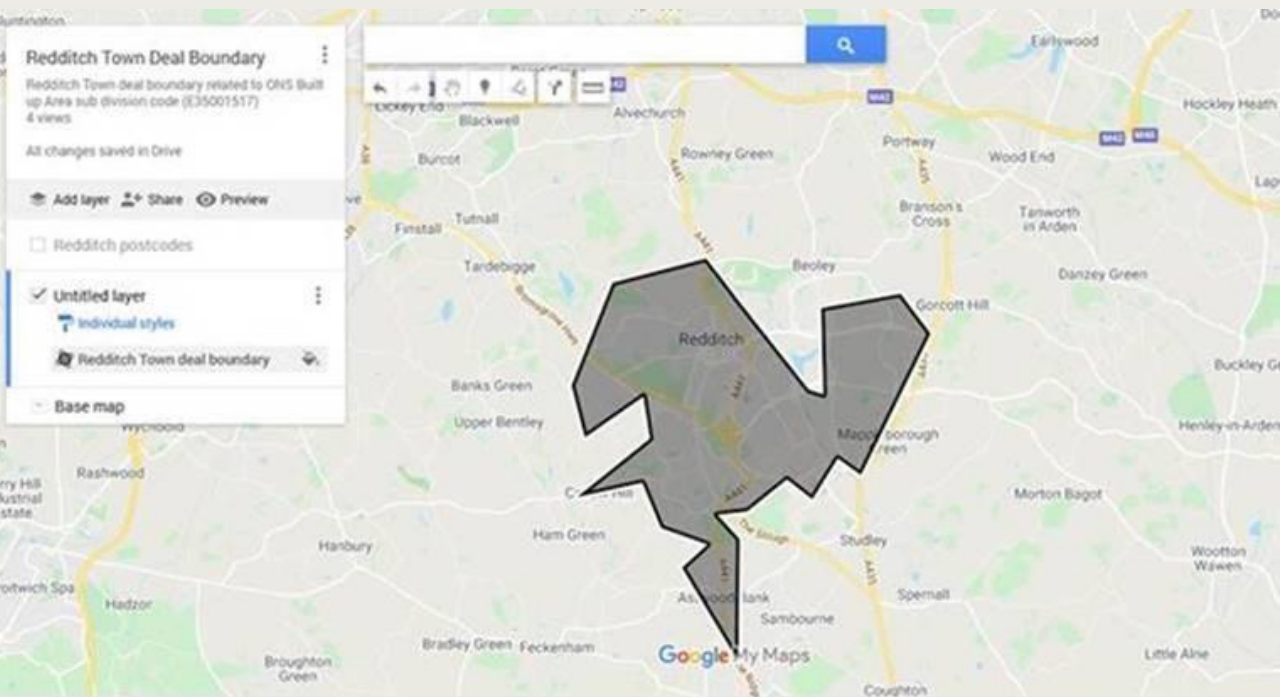
Travel to work in Redditch Local Authority dominated by car travel (71% of journeys to work 11 percentage points higher than national average).

Relatively small share of rail/walking/cycling to/from work.

Investments in cycling/walking might facilitate residents to choose active travel. Investments to make car travel more sustainable might be appropriate also.

Redditch Overview

- Approved Towns Board boundary
- For statistical analysis Towns Fund boundary (shaded red) represents the lower super output areas (LSOAs) that are the closest match to TIP Boundary (as selected by MHCLG). Referred to in report as: Redditch Town

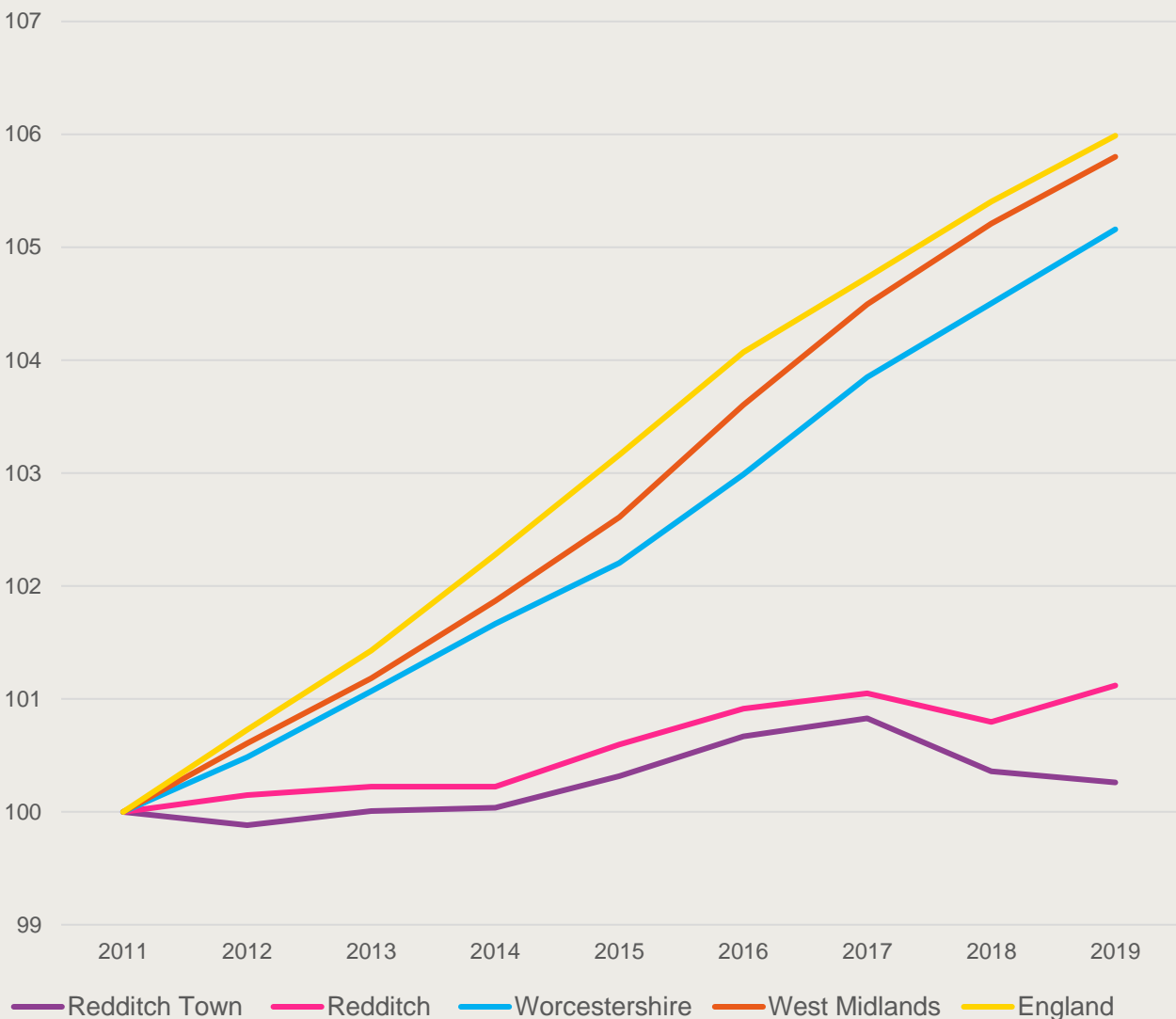


Population Growth

- Population growth in Redditch Town has been significantly lower than the county, regional and country comparators from 2011 to 2019.
- Since 2017 Redditch Town has experienced a dip in its population. Whilst Redditch Borough experienced a recovery in 2019, this was not the case for the town area.
- As per planning policy, limited town centre housing development proposed with 3,400 houses to be delivered in Bromsgrove to meet housing requirements in both towns (Borough of Redditch Local Plan No.4)

For discussion:
Why do we think Redditch population growth has lagged behind comparators? Supply or Demand side factors?

Total Population Growth (2011 Population =100)



Source: 2019 Mid-year Population Estimates, ONS

Population and age structure

- There are approximately **74,200 people in Redditch Town** as of 2019. This accounts for 87% of Redditch Borough and 12.5% of Worcestershire county population.
- **Demographics on trend** with comparators, including: Proportion of Children (under 16); Working age residents (16-64); and Elderly residents (65 and over)

Population Structure, 2019

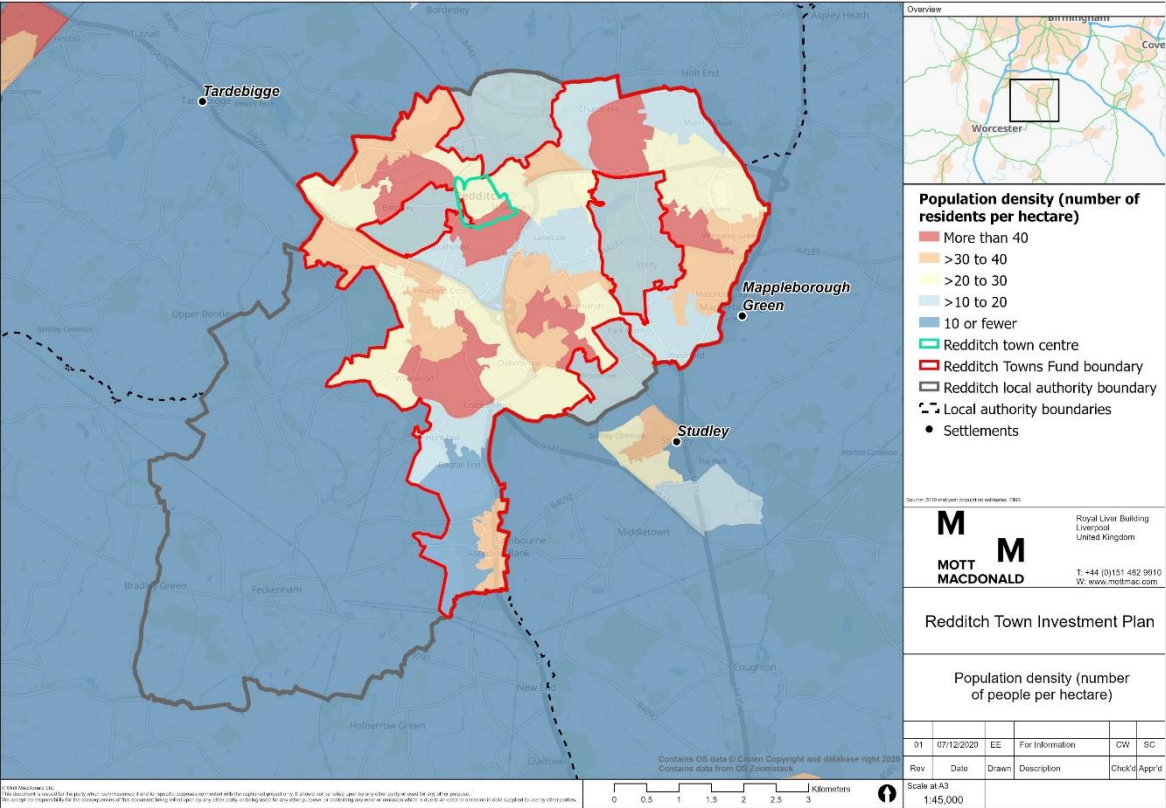
Area	Total Population	Children (<16)	Children (<16) %	Working Age (16-64)	Working Age (16-64) %	Elderly Residents (65+)	Elderly Residents (65+) %
Redditch Town	74,239	15,216	20%	45,556	61%	13,467	18%
Redditch	85,261	17,171	20%	52,339	61%	15,751	18%
Worcestershire	595,786	106,394	18%	353,486	59%	135,906	23%
West Midlands	5,934,037	1,167,844	20%	3,660,831	62%	1,105,362	19%
England	56,286,961	10,816,679	19%	35,116,566	62%	10,353,716	18%

Source: Mid-year Population Estimates, 2019, ONS

Mott MacDonald

Population Density

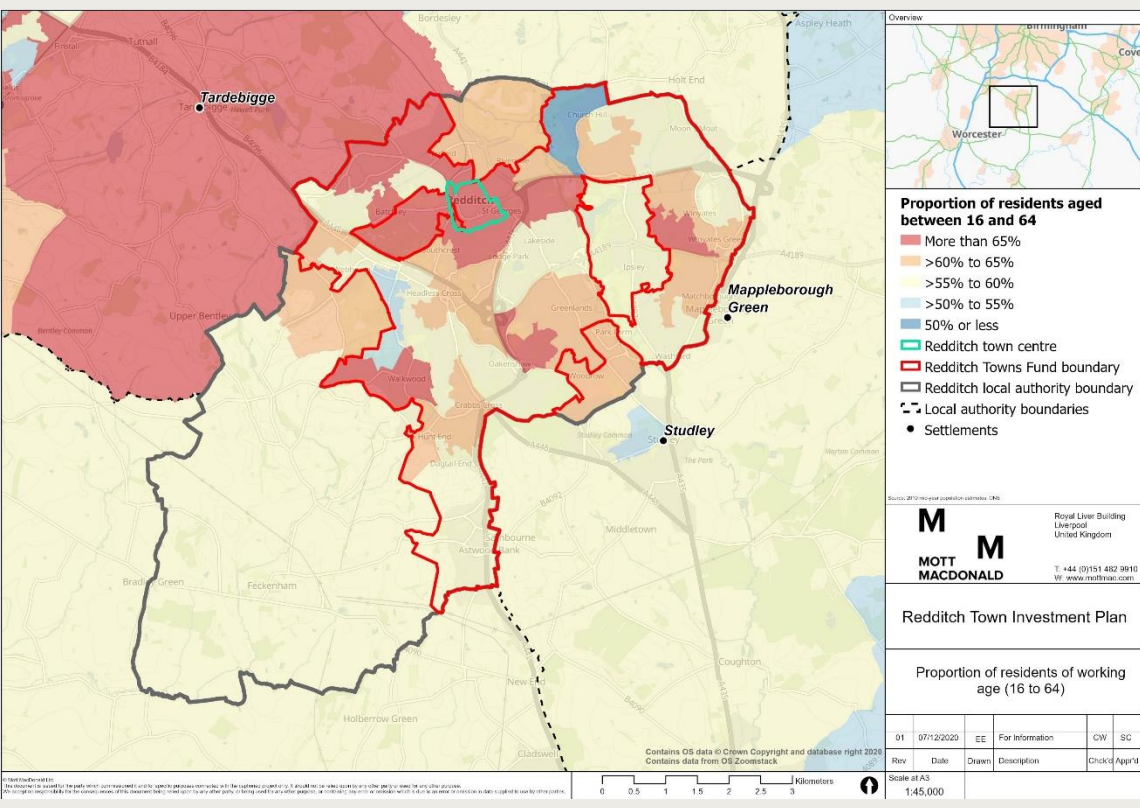
Population density (number of residents per hectare)



Source: Mott MacDonald based on mid-year population estimates. ONS, 2019

- The areas of highest population density correspond to the residential areas in the district: Walkwood, Batchley, Southcrest, Church Hill and some of Winyate west.
- The proportion of working age residents is highest in and surrounding the town centre meaning strong town centre accessibility for commuting purposes (in and out) is essential.

Proportion of working age residents (16 to 64)



Source: Mott MacDonald based on mid-year population estimates. ONS, 2019

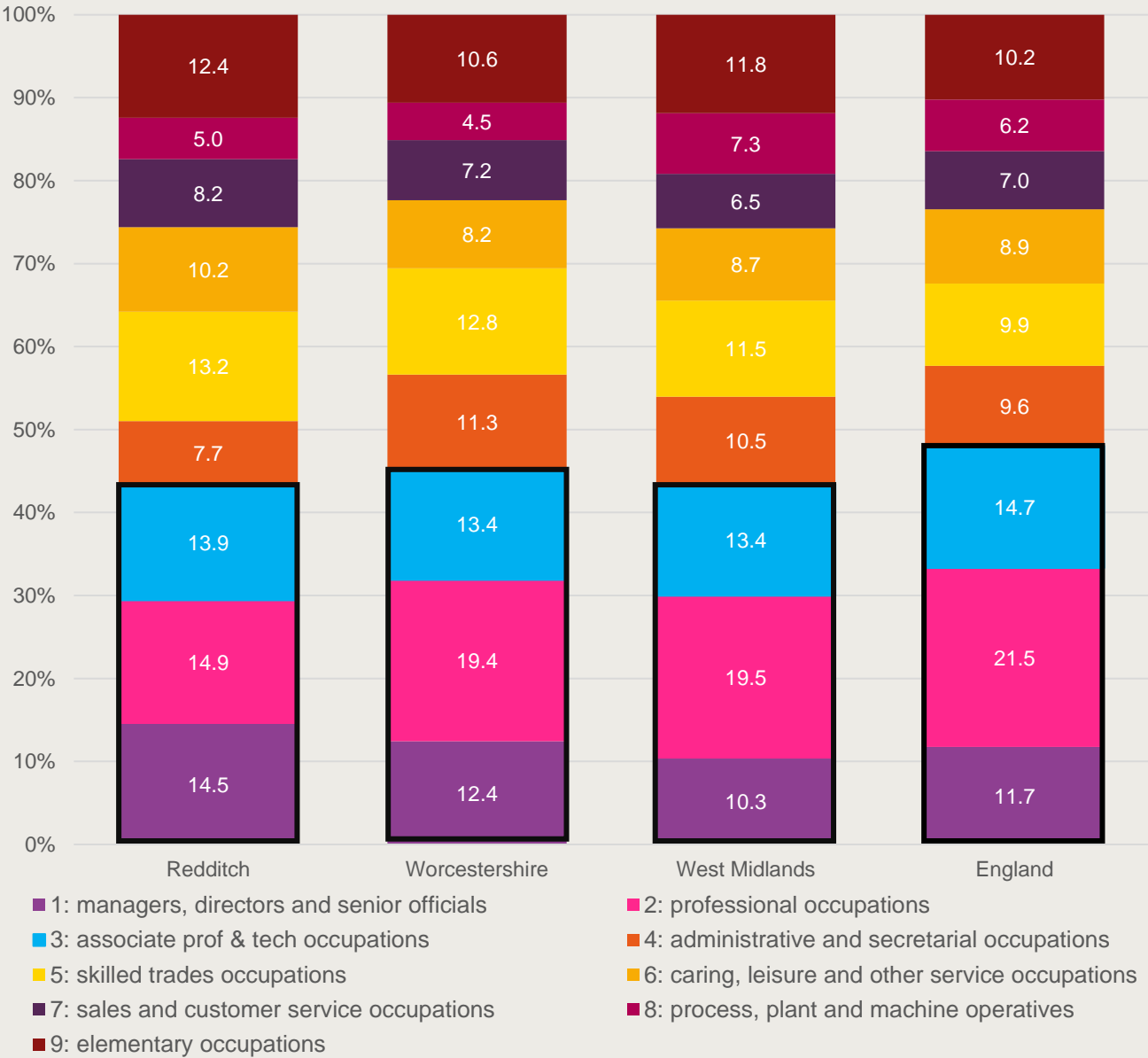
For discussion:
Are neighbourhoods where people live and places where they work adequately connected?

Skills / Occupation

- Redditch has a **lower proportion in high skilled occupations** (SOC1-3) at 43.4% compared to 47.9% for England and **higher proportion in low skilled** (25.6%) compared to England (23.4%).
- Redditch has particularly high proportion of residents in **skilled trade occupations** (13.2%) and particularly low proportion in administrative positions (7.7%) compared to regional and national figures.

For discussion:
How should the Innovation Centre be designed to best fit Redditch's position and evidenced needs?

Occupational structure, as a % of all in employment)



Qualifications

- Redditch, whilst having a lower proportion of the highest qualification than Regional and National averages, has higher NVQ2 & 3 attainment than Regional and National.
- 4.5% of the working age population in Redditch achieved a trade apprenticeship compared to 2.7% nationally. These figures are likely maintained by the strong vocational offering of Heart of Worcestershire College

Apprenticeships (2019/20 Academic year):

- 290 achieved an apprenticeship of which: 80 aged under 19, 80 aged 19-24 and 130 age 25+

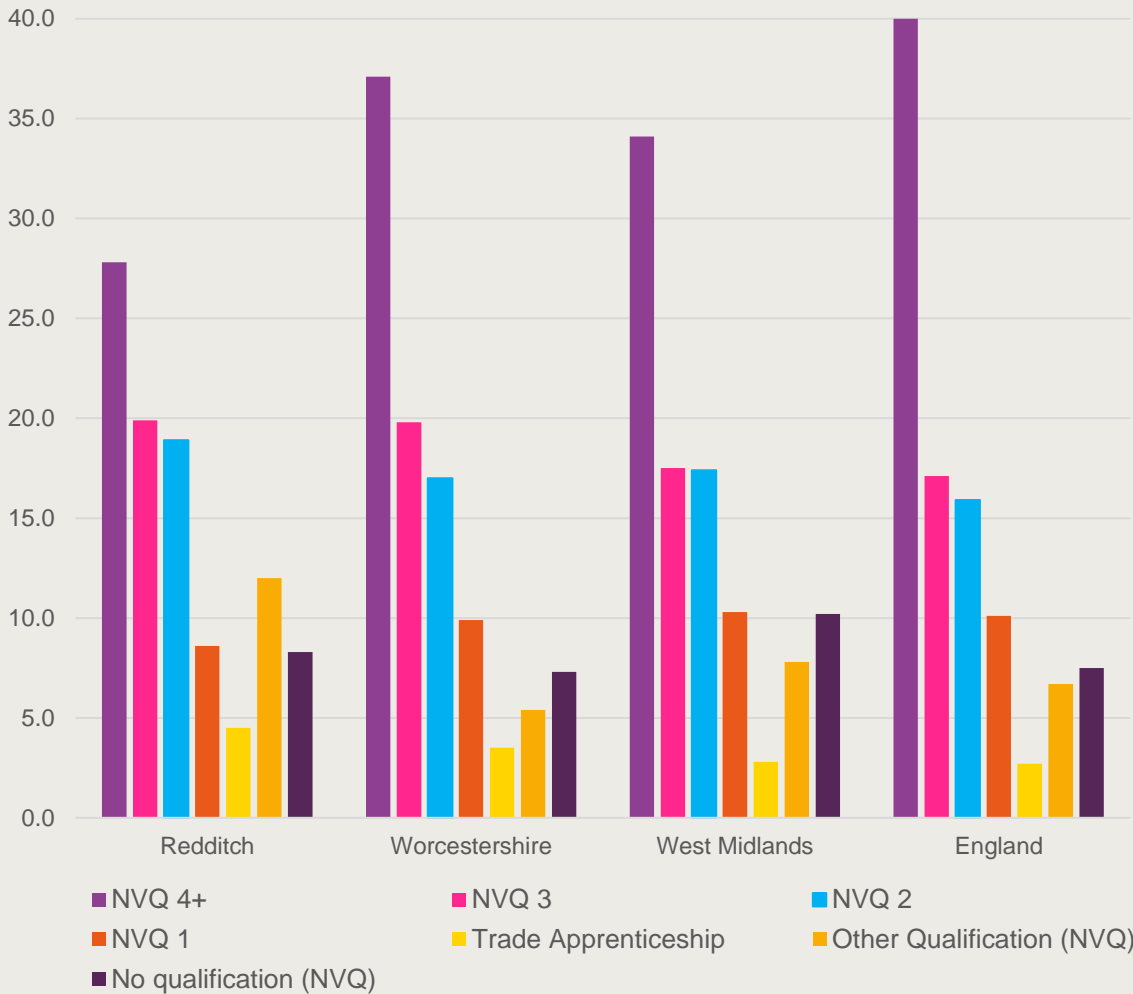
Three sectors of largest achievement:

- Engineering and manufacturing tech: 90
- Business, administration and law: 80
- Health, public services and care: 50

Source: Apprenticeships Home (Department for Education)

For discussion:
Can the Innovation Centre design build upon relative success in Redditch at providing trade apprenticeships?
Who are key employers in this area that could link to the Centre?

Highest level of qualification, as a % of working age population



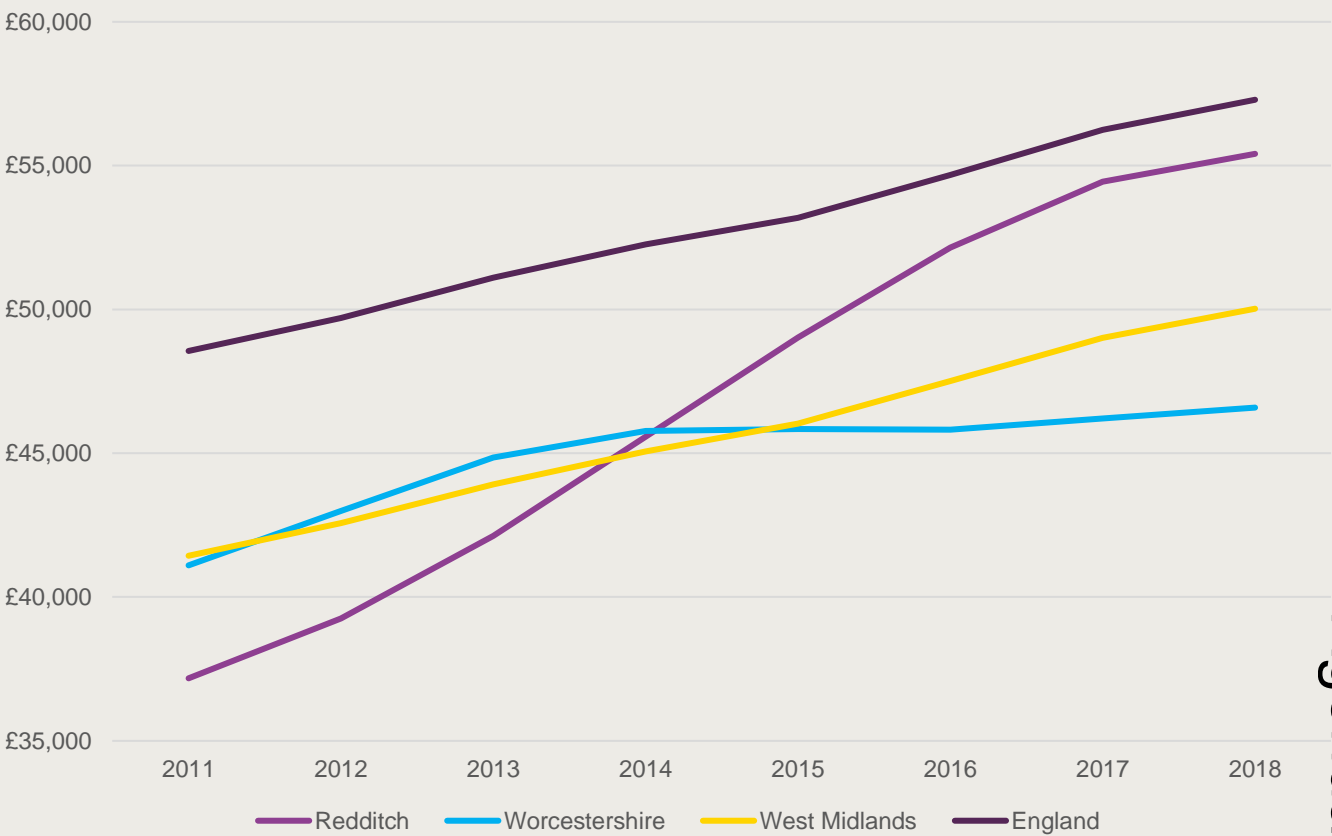
Source: Annual Population Survey, ONS, 2019. *LSOA data unavailable for Redditch Town therefore qualification data cannot be calculated.

Overall Labour Productivity

- Labour productivity in Redditch was lower than the regional average in 2011.
- Since, growth has been relatively strong, allowing Redditch productivity to surpass the regional average in 2014. Productivity is now just short of national averages in 2018.

For discussion:
What are the key factors impacting labour productivity in Redditch?
Positive influences?
Negative influences?

Labour Productivity (output per worker)



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

Sectoral Labour Productivity

- The employment and economic output change in Redditch Borough from 2016 to 2018 is shown to the right to assess productivity change at a sectoral level.
- The analysis was conducted in order to understand the rapid growth in productivity.
- The sectors below have experienced a productivity increase (and employ more than 1000 people):
 - Accommodation and food services
 - Information and communication
 - Administration
- These sectors seem to be driving overall productivity growth in Redditch.
- Manufacturing output has declined as employment grows.
- A driver of productivity growth is likely significant local R&D investment. 10 grants have been received by companies in Redditch since 2011 from funding sources such as Innovate UK. This has financed technological advancements enabling cost efficiencies, emissions reductions and market expansion (Beauhurst Data).
- Redditch digital infrastructure currently meets today's needs for majority of businesses well – Superfast/Ultrafast Broad/4G, (see Digital Coverage slide).

For discussion:
What interventions needed to boost support continued productivity growth?

Productivity changes 2016-2018

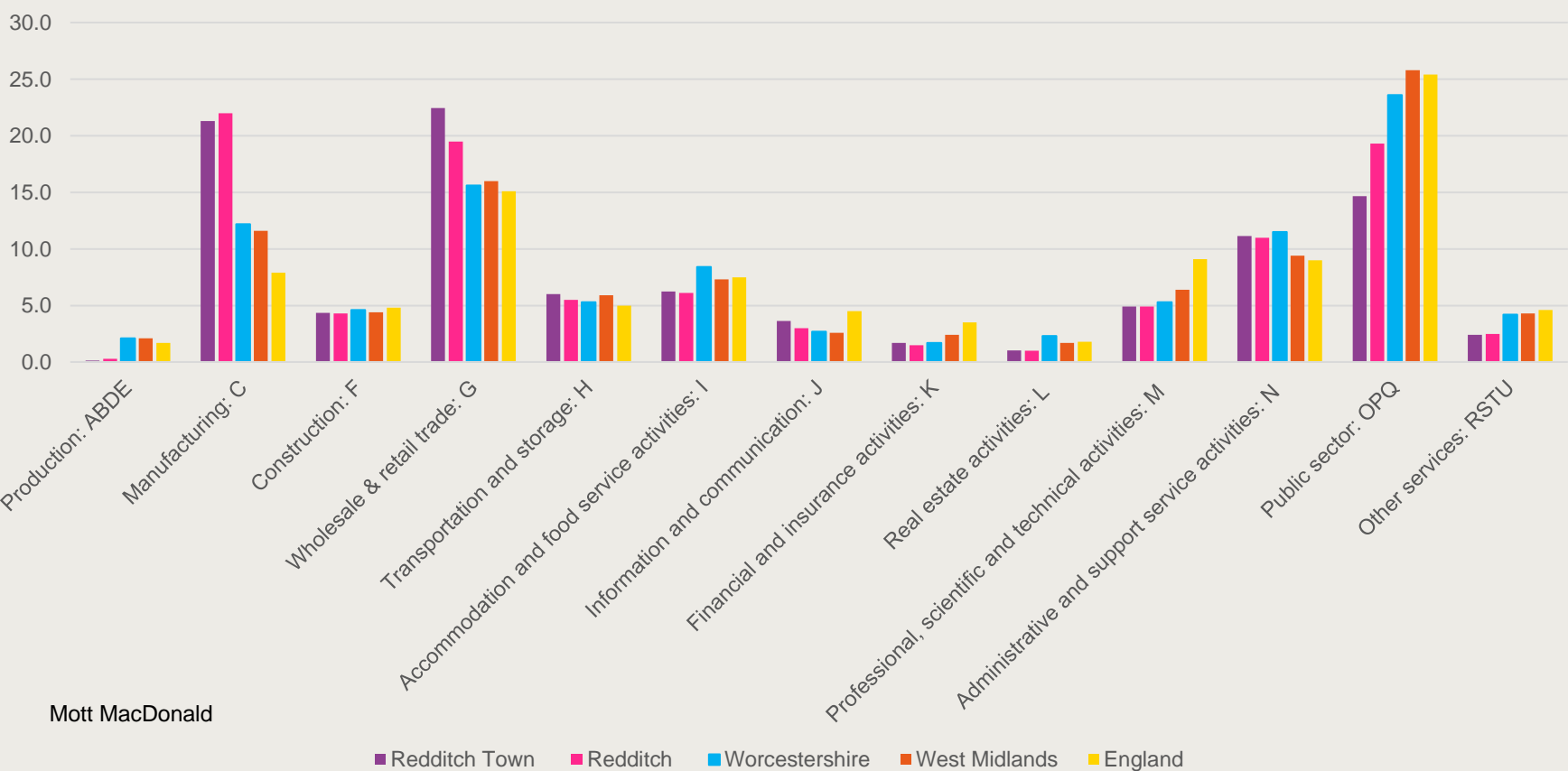
	% change in employment (2016-18)	% change in GVA (2016-18)	2018 Employment	Labour Productivity change
Manufacturing	13%	-4%	9,000	▼
Wholesale and retail trade; repair of motor vehicles	13%	9%	9,000	▼
Human health and social work activities	0%	-9%	4,500	▼
Administrative and support service activities	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.

Key Employment Sectors

- In Redditch town, the **key employment sectors are Manufacturing; Wholesale and retail trade; Administrative services; and Public Sector** (as measured by share of total employee numbers).
- 6% of total employment in Redditch Town is in Health and Human Services and 11% in Redditch Borough. These figures are included within the public service sector classification.
- Combined, manufacturing and wholesale & retail trade accounts for 43.8% of employees compared to a combined total of 27.6% for the West Midlands.

Employees by broad sector, as % of total, 2019



**For discussion:
Are TIP proposals
adequately targeted at
Redditch key sectors?**

Note:

Production includes Agriculture, forestry and fishing, Mining and quarrying, Electricity, gas, steam and air conditioning supply & Water supply, sewerage, waste management and remediation activities.

Public sector includes Public Administration and Defence, Education and Health.

Other includes arts and entertainment, activities of the household, activities of extra-terrestrial organisations, and other activities.

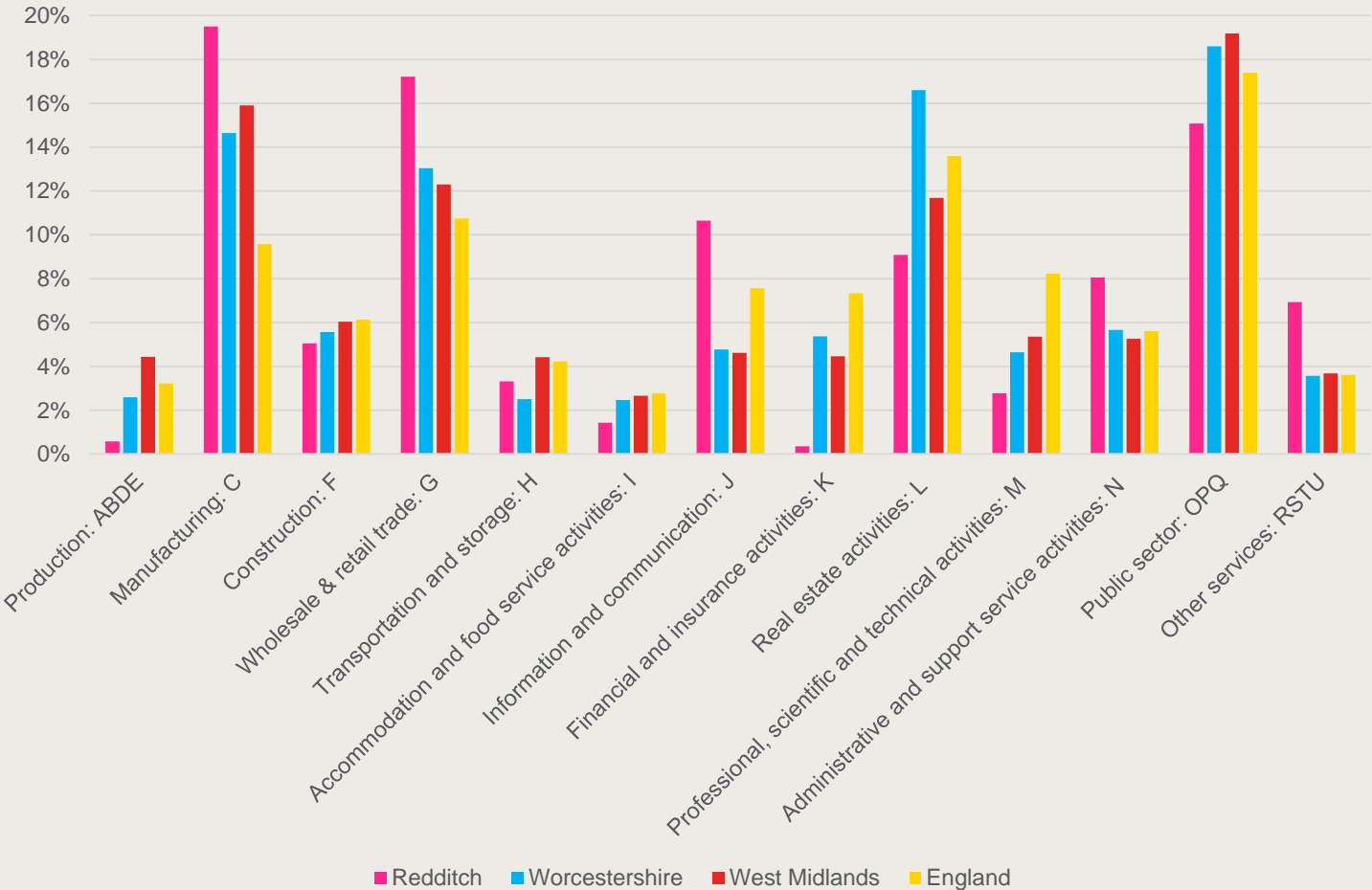
Source: BRES, ONS, 2019.

GVA by Industry

- The GVA by industry is highest for Redditch in Manufacturing and Wholesale & Retail trade, this aligns with the high proportion of employment in these sectors.
- Whilst Information and communication employs the same percentage of employees as in other comparator areas, the GVA of this industry is particularly high suggesting highly productive use of labour or capital.

For discussion:
Why are information and communication sector workers substantially more productive in Redditch?
What opportunities exist to boost productivity further?
How does this story relate to the productivity story on slide 9?

GVA percentage by Industry, 2018



Source: Gross value added (balanced) by industry, current prices, 2018, ONS

Business Summary

- Business births, deaths and active businesses per member of the working age population are lower in Redditch compared to the county, region and country.
- The one-year survival rate is lower yet the two-year survival rate in Redditch is above the national survival rates.

Survival rate of businesses started in 2017

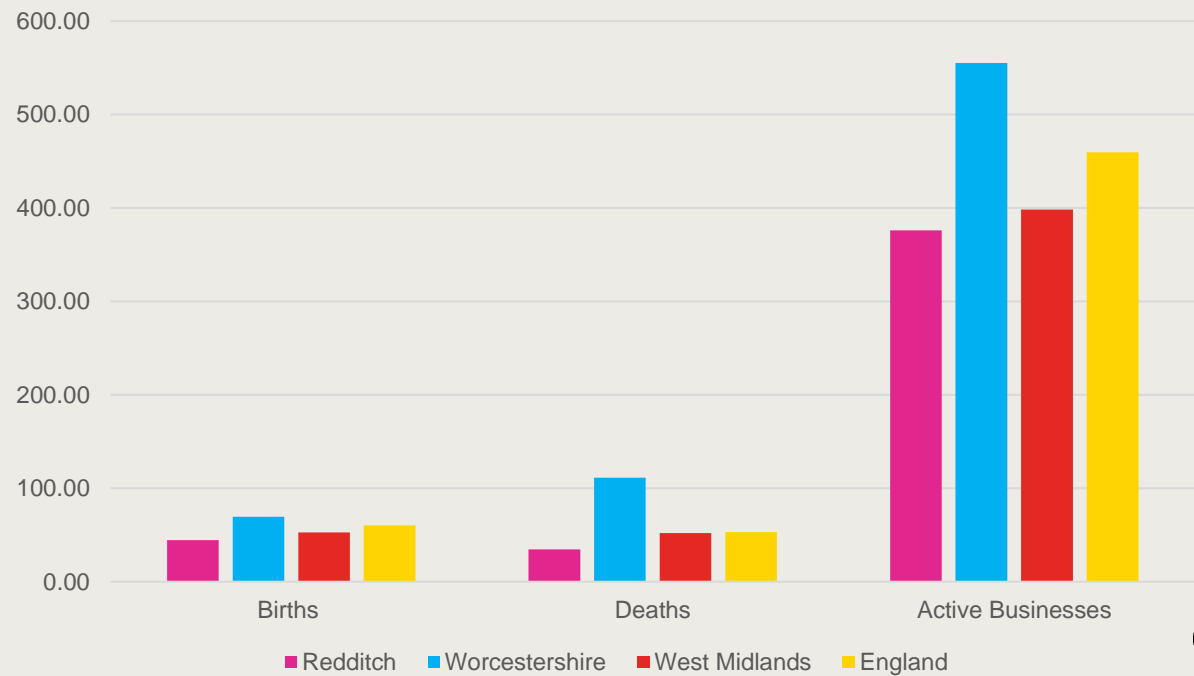
Geography	Births	1-year Survival Rate (%)	2-year Survival Rate (%)
Redditch	315	88.9	71.4
Worcestershire	6,120	94.9	38.4
West Midlands	30,685	90.3	61.8
England	335,280	89.1	68.9

Source: Business demography, UK, ONS

For discussion:
Is Redditch less entrepreneurial than comparators?
Will/should the TIP address this? Via the Innovation Centre perhaps?

Mott MacDonald

Enterprise Demography 2018, Number of business births, deaths and active businesses per 10,000 of population



Source: Business demography, UK, ONS and Mid-year population estimates, 2019, ONS

Economic Activity pre/post COVID-19

- In the 12 months to June 2020 **Redditch's economic activity was lower than Worcestershire and has a similar activity rate to England. However, the employment rate is still above the comparators.**

Economic activity, employment and unemployment rates

	12 months up to June 2020		
	Economic activity rate	Employment rate	Unemployment rate
Redditch Town*	-	-	-
Redditch	80.90	79.10	!
Worcestershire	81.20	78.90	2.90
West Midlands	78.50	74.70	4.80
England	79.70	76.50	4.00

Source: Annual Population Survey, 2019 and 2020. *Data not available at small area level. ! Estimate and confidence interval not available since the group sample size is zero or disclosive (0-2). Comparisons to pre-COVID problematic as full impact of COVID-19 not yet reflected

For discussion:
Why has Redditch labour market performed worse than comparators during the pandemic? Skills profile? Exposure to the retail sector? Other? Will Redditch labour market bounce back to pre-pandemic strength? Were Redditch employers suffering from a tight labour market pre-pandemic due to high activity rate?

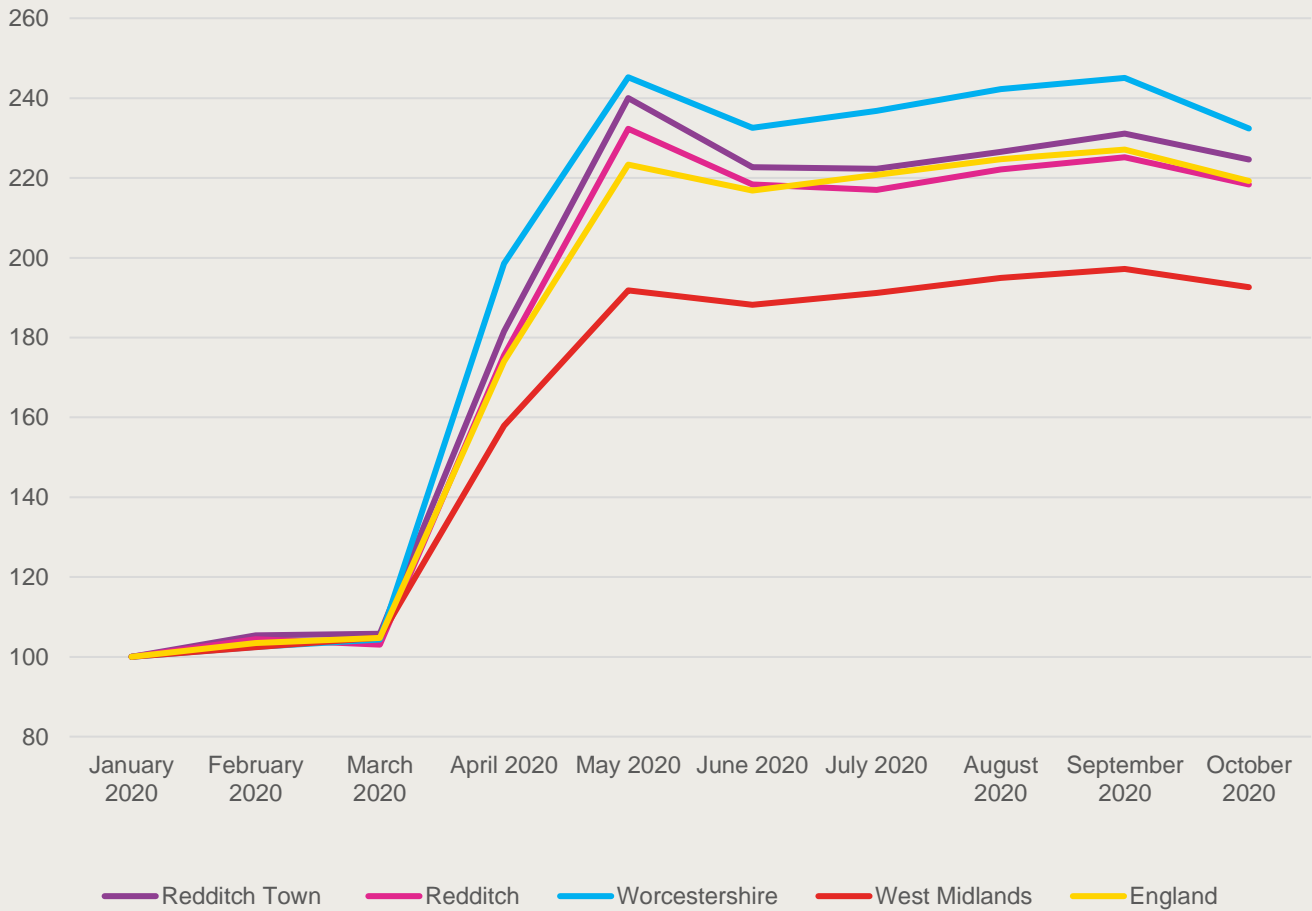
Unemployment in COVID-19 Context

- In Redditch Town the claimant count rose from 3% of working age population in March 2020 to 6% in October 2020.
- The growth in the Claimant Count in Redditch Town is similar to comparator areas from January 2020 to October 2020.

Claimant Count as a % of working age population		
	March 2020	October 2020
Redditch Town	3%	6%
Redditch	3%	6%
Worcestershire	2%	5%
West Midlands	4%	7%
England	3%	6%

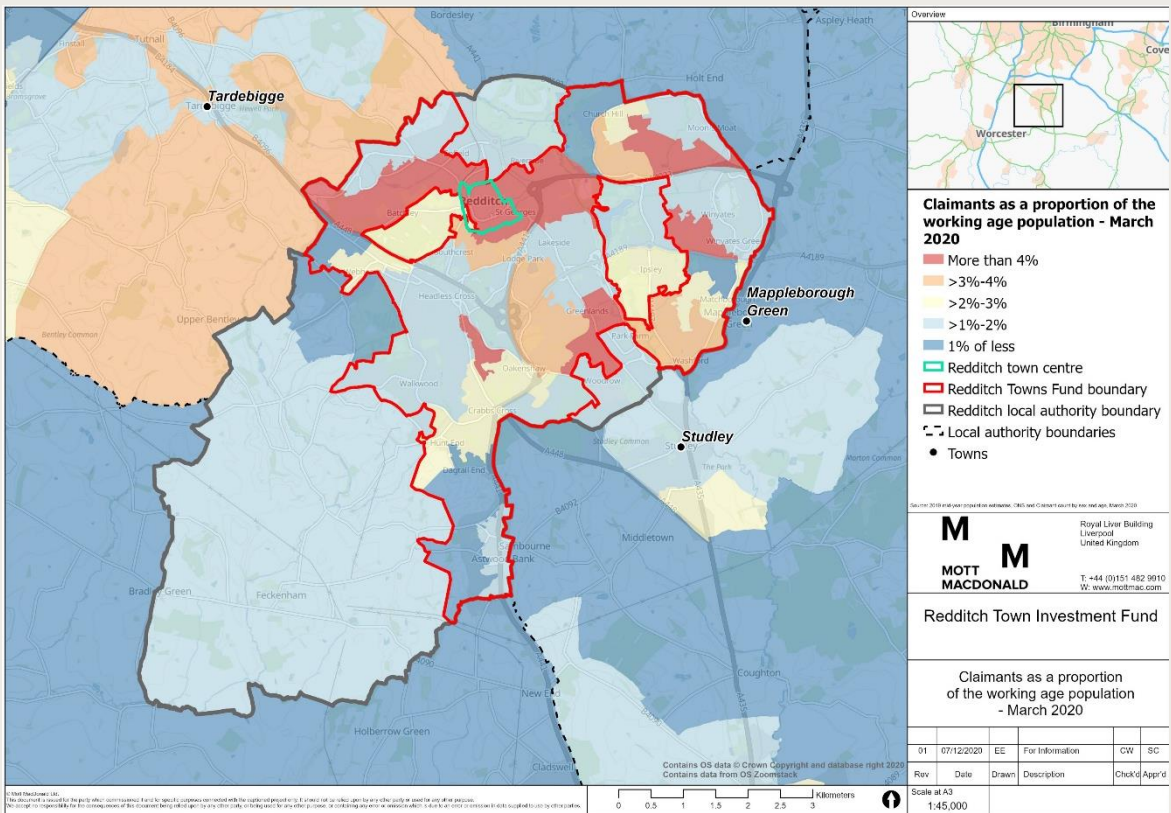
Source Claimant Count, ONS and 2019 mid-year population estimates

Claimant Count Growth (Index, January 2020 Claimant Count =100)



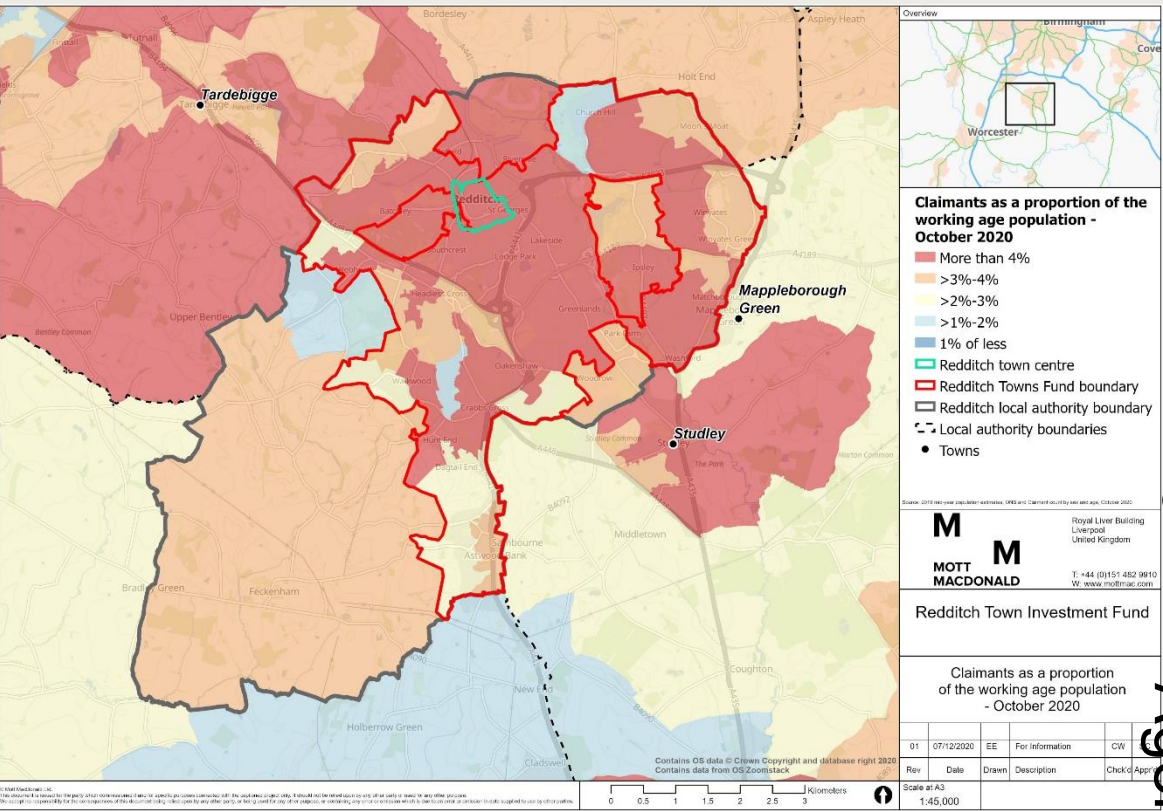
Source: Claimant Count, ONS

Proportion of working age residents claiming out of work benefits, March 2020



- In March 2020 the unemployment rate was highest in the town centre area.
- Since March, unemployment increased and most of the town is now experiencing an unemployment rate of greater than 4%.

Proportion of working age residents claiming out of work benefits, October 2020



For discussion:
Spatial distribution of COVID-19
impact as uniform as this seems?

Coronavirus Job Retention Scheme (“Furlough”)

- Redditch experienced a higher take up rate of furlough in July 2020 at 34% of eligible employment positions furloughed compared to both the regional (32%) and national (30%) figures.
- In November 2020, the take up rate in Redditch was the same as the region and England at 8%.
- 3,600 jobs furloughed is roughly the same figure as total October Redditch Local Authority Claimant Count (3,210)

Furlough numbers and take-up rate

Area	Employments furloughed (July)	Take-up rate (July)	Employments furloughed (November)	Take-up rate (November)
Redditch	14,800	34%	3,600	8%
Worcestershire	88,800	32%	21,500	8%
West Midlands	820,200	32%	203,300	8%
England	7,600,900	30%	2,019,300	8%

Source: Coronavirus job retention scheme, ONS. Furlough Take up rate = Employments furloughed / Eligible employments

For discussion:
A too fast end to Scheme has capacity to approx. double the Redditch Claimant Count. Ticking time bomb?
Can/should the TIP help in the immediate restart phase or is the TIP for the recover and renewal phase (medium term)?

Output losses by sector

- The table 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.
- 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.
- 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.

Output losses by sector in the second quarter of 2020

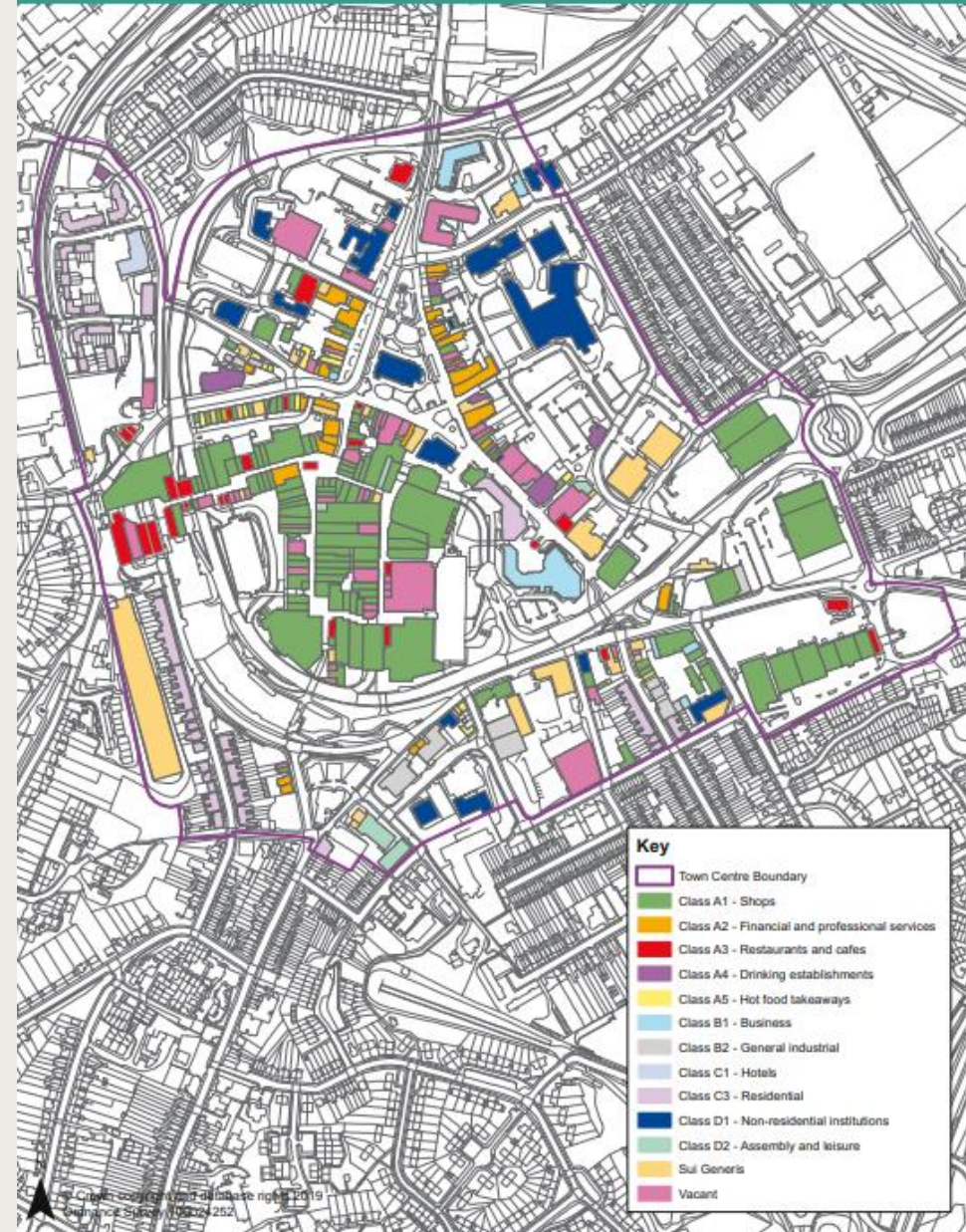
Sector	England Share of GVA	Effect on England output relative to baseline	Redditch Share of GVA	Effect on Redditch output relative to baseline	Location Quotient Redditch
Manufacturing	9.6%	-55%	19.5%	-55%	2.04
Wholesale, retail and motor trades	10.7%	-50%	17.2%	-50%	1.60
Information and communication	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
Whole economy	100%	-32.98%	100%	-32.98%	-

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).

Property Vacancy Rates - 2019

- Town centre vacancy rate was 13.3% in November 2019 including a number key sites in the town centre.
- Performing slightly worse than GB vacancy average of 13.0% (H1, 2020, Local Data Company*).

Figure 8: Redditch Town Centre boundary and Diversity of Uses



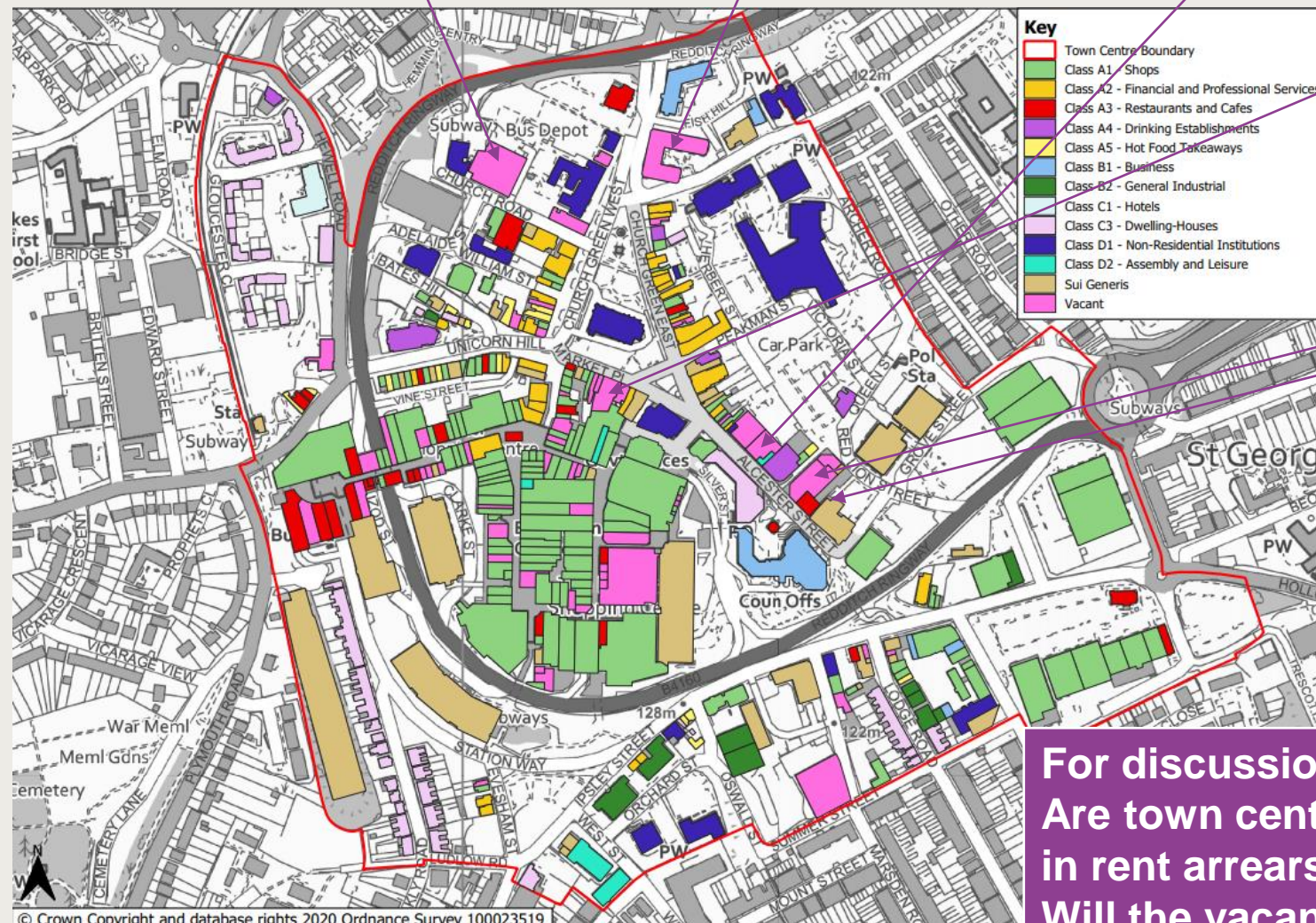
Property Vacancy Rates - 2020

- Town centre vacancy rates increased from 13% in November 2019 to 16% in October 2020
- GB H2 vacancy rate forecast to grow to 14.0%* suggesting Redditch now under-performing
- A number of key retail sites remained vacant throughout period
- 30 out of the 54 vacant units in October 2020 had been vacant for the previous 2 years. 15 out of the 30 long term vacant units are located in the Kingfisher shopping centre.
- 34 out of the 54 vacant units in October 2020 are located in the Kingfisher shopping Centre
- 1/4 of the units in the Kingfisher Centre have been vacant at some point in the last 3 years.

Source: RBC vacancy data

Mott MacDonald

Vacancy Map, October 2020



Vacant garage. Diamond bus was previous owner, relocated to Plymouth Road.

Vacant currently but planning to repurpose into flats:
<https://empire.property/projects/st-stephens-house>

Large retail units modern.

Small vacant retail units

£-stretcher closed 6 years ago and Shipleys Bingo closed in March. Owner has plans for redevelopment - [New restaurant promised for Redditch bingo hall site | Redditch Advertiser](#)

For discussion:
Are town centre retailers in rent arrears?
Will the vacancy rate worsen?

Source: Redditch Borough Council

* The Local Data Company, November, 2020, <https://www.localdatacompany.com/blog/retail-outlook-for-the-end-of-2020>

Network Coverage

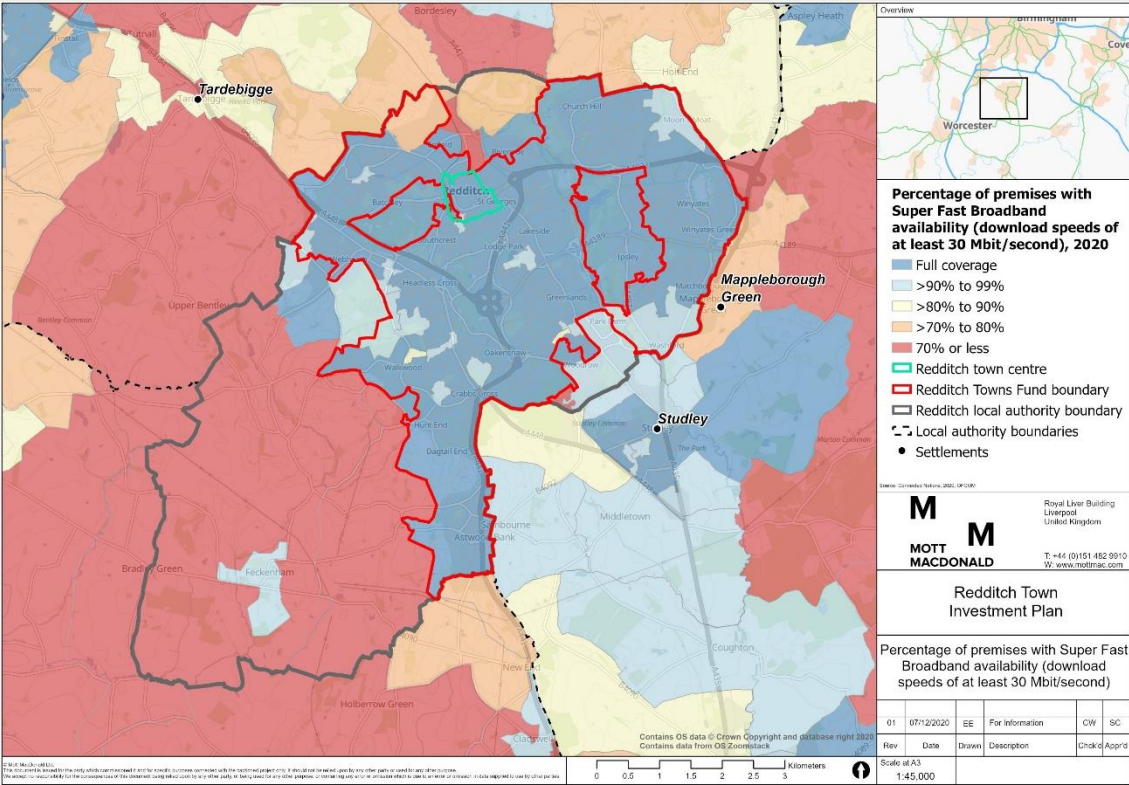
- Access to ultrafast broadband in Redditch Town is higher than the UK average; 81% of premises have ultrafast broadband in Redditch town compared to only 56% in the UK.
- All premises in Redditch Town have access to the service minimum upload and download speed, as defined by the Universal Service Obligation (download speed of up to 10 Mbit/s). Better than UK average of 98% achieved.

Network Coverage	Commentary	Redditch Town	Redditch	UK
Broadband Coverage (% of premises)				
Decent: Unable to access a download speed of 10Mbit/s and an upload speed of 1Mbit/s (Universal Service Obligation minimum) (Decent)	2018 UK Government secondary legislation stating that affordable broadband connections and services must be provided throughout the UK. iPlayer = 2Mbps of sustained bandwidth for standard-definition or 3Mbps for high-definition. Minimum recommended broadband speed for Netflix is 1.5Mbps.	0%	0.2%	2%
Superfast: Access to a download speed of 30Mbit/s or higher	Faster broadband of benefit if regularly: Multiple broadband users at the same time; Downloading films or large online files on a regular basis; Using online TV catch-up services from more than one device; Uploading videos and other large files to the web; Playing video games online; Using video-calling services. 1 movie = c.3 mins. DCMS study into value of superfast broadband suggests increases productivity and a key attractor for businesses to an area. x3 faster than Universal Service Obligation.	99%	98.4%	95%
Ultrafast: Access to a download speed of 300Mbit/s or higher	1 movie = c.10 seconds; x10 faster than superfast	81%	78.2%	56%
Access to full fibre services	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. x3 faster than ultrafast.	1%	2%	1%
Mobile Services				
% of premises (indoor covered by all 4G operators)			85	85

Source: Connected Nations Update; Summer 2020, Ofcom 2020 and Internet Users, ONS, 2019. Connected Nations 2019, UK report. Evaluation of the Economic Impact and Public, Value of the Superfast Broadband Programme, DCMS 2018 [Superfast Integrated Report.pdf \(publishing.service.gov.uk\)](#). [What Broadband Speed Do I Need? - Which?](#) Magazine 2020

Network Coverage

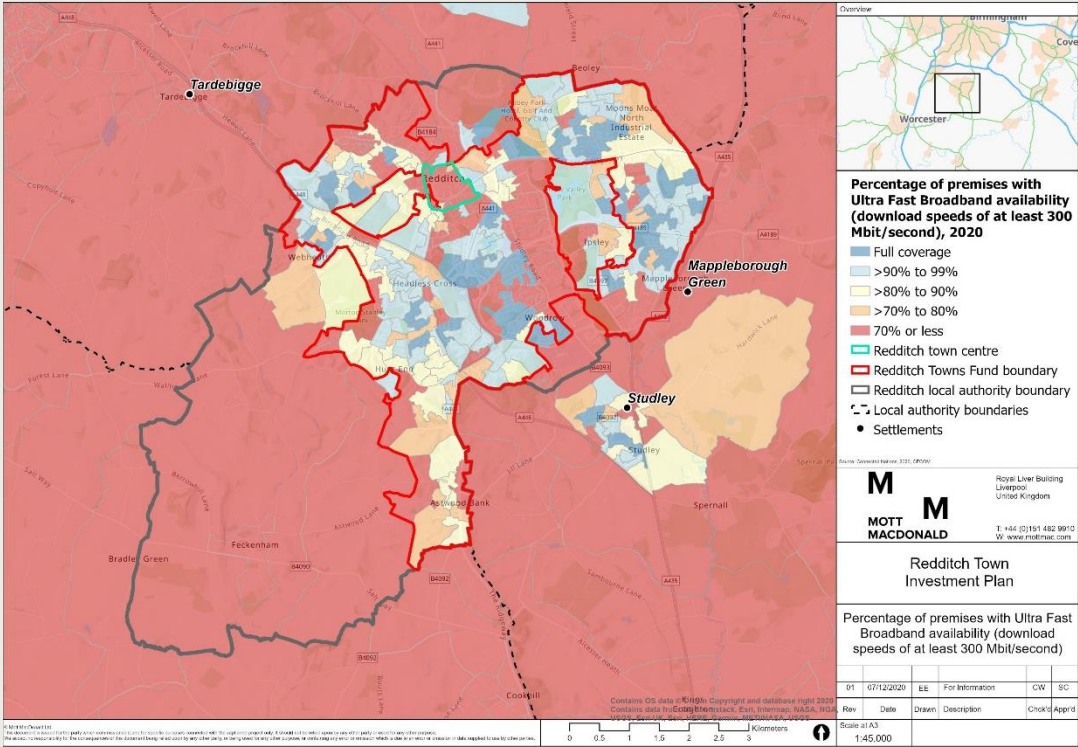
Percentage of premises with access to Super Fast Broadband, 2020



Source: Connected Nations Update; Summer 2020

- 99% of premises in Redditch Town have access to Super Fast Broadband
- 81% of premises in Redditch Town have access to Ultra Fast Broadband, whilst this average is high this map shows the variation in access across the area.

Percentage of premises with access to Ultra Fast Broadband, 2020



- The main town centre and the area to the north which has been allocated for housing development have only 70% coverage, this may pose a barrier for home working. Areas have less than average for Redditch, substantially better than the UK average of 56% coverage.

For discussion:
Is TIP building on this key strength for Redditch sufficiently?
Do businesses in Redditch need Ultra Fast Broadband?

Deprivation

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

For discussion:
Will proposals lead to inclusive growth that support the most deprived members of Redditch’s community?
What is priority, absolute growth vs inclusive growth?

Population broken down by deprivation quintiles, 2019

	Most deprived quintile	Second most deprived quintile	Third most deprived quintile	Fourth most deprived quintile	Least deprived quintile
Redditch Town	30%	20%	19%	8%	23%
Redditch	26%	17%	20%	14%	22%
Worcestershire	13%	15%	25%	24%	24%
West Midlands	30%	19%	20%	17%	14%
England	20%	21%	20%	20%	19%

Source: Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019 and 2019 mid-year population estimates

The types of deprivation that Redditch performs relatively poorly compared to the rest of England include:

- 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).

Deprivation

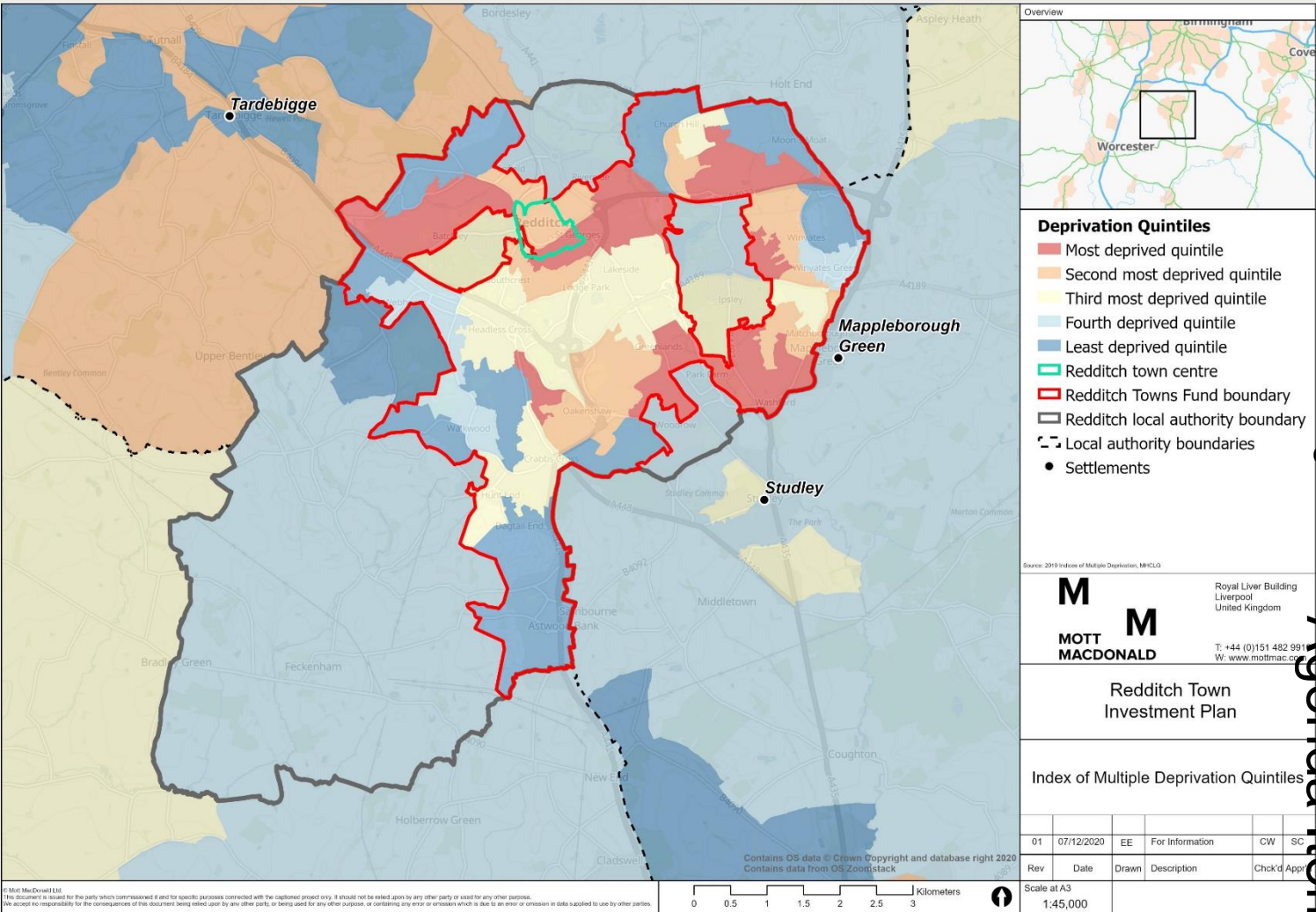
- Redditch Town Centre and the east of the town have relatively high levels of deprivation
- Low levels of deprivation in the south west and the outskirts of the study area.

For discussion:
Does spatial distribution of deprivation mean Matchborough and Winyates schemes of particular value?

The types of deprivation that Redditch performs relatively poorly compared to the rest of England include:

- Education, skills and training opportunities (43% population in the most deprived quintile).
- Income (25% population in the most deprived quintile); and
- Employment (25% population in the most deprived quintile).
- Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

Population broken down by deprivation quintiles, 2019



Travel to work

Travel to work summary, 2011

	Total journeys to work, to	Total journeys to work, from	Net commuting	Self-containment (live and work)
Redditch Town	23,843	31,552	-7,709	52%
Redditch	32,455	36,226	-3,771	58%
Worcestershire	200,731	224,300	-23,569	78%
West Midlands	2,092,684	2,106,075	-13,391	93%
England and Wales	21,625,060	21,625,060	0	100%

Source: Origin destination statistics, Census 2011, ONS

Travel to work method, 2011

	Work mainly at or from home*	Underground, metro, light rail or tram	Train	Bus, minibus or coach	Taxi	Motorcycle, scooter or moped	Driving a car or van	Passenger in a car or van	Bicycle	On foot	Other method of travel to work
Redditch	0.0%	0.1%	2%	8%	0.5%	1%	71%	7%	2%	9%	0.2%
Worcestershire	0.0%	0.1%	3%	4%	0.3%	1%	73%	6%	2%	11%	0.2%
West Midlands	0.0%	0.3%	3%	9%	0.5%	1%	68%	7%	2%	11%	0.3%
England	0.0%	4%	6%	8%	0.4%	1%	60%	5%	3%	12%	0.3%

Mott MacDonald

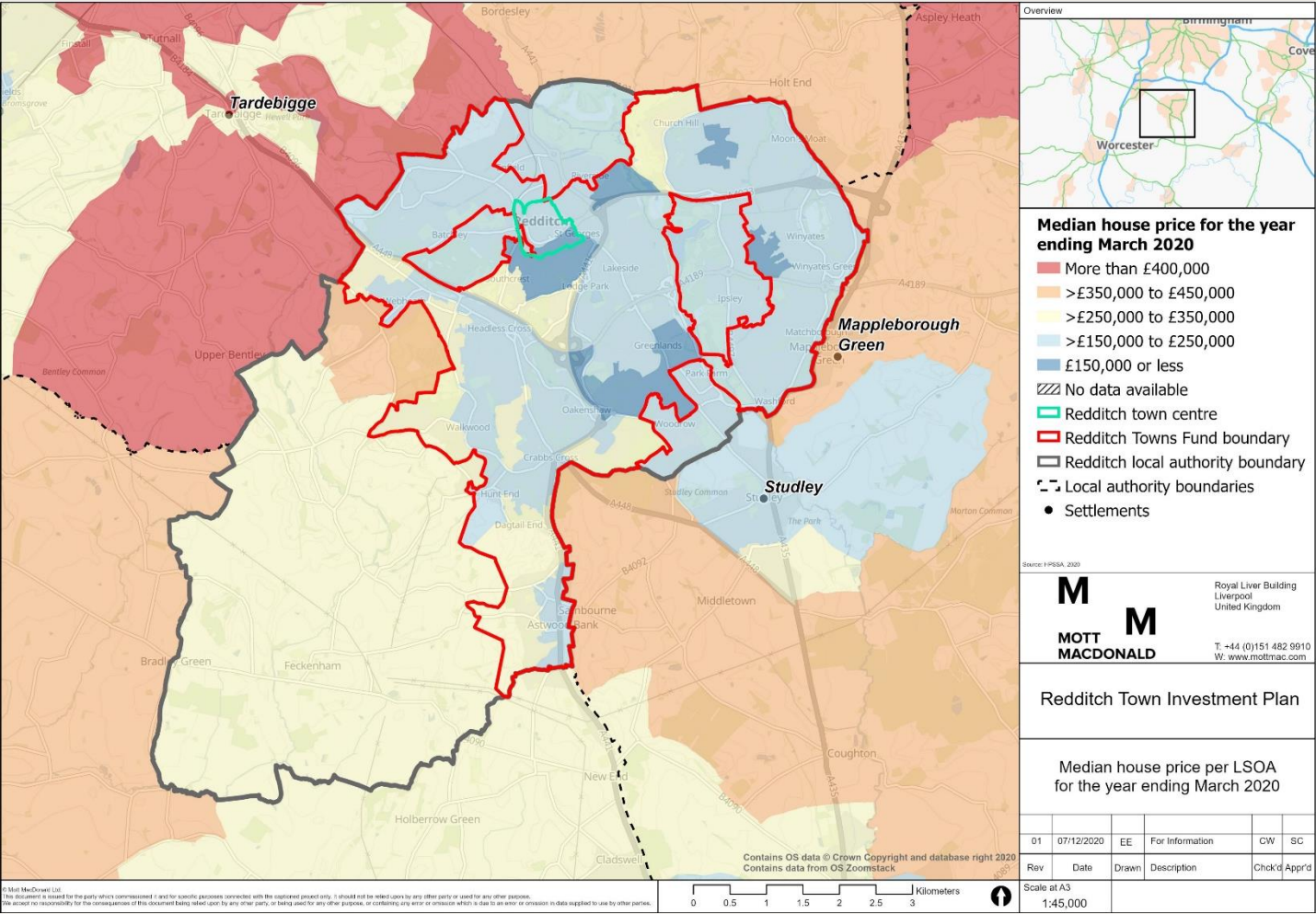
Source: Origin destination statistics, Census 2011, ONS. *Due to the impact of Covid-19 the figures for home working are unlikely to be representative of the current situation.

- Redditch Town is a **net exporter of labour** - more people travelling out for work than travelling in*. This is similar to Kidderminster and Bromsgrove which also see net commuter outflows (Greater Birmingham and Solihull LEP: Towns Ecosystem Reports)
- Redditch Town **self-containment low** at 52% (live and work in Redditch)
- **Travel to work in Redditch Local Authority dominated by car travel** (71% of journeys to work, 11 percentage points higher than national average).
- Travel by bus, minibus or coach relatively popular in Redditch (8%, 4 percentage points higher than county, in line with national average)
- Rail usage is low in Redditch at just 2% of journeys compared to 3% regionally and 6% nationally.
- *NB – these figures are sensitive to study area selected. A Greater Birmingham and Solihull LEP study using a different, broader definition of Redditch centre found net commuter inflows

For discussion:
Is modal shift away from automobile to active modes an objective of TIP? Active travel a viable option for some?
What difference will COVID have on *long-term* working from home? Should the TIP respond?

House Prices

Median house price, year ending March 2020



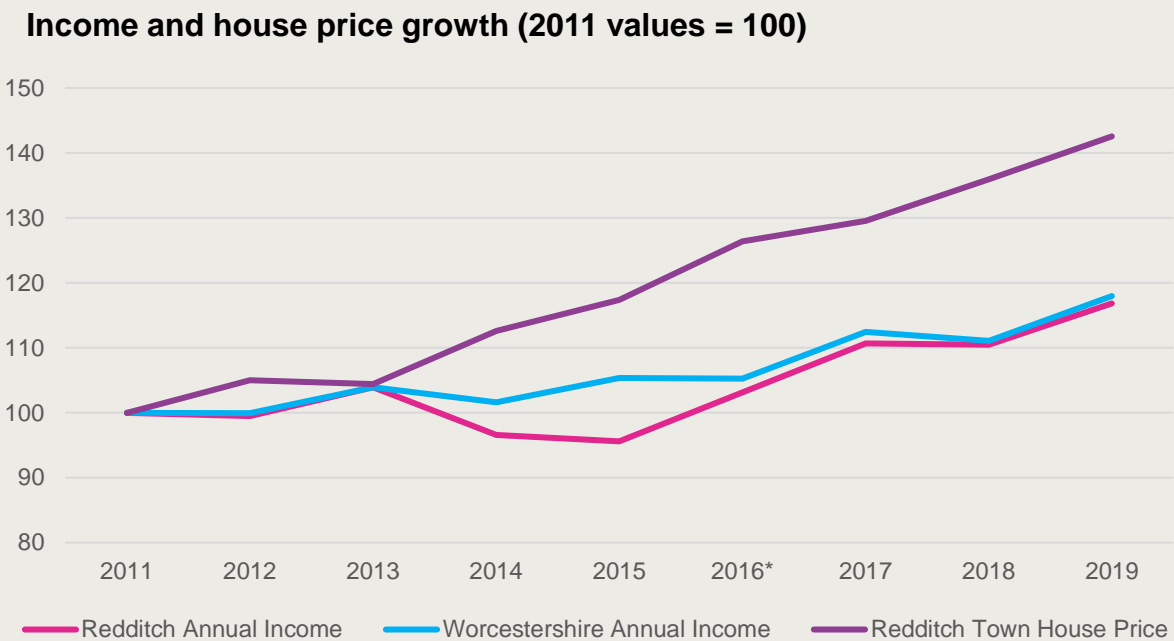
Source: Median house price, ONS, 2020.

Mott MacDonald

- Redditch Town house prices in 2019 had an average value of £183,250. This is lower than the regional (£196,000) and national (£245,000) averages.
- In addition, house prices in Redditch Town in 2019 were 16% lower than the local authority average.
- House prices in Redditch are highest at the south and west edges of the study area as well as Lodge Park and Church Hill.
- Likely a large proportion of differential driven by dwelling size.

For discussion:
Does clear spatial disparity between town centre dwelling costs and the environs matter?

House Price Affordability

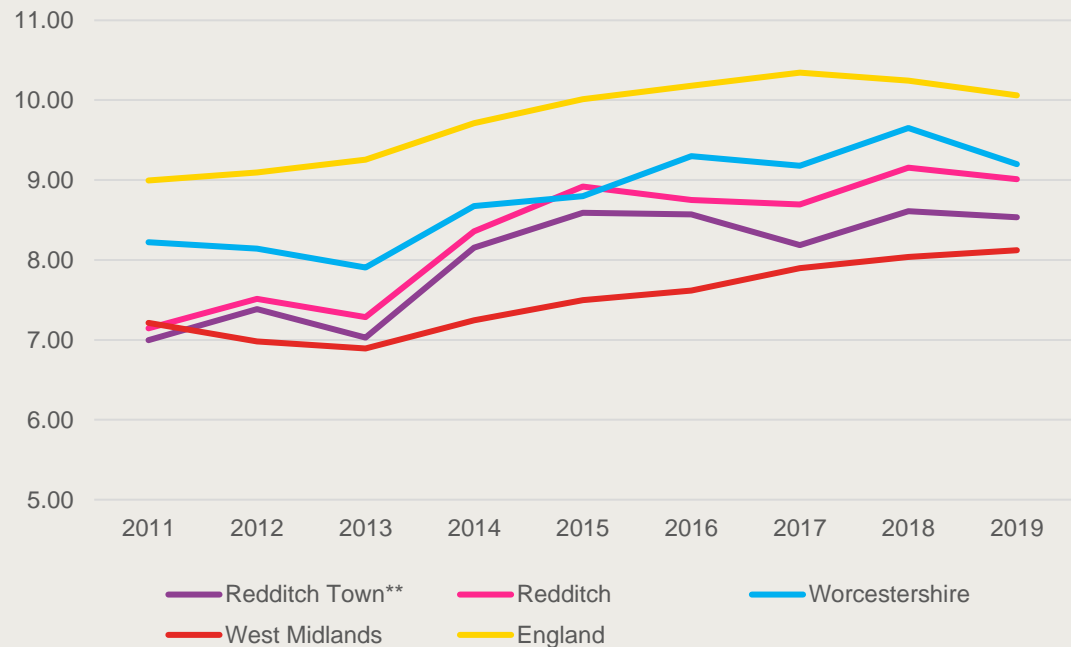


Source: Median, Full-time, Annual Gross Salary; Annual Survey of hours and earnings, ONS & Mean price paid for residential property, ONS

- Redditch Town house prices have grown substantially quicker than Redditch and Worcestershire resident income, making town centre living harder to afford.
- Redditch Town property prices are more affordable relative to income than all comparators except the West Midlands.
- Becoming less affordable relative to income, in line with comparator trends.

Mott MacDonald

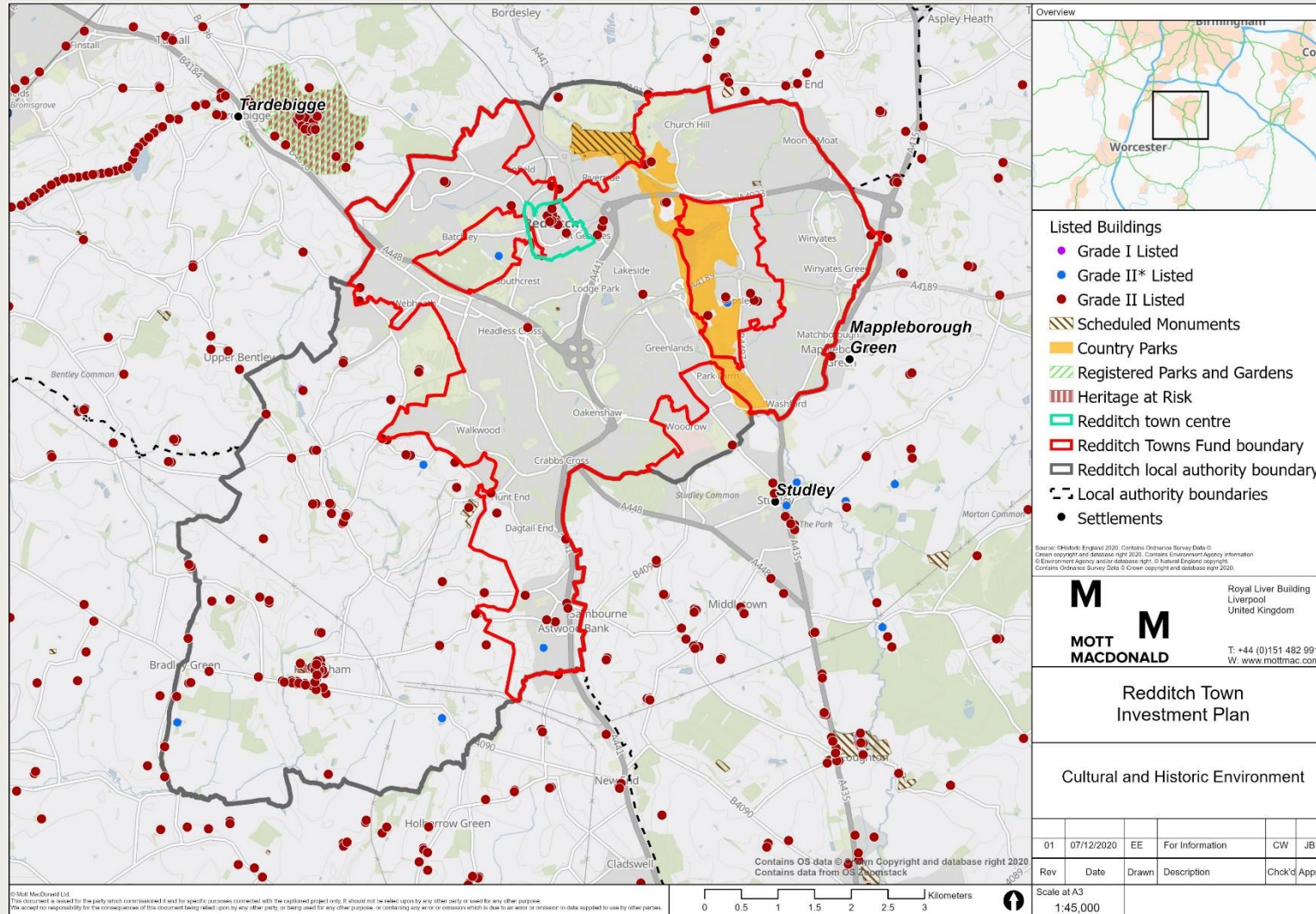
House Price Affordability*



Source: Median, Full-time, Annual Gross Salary; Annual Survey of hours and earnings, ONS & Mean price paid for residential property, ONS.

For discussion:
Will the TIP help with housing affordability? Either by boosting local incomes or dampening price growth?
Town centre regeneration might boost house prices in the immediate area.

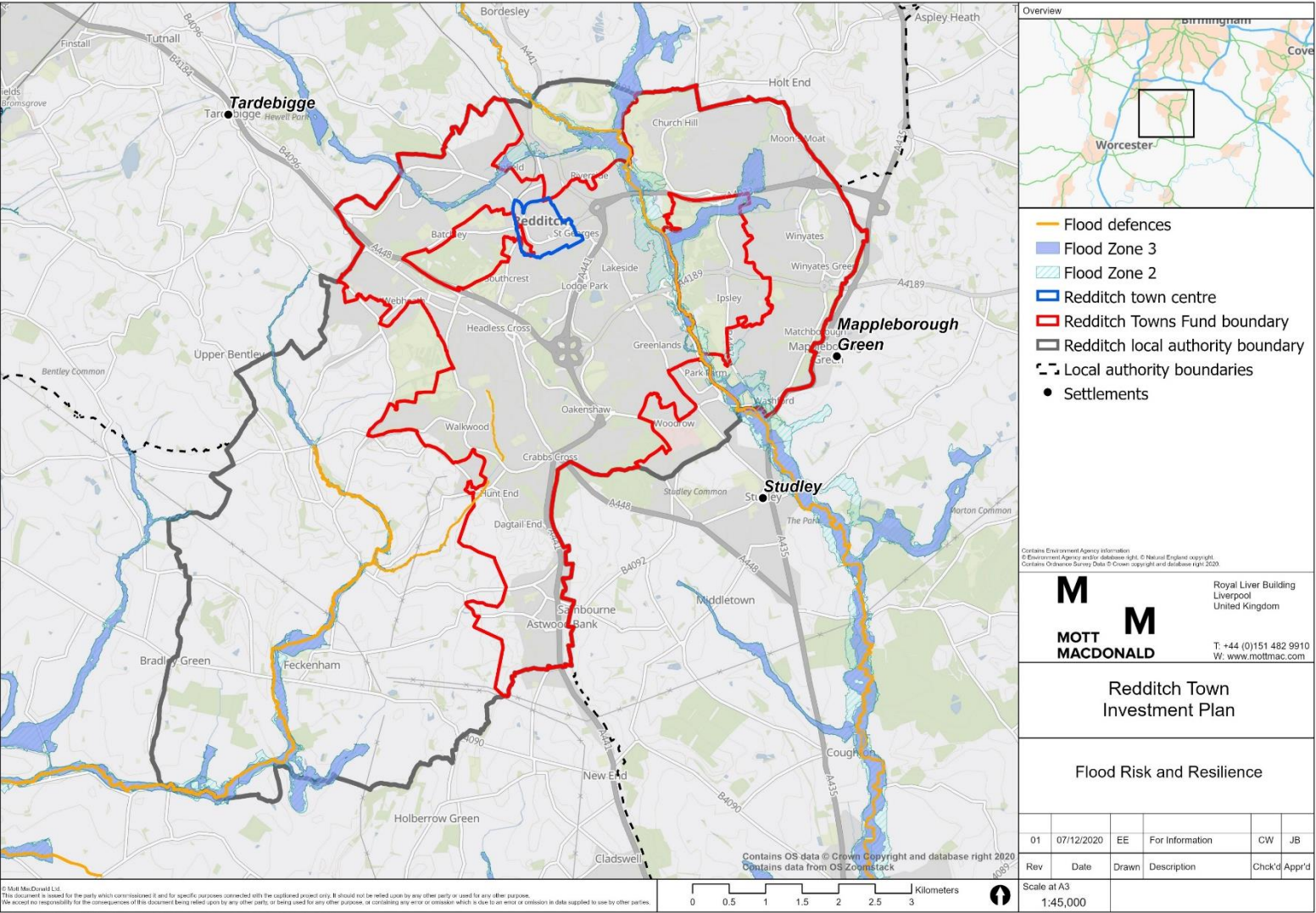
Heritage Assets



Number	Key identified heritage listed buildings
1	Holmwood House
2	Church of St Peter
3	Church of St Luke
4	Palace Theatre
5	The Cedars
6	Windsor Mills
7	Beoley Mill
8	Birchensale
9	Tookeys Farmhouse
10	Baptist Chapel

For discussion:
Do any identified assets offer opportunity to contribute to town's vibrancy and vitality?

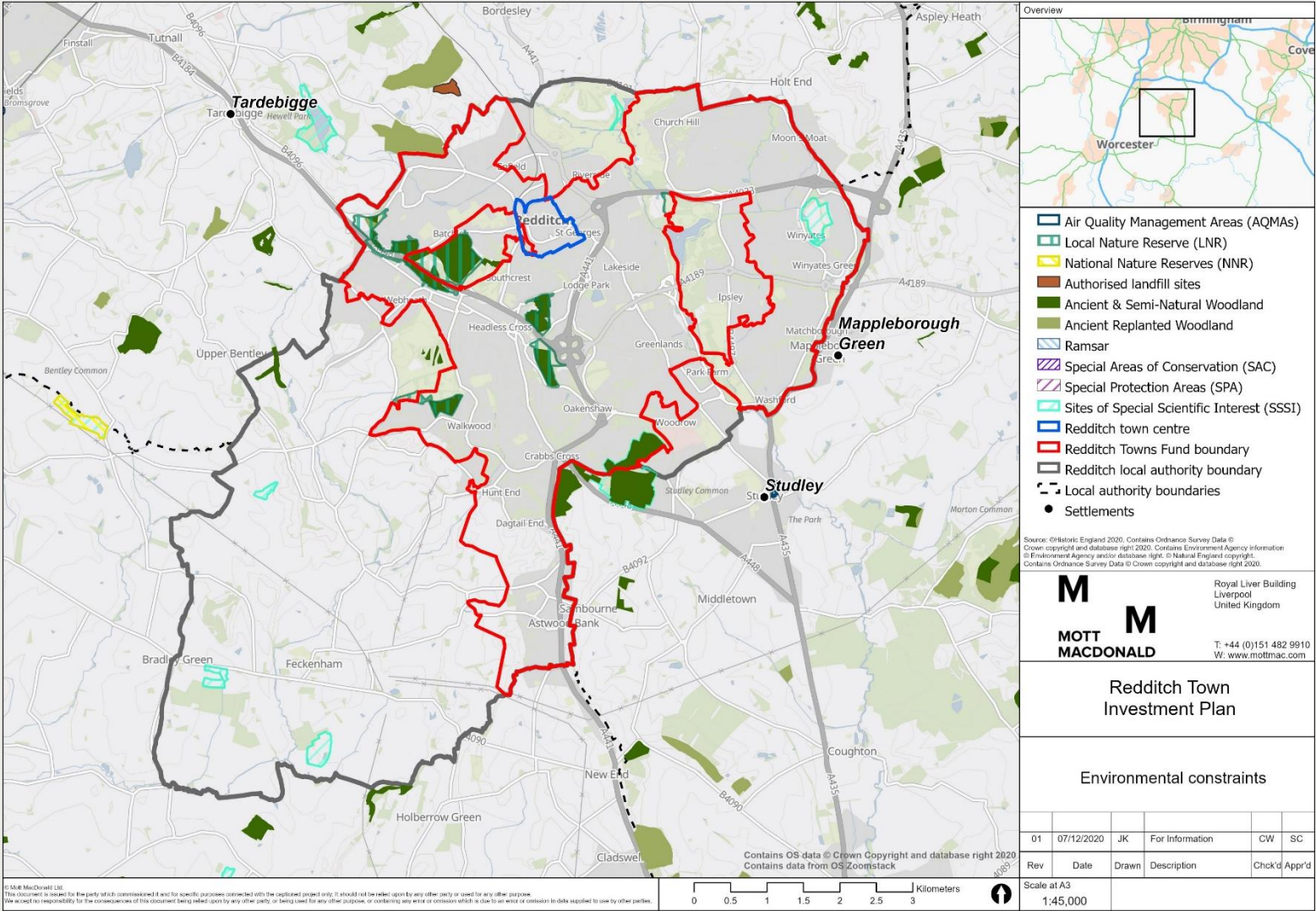
Flood zones



- Zone 2: Land having between a 1 in 100 and 1 in 1,000 annual probability of river flooding
- Zone 3: Land having a 1 in 100 or greater annual probability of river flooding
- Planning implications if schemes in flood zone (sequential and exception testing)

For discussion:
Are any of the project proposals within a flood zone?

Environmental Constraints/Assets



For discussion:
Are any of the proposals affected by location of an environmental constraint?
How can the assets play into Green Redditch vision?

Key findings for Redditch

Population

- Population Growth – Slow population growth
- Population and age structure – Demographics on trend with comparators
- Skills – Low skills profile and qualifications profile
- Labour productivity – Rapid productivity growth in Redditch with productivity now approaching England's average
- Sector productivity - Accommodation and food services; Information and communication; and Administration sectors have all experience productivity increases.

Economy Characteristics

- Key Employment Sectors - key employment sectors are Manufacturing; Wholesale and retail trade; and Administrative services.
- GVA by industry - Information and communication industry highly productive in Redditch
- Business Demography – Lower business births per head of population
- Economic activity – Higher economic activity and employment rate pre-COVID, larger fall

- Unemployment – Growth in claimants mirrors comparators
- Furlough – large decline in use of scheme since summer, significant issue if scheme ends too soon.
- COVID-19 economic impact - Manufacturing, Retail and motor trade, Information & communication, Administrative and Arts and Recreational services are vulnerable sectors in Redditch.
- Vacancy rates – 3% growth in town centre vacancy since COVID-19 began

Place Characteristics

- Network Coverage - strong broadband provision
- Deprivation – higher levels of deprivation
- Travel to work – high car reliance, low proportion that both live and work in Redditch
- House prices and wages – house price affordability declining though Redditch still more affordable than comparators

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Appendix B- UK Future Trading Arrangements with the EU

Redditch Town Investment Plan

Project:	Redditch Town Investment Plan		
Prepared by:	Hannah Danks	Date:	January 2021
Approved by:	Victoria Hurst	Checked by:	Jon Barlow

1 UK Future Trading Arrangements with the EU

The new trade agreement came into force on 1 January 2021. 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 in the new regulatory environment. In the short to medium term some bureaucratic issues have been identified due to increased non-tariff barriers (NTBs) which means firms trading with the EU would have additional cost burdens.

Further opportunities and implications will become clearer overtime as further trade deals are signed (with the EU and the world). 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 1.1 summarises initial analysis.

Table 1.1: 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"> Tariffs have largely been avoided Non-tariff barriers imposed: <ul style="list-style-type: none"> 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 UK¹. 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 assessment². 	<p>Business in Redditch exporting to the EU will have additional bureaucracy to follow.</p> <p>Larger companies in Redditch can take advantage of relatively free trade with Northern Ireland.</p> <p>Further productivity improvements in Redditch's manufacturing sector, for</p>

¹How 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>)

² Brexit deal: What is in it? Dec 2020, BBC (Accessed Jan 2021: <https://www.bbc.co.uk/news/55252388>)

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Sector	Trade Agreement implications	What does this mean for Redditch?
	<ul style="list-style-type: none"> ○ Additional Paperwork: Companies will need to complete additional paperwork and declarations when moving goods across the EU/UK border³. • 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 Ireland⁴. 	example through increased digitalisation and workforce skills, would help them to maintain competitiveness in the changing EU market.
Services	<ul style="list-style-type: none"> • Non tariffs barriers imposed: <ul style="list-style-type: none"> ○ 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. • The services sectors are yet to receive clarifications such as regulatory equivalence that would help reduce friction of trade. 	The impact of the trade agreement for the service sector in Redditch is currently emerging. Additional information in the future will allow further analysis.

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 likely be needed to help businesses overcome new complexities and navigate new regulations.

Strength of towns across the UK, including Redditch, is now more important to ensure resilience and vitality of the economy to the benefit of businesses and residents in Redditch, regionally in the West Midlands, and nationally.

³ 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>)

⁴ 'Trusted trader scheme' agreed between EU and UK, Dec 2020, RTE (Accessed Jan 2021: <https://www.rte.ie/news/brexit/2020/1209/1183335-brexit/>)

Redditch Towns Deal Community Consultation

Draft Report to North Worcestershire Economic Development and Regeneration

November 2020



*The behaviour
change people.*

social
marketing
gateway

smg

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Executive Summary

Introduction

The Social Marketing Gateway (SMG) was commissioned by North Worcestershire Economic Development and Regeneration to conduct a community consultation with Redditch residents about where investment could be made to make a difference to their lives. The purpose was to inform Redditch's Town Investment Plan, which will be submitted in an application for funding from the Towns Fund to improve Redditch as a place to live and work.

Methodology

Fieldwork took place between the 9th and 24th November 2020. A mixed method approach, involving a qualitative survey and quantitative in-depth online groups discussions and interviews, was used, and over 650 local residents of Redditch took part.

Findings

[Current feelings about living in Redditch](#)

As a place to live, Redditch is broadly liked, but it is not felt to be a good place to socialise. Despite the borough's assets (the quiet feel, green spaces, and close proximity to other towns and cities) many feel it is lacking in interesting things to see and do. Key areas for improvement should focus on making Redditch a more interesting place to live – particularly for young people.

[Current feelings about doing business in Redditch](#)

As a place to do business, there is room for improvement. Business owners generally report 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.

[Young people's feelings about their ability to achieve their goals in Redditch](#)

Most young people in the sample felt they could not achieve their goals and ambitions in Redditch at present, although there are some who report that they can do this. A characteristic difference between these two groups seems to be that those who are able to access education relating to their chosen field in the borough feel better supported to achieve their ambitions, whereas those who must travel outwith the borough for this do not feel Redditch supports their goals. To better support all young people, a greater course offering at the local college and more support and advice to pursue local opportunities is desired.

[Investment in Urban Regeneration](#)

Urban regeneration is important to the great majority of residents. They want to be able to spend time and money in Redditch and feel proud of their town. Key areas suggested for investment are:

- The town centre - there is a sense that this should be the 'heart' of the community, which it is currently far from. A balance in shops, eating and drinking options, and entertainment offerings would allow residents to feel that Redditch is a town to spend leisure time in as well as live in.
- Providing more for young people to do – young people are perceived as being a group particularly hard hit by the town's lack of offerings. Investing in more for young people will

help Redditch to feel like a 'town for everyone', and potentially improve town centre safety by encouraging fewer young people to loiter.

- Green spaces - adding facilities to existing green spaces would be welcomed to enhance these already important assets. Toilets in all parks, cafes, bars and more outdoor play areas for children will give them an extra boost.
- Making the most of Redditch's cultural assets - this is strongly called for by older residents, who are disappointed that these have been hidden away, and want to see features being made of the town's rich culture. It is hoped making more of these will instil community pride in the town.

Investment in Skills and Enterprise

Support for small businesses, to help them flourish, and learning, further education and skills development are all areas that residents talked about needing to improve. Redditch is generally seen as a town with untapped potential in terms of enterprise, and additional support in areas like networking, promotion, and setting up new businesses is required. Namely, residents would like to see:

- Support for small businesses through the means of loans, subsidies or support with start-up costs – to help more local, small businesses start up and continue to grow in Redditch, and potentially have a positive impact on the local economy.
- Better support to find apprenticeships and local opportunities - to encourage residents, particularly young people, to find and pursue careers locally. Some suggest that implementing an apprenticeship scheme in conjunction with local businesses could help to support young people to find work at the same time as supporting local businesses with labour.

Investment in Connectivity

There is a fairly widespread view that Redditch could and should be better connected – both within the borough and with surrounding towns and cities. Citizens want to see improvements in public transport, the town's road network, and attractive active travel options, as well as an improvement to digital connectivity across the borough. Residents call for:

- More frequent, later running and reliable bus services - connecting to more routes within and outwith Redditch, are desired. The present offering is restrictive for residents in terms of commuting, accessing health services, or engaging with Redditch's night-time economy.
- Investment in Redditch Train Station - to make it more inviting, with more warm and dry places for travellers to stand, more seating and the introduction of a café or shop. This would encourage more residents to travel by train, and is to improve visitors' first impressions of Redditch.
- Maintenance of Redditch's expansive network of footpaths and cycle lanes – encouraging more active travel by ensuring these are well lit and well-maintained, making them safer and more attractive.
- Updating Redditch's road network and infrastructure - to account for traffic and parking congestion that has occurred due to Redditch's increased population.
- Good mobile and broadband coverage across all areas of the borough - as inconsistent coverage in the town centre makes it difficult for residents to plan spending time there, and poor coverage in other areas is a challenge for those working from home.

Current project ideas

Six ideas which have already been put forward as potential areas for investment by Redditch's Town Deal Board were tested with residents to canvas the level of support for each. These six ideas are:

1. Redevelopment in the town centre to create more housing and space for cafes, offices, and retail.
2. Investment in Redditch Railway station to include a second platform and more trains in and out of Redditch.
3. Creation of a new public outdoor space that can be used for events and outdoor dining.
4. Creation of a community hub where multiple public services will be available in the one place
5. Improvement/regeneration of District Centres (e.g. new homes, shopping facilities etc.)
6. Developing a space where businesses can access help and support and network with each other.

The two investment ideas that people said would make the biggest difference to their lives were:

- Investing in a new outdoor space for events and dining
- Improving Redditch Railway Station

The next two most frequently cited investments that would make a difference were:

- District centre improvement
- Town centre regeneration

The two ideas garnering the least enthusiasm were:

- Investing in a community hub
- A space for businesses to network and support each other.

Whilst most did not feel these were necessarily bad ideas, more residents felt that investment in other areas would be more impactful to them.

The following demographic differences relating to the level of support for each idea were also identified through the survey data:

- Whilst town regeneration was attractive to all, those aged 45 to 64 were particularly fond of this idea. 40% of those surveyed that said this would make a real difference to them were in this age category.
- Creation of a new, outdoor space for events and dining was particularly welcomed by those aged between 35 and 54, who made up 60% of those surveyed saying this would be impactful.
- The creation of an outdoor space also strongly appealed to people identifying as non-British White, with 75% of this sample population voicing strong support. Qualitative findings suggest this is perhaps due to many having come from towns and cities with similar open spaces, where these are seen as the heart of the community.
- The community hub idea tended to be favoured more by older ages – 66% of the survey sample feeling this could make a difference to them were over the age of 44.
- The residents who also own a business in Redditch were a little more likely to feel that investing in a business networking space would make a difference to them, although not significantly so. Generally, even those business owners who rated this idea felt other investment ideas should be prioritised.

Specific feedback on each investment idea is as follows:

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.
- More housing in the town centre did not attract universal support. Many people are concerned about the amount of new housing being built in Redditch, while others can see a case for housing being important to generate footfall and support town centre businesses.
- Similar feelings were expressed about new office space, with many people pointing to the amount of currently unused office space, and asking why these assets cannot be used before more capacity is added.

Investment in Redditch Railway station

- Introducing a second platform with the capacity for more trains would make a great difference to residents' lives – particularly to those who commute. An express train to Birmingham would be welcomed to reduce passenger congestion.
- 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.
- In the future, increasing the number of routes out of Redditch would continue to build upon train station investment and further strengthen the town's connectivity.

A new public outdoor space for events and dining

- It is important to ensure the right kind of restaurants, bars and entertainment events are hosted in the new space – a balance that people can choose from will attract more residents to use the space.
- For events being hosted, there is a strong call to ensure that there are options for a variety of ages – especially children and young people who are not well serviced by current offerings.
- Some suggested this could be a good opportunity for small and local food businesses to prosper – perhaps by incorporating a street food element that would allow local cafes and restaurants to have pop-ups or stalls.
- Some respondents were generally concerned about the maintenance of the site and are keen to ensure that the site is well maintained and used all year round, not just in the summer season.

Public services hub

- Overall, in comparison to the other potential investment ideas, there was less agreement about how important a community hub would be, and most would prioritise investment in other areas.

- Many residents could not see themselves using a facility like this regularly, especially for information they would expect to find online.
- Some linked this idea back to the 'one-stop-shop' services hubs which used to be in the district centres. They liked this model and suggested that service hubs at a district level could be an improvement to the local community, and would be more valuable than having a community hub in the town centre.

District centre regeneration

- Changes to some district centres – including Woodrow, Matchborough and Winyates – is welcomed. It is felt that some others – including Batchley, Hentend and Crabbs Cross – already serve their purpose well.
- Residents speak highly of the redevelopment of the Church Hill Centre, and would like to see that redevelopment used as the benchmark for investment in other areas.
- Any redevelopment should not come at the expense of knocking down or amalgamating existing district centres. District centres are seen as being at the heart of Redditch's communities, and there is no appetite to see two district centres merged into one.
- Generally, support for redevelopment in these areas came from those who live there and are more likely to use them. However, even those living in areas that they feel could do with redevelopment tended to think that investment to improve the town centre should come first.

Business networking space

- Some suggested this idea doesn't necessarily require a physical space – they saw it as something which could be achieved remotely through investment in creating an online space or hiring staff to facilitate business networking.
- The addition of night-school classes or similar to teach business skills would also provide networking opportunities and could be a useful way to foster entrepreneurship in Redditch.
- Overall, this is potentially a nice idea, but people doubt its likely effectiveness if it is not offered in conjunction with financial support and or/measure to help lower business operating costs.

Residents ongoing involvement in the Towns Deal

Overall there is a desire by residents to be involved as the Towns Deal progresses, although the degree to which they would like to be involved varies. Most of those surveyed (80%) want to be kept up to date on investment in the town, whilst 63% want be able to give feedback on ideas, and 55% would like to be able to contribute their own ideas.

In terms of being kept updated, social media was the most favoured communication channel by far. It was the most popular amongst citizens of all ages between 16 and 64. Those aged 64-75 suggested an online news page would be best, and those aged 75+ would prefer to be updated through a newsletter, in the same vein as the Redditch Advertiser. There is some appetite for direct updates to residents' emails as well.

Conclusions

The consultation has engaged with a large and broad cross-section of citizens and highlights a range of ways that investment through the Towns Deal fund would make a genuine difference to peoples' lives.

The ideas that are supported by residents for future investment are wide-ranging rather than falling within a narrow set: they concern the regeneration of both the town and its district centres; they concern the many open spaces in the borough; they touch on active travel within the area and the town's connections with other places; and they embrace issues about skills, jobs and enterprise.

It is notable, and really encouraging, that when residents talked about what they would like to see investment being used for to help build a more exciting, vibrant and successful Redditch, there was a very close tie up with the six potential investment areas that have already been identified by the Redditch's Town Deal Board.

While support was shown for all of the Board's investment ideas, residents' priorities were for a new outdoor space for events and dining and improvements to the railway station, closely followed by regeneration of the town and district centres. There is also support for a community hub and a business networking space, but not as widespread as for the other investment ideas.

1. Introduction

The Social Marketing Gateway (SMG) was commissioned by North Worcestershire Economic Development and Regeneration to conduct a community consultation with residents of Redditch about where investment could be made to make a difference to their lives. The purpose was to inform Redditch's Town Investment Plan, which will be submitted in an application for funding from the Towns Fund to improve Redditch as a place to live and work.

The Towns Fund is a £3.6 billion government funding scheme. The government has invited 101 towns across the country to develop proposals for a Town Deal. Redditch is one of the towns eligible to bid for up to £25m. The Town Deal will cover the whole of the Redditch borough.

The overarching aim of the Towns Fund is to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth through:

Urban regeneration

Ensuring towns are thriving places for people to live and work by:

- Increasing density in town centres;
- Strengthening local economic assets, including local cultural assets;
- Site acquisition, preparation, remediation, and/or development; and
- Making full use of planning tools to bring strategic direction and change.

Skills and enterprise infrastructure

- Driving private sector investment and small business development; and
- Ensuring towns have the space to support skills and small business development.

Connectivity

- Developing local transport schemes that complement regional and national networks; and
- Supporting the delivery of improved digital connectivity.

Support from the local community is integral to Town Deal proposals. This public consultation was required as part of Redditch's bid to the Towns Fund to provide a genuine opportunity for citizens to be involved and help define the vision and strategy for the Town Deal investment plan.

2. Methodology

We used a mixed-methods approach, involving qualitative and quantitative engagement with over 650 local residents of Redditch. The qualitative engagement, which took the form of 12 focus groups and 12 depth interviews, aimed to gain depth insight into how residents of Redditch feel about it as a place to live, and where they could see opportunities for investment that could make a difference to their lives. The quantitative research involved a structured online survey, used to augment and validate the qualitative insight by extending reach to a greater number of residents.

Qualitative engagement

Qualitative engagement took place using the Zoom online platform between the 9th and 17th November 2020.

Along with gathering current opinions on the town, residents were asked to think about their ideal vision of Redditch, what could be done to move towards this vision, where there are opportunities for investment, and what they think of 6 investment ideas that are currently on the table. The 6 ideas tabled were:

- Redevelopment in the town centre to create more housing and space for cafes, offices, and retail.
- Investment in Redditch Railway station to include a second platform and more trains in and out of Redditch.
- Creation of a new public outdoor space that can be used for events and outdoor dining.
- Creation of a community hub where multiple public services will be available in the one place
- Improvement/regeneration of District Centres (e.g. new homes, shopping facilities etc.)
- Developing a space where businesses can access help and support and network with each other.

To ensure all views were heard, a cross-section of the residents that broadly reflects the overall Redditch population was assembled, including a mix of ages, genders, ethnicities, family set-ups, ward residencies, socio-economic groups, and those with and without disabilities. The final sample consisted of 69 respondents, including:

- 29 males and 40 females
- A mix of ages between 18 and 74 years old
- 48 White British respondents and 21 respondents from a BAME or other ethnic background
- 16 disabled respondents
- A mix of ward residencies across Redditch borough

Quantitative engagement

The online survey was available for residents to complete between the 6th and 24th November 2020. This survey was designed around the same lines of questioning as the qualitative tool, but was fashioned to be short and easy to complete, focusing mainly identifying the key things respondents wanted to see investment being made in, and having them rate the 6 current ideas on the table.

All residents of Redditch aged 16 or older were able to take part. The survey was promoted by the client team through email, social media, the council website, and the Redditch community forum. To encourage participation, a prize draw of £30 for 5 randomly selected respondents was included.

The final sample comprised 622 respondents, including:

- 244 males and 264 females
- 578 White British respondents, and 44 respondents from a BAME or other ethnic background
- 75 respondents with a disability

Limitations

Using a mixed methods approach allowed us to canvass levels of support and opinions broadly by engaging with a large number of residents through the online survey, and also gain depth insight to understand the reasons and motivations behind residents' opinions through the focus groups and

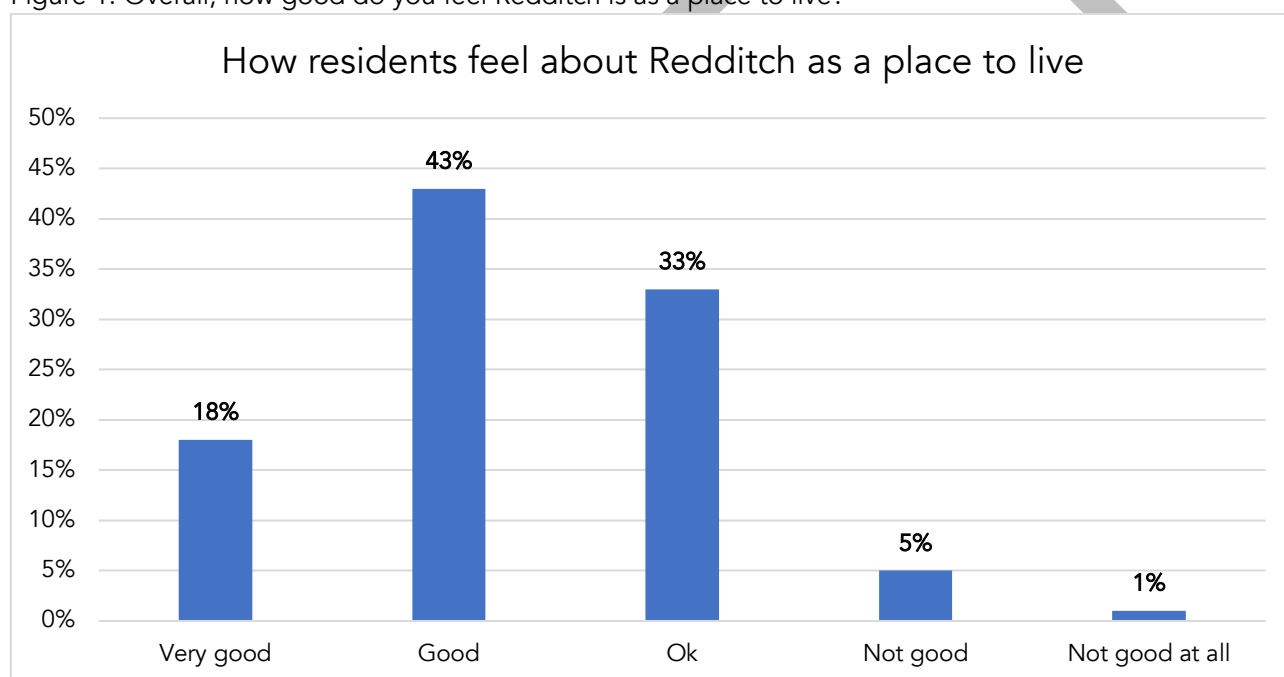
interviews. The two strands of engagement complement each other and provide strong basis for validating the findings, however, it is important to note that this is only a sample of the Redditch population, and on this basis all findings discussed are not wholly representative, and should be taken as indicative only.

3. Findings

As the findings from each engagement strand complement each other, qualitative and quantitative findings are presented together in the sections below. Where appropriate, quantitative data is presented first, to give a broad picture of the sample population's feelings about a particular issue, and is followed by supporting qualitative insight to provide further depth and draw out the key insights.

3.1 Residents' feelings about Redditch

Figure 1: Overall, how good do you feel Redditch is as a place to live?



Base: 622

Close two two-thirds of survey sample feel that Redditch is a good place to live, with a further third feel that it is 'OK'. Few residents (6%) registered a negative response.

The best things about Redditch include: it is a quieter and more intimate place to live than bigger cities like Birmingham; it is in a great location and it is easy to travel to other towns and cities; and its large green spaces are very important to residents who feel Redditch has always been – and should remain – a green town. The well-designed footpath system, the schools, and the town's great history and culture are also strong points.

There are some downsides and opportunities for improvement. Redditch is frequently described, particularly by younger aged residents (16-29 years), as being a rather boring place with limited

things to do and no great entertainment draws. Many residents do not socialise here, preferring to travel outside of the town to spend leisure time.

A lack of entertainment for children and young people, limited shopping, and a lack of nice places to eat and drink were often highlighted. For many, poor maintenance of Redditch's assets is also a let-down - older residents in particular feel disappointed that Redditch has gradually lost its vibrancy and been in steady decline for some time. Aspects such as the poor lighting on footpaths, empty shops in the town centre, and many green spaces throughout Redditch being lost to new housing were also lamented.

"I have friends that used to come to Redditch – it used to be that they wanted to get away from Birmingham. Now they just don't do that – there's nothing to come to Redditch for unless you want to go to Wetherspoons." (F, 40, Astwood Bank)

"I love Redditch – I like the one-way systems, it's easy to get around." (F, 40, Greenlands)

"The care that went into Redditch when it was first built – it's just not there anymore." (F, 74, Winyates Green)

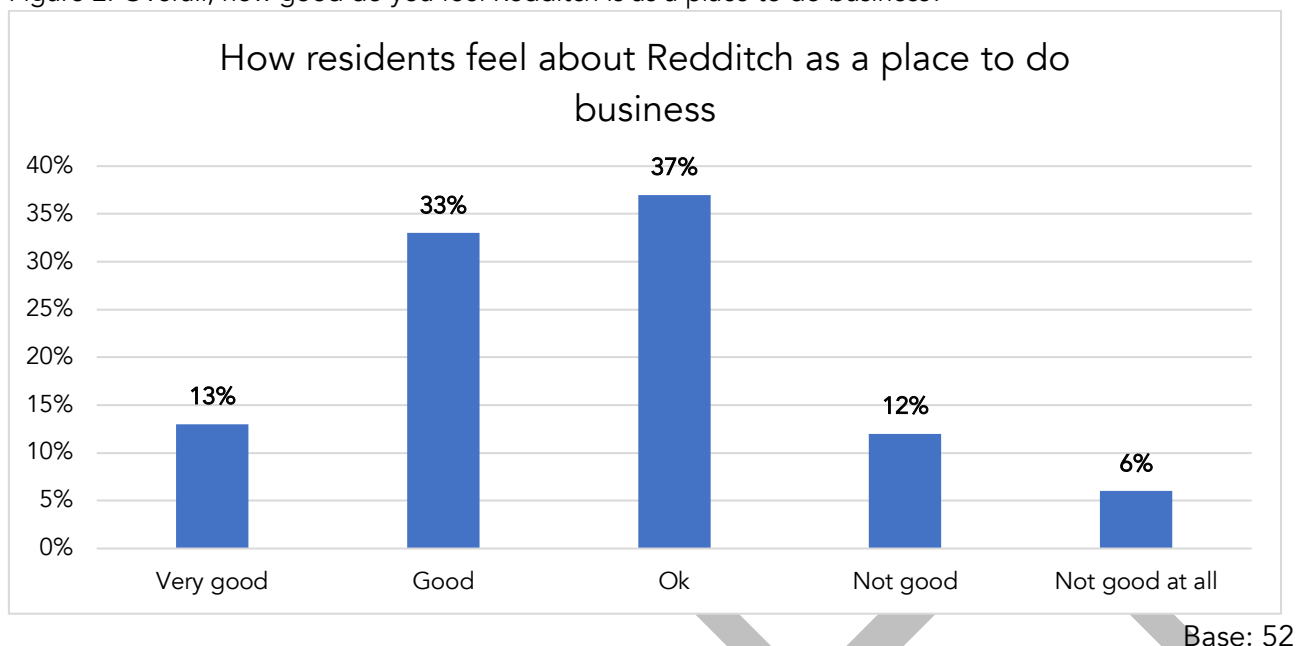
"There are some lovely outdoor areas on your doorstep." (F, 40, Church Hill)

"It's not too bad, but it's not the best. Within the region, probably Bromsgrove is a bit more interesting." (M, 40, Slovakian, Winyates)

Key Insights

- ✓ Generally people think Redditch is a good place to live, but it is not felt to be a good place to socialise.
- ✓ Key areas for improvement focus on making Redditch a more interesting place to live – particularly for young people. Better shopping, entertainment and leisure facilities would boost the town's atmosphere and reputation.
- ✓ The green spaces around Redditch are very important to residents, and all are keen to ensure Redditch remains a 'green town'.

Figure 2: Overall, how good do you feel Redditch is as a place to do business?



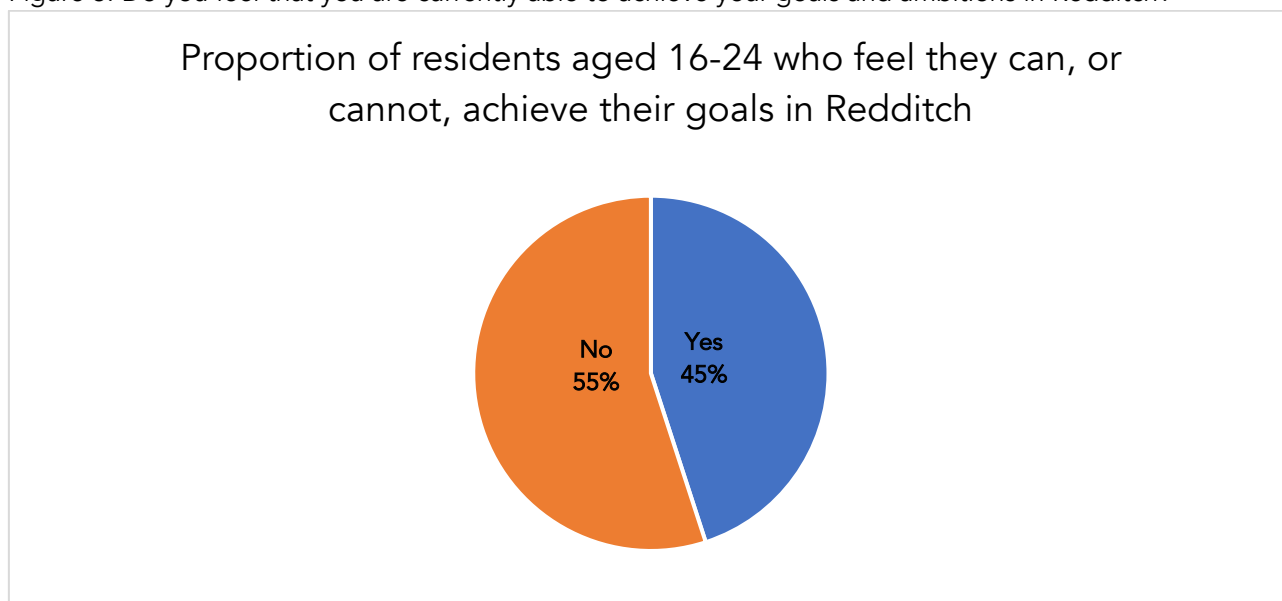
Views on Redditch as a place to do business were mixed, and are on the whole less positive than peoples' feelings towards Redditch as a place to live. Whereas a third of those who own businesses in the borough and gave feedback through the survey (52 residents) felt it is a good place for business, for nearly two-fifths it is just okay. For almost one-fifth it is not a good place for business.

There is a general perception that it is hard to start a business in Redditch, and more support for small businesses starting out would be welcome. Many respondents, including those who do not own businesses, commented on the costs faced by businesses in the town centre: believing that high rent and rate charges is one reason why many local and independent shops struggle to survive.

Key Insights

- ✓ Whilst most business owners in Redditch do not feel it is a bad place to do business, largely it is felt to be just 'ok' in this regard, suggesting improvements could be made.
- ✓ High rent and rate charges are felt to be a key barrier to businesses starting – particularly local and independent shops who want to be situated in the town centre.

Figure 3: Do you feel that you are currently able to achieve your goals and ambitions in Redditch?



Base: 56

Over half (55%) of younger residents (16-24 years) responding to the survey feel that, as things stand, they cannot achieve their goals or ambitions in Redditch. Limited opportunities to start and progress a career, access good careers advice, or secure local training and apprenticeships were all perceived as barriers to fulfilling their ambitions.

The limited range of courses on offer at the local college was specifically mentioned as a factor that forces young people to look outside of the borough for further education and training. Overall, this leads to a feeling that Redditch is not a place that places a high priority on encouraging people to grow and learn, or supports them to do so. Young people who described themselves as being ambitious felt they would have to leave Redditch to achieve their goals.

"I know a lot of people who struggled to find an apprenticeship, so they have to travel to Birmingham or Worcester." (M, 18, Lodge Park)

"More job opportunities, better pay, more funding for critical services like NHS and mental health." (F, 16-24)

"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)

"More professional advice places and better facilities." (M, 16-24)

The above view is not, however, universal. Many young people do feel they can achieve their goals in Redditch and point to the support they receive from the community, the college and the town's good transport connections. A distinction seems to be that those whose chosen careers begin with courses available at the local college feel that they are well supported to pursue opportunities in the borough, whereas those who cannot access the course they desire in Redditch feel less able to achieve their ambitions there.

"People supporting one another." (F, 16-24)

"Easy travel to places such as Birmingham via rail. Great road connections to and from the town." (M, 16-24, BAME)

"Really good college course available with staff that are supportive and a host of good places to get experience." (F, 16-24)

Key Insights

- ✓ Whilst most young people do not feel they can achieve their goals in Redditch, a significant proportion feel they can do this. This is due to good support community and college support, and transport links to help them travel elsewhere for education.
- ✓ A characteristic difference between those young people who do and do not feel they can achieve their goals seems to be that those who are able to access education relating to their chosen field in the borough feel better supported to achieve their ambitions, whereas those who must travel outwith the borough for this do not feel Redditch supports their goals.
- ✓ To better support all young people, a greater course offering at the local college and more support and advice to pursue local opportunities is desired.

3.2 How citizens would like to see investment used

While Redditch offers its citizens a lot of good things – e.g. access to open, green spaces and close proximity to surrounding towns and cities – people do feel things could be better, and offered a rich mix of suggestions for how investment could improve life for them and their families. Below summarises what citizens would like to see happen under the headings of the Towns Fund's three main categories: urban regeneration, skills and enterprise, and connectivity.

3.2.1 Urban Regeneration

People are generally satisfied with Redditch, but there is also disappointment. For older residents, there is a feeling that the town has declined, and important things have been lost. For younger residents (including people who have moved here, some from overseas), Redditch is not the attractive, vibrant town they would ideally like it to be. In terms of urban regeneration, key things that are really important to people and where they would like to see new investment being made are: green spaces, cultural assets, and the town centre.

Town Centre

The Town Centre is the first thing most citizens thought of when asked where investment could make a difference to their lives. There is a general feeling that the Town Centre has declined. Empty units, little variety in retail, and a lack of nice bars and restaurants were all evidence of this. Investment in the centre would bring much needed life and vibrancy.

Citizens of all ages called for investment in leisure, entertainment and the night-time economy. Nicer restaurants and bars, things for young people to do, and a better balance of shops – independent and small, local businesses – would give residents more reason to use and socialise in the centre.

People want measures that will find new uses for existing unoccupied spaces which contribute to the centre's 'run-down' feeling, rather than for investment in new premises. Many suspect that high business costs (e.g. rent and rates) contribute to the town centre's difficulties and called for action on this front.

In terms of entertainment, old and young alike want the town centre to offer more options for young people. Bringing in activities such as bowling, escape rooms or entertainment complexes, as well as nice places to eat and drink, would go a long way to making Redditch feel like a town for everyone. Having more options for young people, (thus reducing loitering around the centre) would also improve citizens' sense of safety in the town centre at night.

"We need more nice places to go – to have something to eat, have a drink, have a sit down." (M, 45, Polish, Abbeydale)

"The town used to be wonderful but it's not worth going up now." (F, 74, Winyates Green)

"That's always been a downside of Redditch – the town on a Friday or Saturday night. Because there's not much to do you just gets pubs, clubs...people spilling out drunk. They get a little bit rowdy...if you're just minding your own business it can be quite uncomfortable." (M, 46, Winyates West)

"When they get to 18, it's the pub or nothing, and I don't think this is necessarily the route everyone should have to go down." (F, 40, Astwood Bank)

Green Spaces

Green spaces are very important to residents. There is a strong appetite for investment in these areas to boost their attractiveness and make them more practical as places for families to go and enjoy time together.

Adding facilities (e.g. toilets, cafes, playparks and other leisure options) to the existing parkland areas drew wide support. For example, many residents want toilet facilities added to Morton Stanley park, where the lack of such puts people off spending more time there. People want to see more of what the Lake has by way of facilities introduced to other green areas. They also want to see these spaces being used for events and festivals to improve the quality of life for existing citizens, attract more people to come and experience Redditch, and generally boost image and pride in the town.

In addition to Morton Stanley and Arrow Valley Parks, people would welcome more green spaces to break up the 'concrete jungle', keep the 'green feel' of the town, and provide local parks for children to play in. This partly reflects concerns that Redditch's identity as a town of greenery and outdoor spaces is being undermined by the amount of new houses being built.

Investing in, and ensuring good maintenance of, the network of footpaths in the Borough was mentioned often. Poor lighting and litter reduces their appeal. Also, many are not felt to be well-known. People are aware of the big parks, but not the many smaller walks available. Creating information and promotional resources was suggested to increase public awareness and use of Redditch's paths and walkways.

"Arrow Valley Park is fabulous, but it needs to be maintained to a high standard, and all of the footpaths and country paths need to be maintained and safe for us as we're getting older."
(M, 70, Winyates)

"The parks are the best thing about Redditch." (F, 55, Astwood Bank)

Cultural Assets

Investing in Redditch's history and culture to raise awareness of, and enable and encourage more people to tap into, these valuable assets drew support from many. Enthusiasm was particularly strong amongst older age groups who were aware of how much history and culture the town has to offer and see this as a way instil community pride and enhance the town's image.

People feel that some assets are hidden away that should be featured, including the John Bonham Memorial, the old architecture of the town, and the mural at The Range. And they are keen to see physical spaces around these assets being better utilised to help bring these historical and cultural assets to life. Juxtaposing outdoor dining with older town architecture, for example, is one such suggestion that would create a vibrant environment in historic localities.

The Palace Theatre is in need of refurbishment. Also, many people do not use it because they do not know what is on. Those that have been point to a lack of atmosphere and nowhere to go before or after a show. There was a feeling that if it could be used for a wider range of activities (e.g. in the arts and for young people) then this could help secure its future as an important and appreciated building in the life of the town.

"I didn't know there were any cultural things in Redditch, they aren't really shouted about." (F, 25, Woodrow)

"We could bring back life into Redditch if we make the most of the attractions in Redditch – like putting lighting up on this mural and making the most of the area." (M, 70, Winyates)

Urban regeneration is, therefore, important to the great majority of residents. They want to be able to spend time and money in Redditch and feel proud of their town. A more vibrant town centre, making more of the town's cultural and historical assets, and having more and better quality green spaces around the Borough would all help.

Key Insights

- ✓ Investment in the town centre would make a significant difference to the lives of residents across the borough. There is a sense that this should be the 'heart' of the community, and its state of decline has a negative impact on how residents perceive the town.
- ✓ A balance in shops in the centre, eating and drinking options, and entertainment offerings would allow residents to feel that is a town to spend leisure time in as well as live in.
- ✓ Providing more for young people to do is strongly called for across all ages, to better service this group and improve town centre safety.
- ✓ Adding facilities to Redditch's green spaces would enhance these already important natural assets. Toilets in all parks, cafes, bars and more outdoor play areas for children will give them an extra boost.
- ✓ Making the most of Redditch's cultural assets will instil community pride by using what the town already has. Older residents are disappointed that these have been hidden away, and want to see features being made of the town's rich culture.

3.2.2 Skills and Enterprise

Support for small businesses to help them flourish in the borough, and learning, further education and skills development are all areas that residents talked about needing improvement. Redditch was also generally seen as a town with untapped potential in terms of enterprise, and additional support in areas like networking, promotion, and setting up new businesses is required.

Supporting small businesses

Residents want to see support for small businesses. They perceive enterprises as struggling to remain open due to a lack of start up support and high rent costs. People want to see investment that will help local businesses to flourish and contribute to the local economy.

It was very frequent for people to suggest that rent costs in the town centre are too high and affect businesses' ability to remain open. Some form of financial support for small businesses in the town centre was frequently mentioned as a way to encourage local and independent businesses to succeed. Some suggested that providing subsidised rent for the first few months of a business being open would be a way to fill the existing empty units in the town centre, positively impacting the attractiveness of the town.

"I think these high rents and rates are why we see so many empty units. It's the same in both the Kingfisher and on the High Street; the high street is full of bookies and charity shops." (F, 55, Astwood Bank, Data Analyst)

"Offer a month or two free to get them known. If they become popular they'll start making money." (M, 28, Woodrow, Chef)

There was some discussion about using investment to help promote local businesses through events or support with promotional efforts (e.g. social media or outdoor media). This included creating promotional spaces within the existing centre to spotlight local businesses.

"I love the idea of investing in small businesses. Everyone working locally, and promoting each other, can only be of benefit to the local economy. I think these small businesses – providing services for people who live and work in the town - could be complemented by businesses like Amazon coming and providing large amounts of jobs for local people." (M, 57, Headless Cross, Travel business owner)

Learning and skills development

There is a perception that Redditch does not offer enough variety in learning and training opportunities, especially for young people. Residents saw this as an area where investment could lead to better learning and career opportunities for people of all ages.

Having a local college campus is positive, but (for many) the course offering at Heart of Worcestershire College is disappointing. Residents complained about having to travel outside of Redditch to take up courses in areas such as electrics, plumbing, health and safety, and food preparation due to the lack of these courses at the local campus. The limited range of courses available locally feeds into the perspective that Redditch does not particularly value or encourage learning and skills development for younger members of the workforce.

Investment in adult learning would also be welcomed. Having no evening or adult-only learning classes creates a barrier to older aged residents who want to engage in further learning or training. Those with job or childcare commitments struggle to fit with the class schedules at the College. Also, as some older residents would be uncomfortable attending classes with primarily younger students, evening learning options would be important for them to engage.

"When I had to do health and safety and food prep courses I had to go to Bromsgrove college instead of Redditch college. I understand they don't have the facilities to cater to that course." (M, 28, Woodrow, Chef)

"There's no night classes, there's no adult school, there's no career development. When I wanted to develop myself further education-wise here, I had to go to class with a bunch of kids. I was looking for night school, adult school – there's nothing like that in Redditch." (M, 40, Matchborough East, Nurse).

Limited careers guidance and advice for young people at the end of high school or sixth form college is felt to discourage some from pursuing work in the borough. Investment in this type of service could make young people more aware of opportunities locally, and potentially encourage them to stay in Redditch.

The availability of apprenticeships was commented on: these are seen as hard to get. Many young people have to travel out of Redditch to secure an apprenticeship. Some residents called for an

apprenticeship scheme that would also help small businesses locally – supporting local enterprise to recruit and train more young people.

"I know a lot of people who struggled to find an apprenticeship, so they have to travel to Birmingham or Worcester." (M, 18, Lodge Park, Sales Assistant)

Key Insights

- ✓ Support for small businesses, largely through loans, subsidies or support with start-up costs, would be strongly welcomed. Helping more local, small businesses to flourish is anticipated to have a positive impact on the local economy and reputation.
- ✓ Lack of support to find apprenticeships through a scheme or otherwise, and limited careers guidance after school, is also a challenge for many looking to pursue a career in the borough. Investing in better support for residents – particularly young people - to find and apply for local opportunities would improve residents' outlook significantly.
- ✓ The limited course offering at Heart of Worcestershire's Redditch Campus is disappointing. This leads many to feel Redditch is not a place that values or encourages further education as they are forced to travel elsewhere. Additionally, having no adult-only learning or night classes contributes to this reputation further, and creates a barrier to many adults gaining extra skills due to scheduling conflicts or discomfort attending classes with younger students.

3.2.3 Connectivity

There is a fairly widespread view that Redditch could and should be better connected – both within the borough and with surrounding towns and cities. Citizens want to see improvements in transport infrastructure, including public transport, the town's road network, and attractive active travel options. There is also an appetite to see investment in digital connectivity, especially among those working from home for whom good internet coverage is imperative.

Buses

Many called for investment in Redditch's bus network to make it more convenient and frequent. Providing more – particularly later running – services, introducing modern buses, increasing reliability and establishing new practical routes around the borough would improve the service and encourage residents to use the bus more often.

Areas on the outskirts of Redditch are not felt to be well connected with the rest of the town, and bus routes do not easily connect residents with nearby areas (e.g. Worcester and Bromsgrove). An increased number of routes and direct services around the districts of Redditch – and with other local towns – would be welcomed by those who rely on public transport.

A reputation of unreliability – created by the poor-standard of buses and quality of service provided – coupled with the fact that there is only one scheduled bus an hour on many routes, has left many residents feeling that waiting on a bus that may not arrive is not worth the risk. Some who have to travel outside of Redditch to access certain hospital and health services chose not to use the bus and pay for taxis to ensure they get to appointments on time.

The lack of late-running public transport was a recurring gripe. Only having services during daytime hours makes things difficult for those working later shifts. It is also a barrier to Redditch's night-time economy, as those living outside of the town centre need to get a taxi into town at night - as they do if they are going to other towns to access better leisure choices.

Some residents would like to see real-time passenger Information introduced. Being able to see live estimations of when buses are due at stops, rather than relying on timetables, could help instil greater trust in the bus service.

"I believe Redditch needs a better transport infrastructure, my business is on Park farm and we work shifts my staff cannot access public transport to get them to work at 6am and get them home a 10pm when they finish." (M, 65-74, Business Owner)

"[The key thing I'd like to see invested in is] more electric buses and more and meaningful routes with better accessibility and digital route and timetable at all bus stops." (F, 55-64)

"We have been raising [the lack of public transport to hospitals] so much. People really struggle to go...If you want to go to Worcester for an appointment or treatment you can't rely on public transport. And the last bus is 4 o'clock or something, and not on a Sunday." (F, 48, Town Centre, Hospital Worker)

Trains

Investment in the train station is definitely a priority for many. The lack of facilities makes for an uninviting station environment. Travellers using the train service would like to have a larger indoor area to stand in, a small shop or café to buy food and drinks, and a covered platform. Regenerating the station would also create a better impression of Redditch for people travelling in from other localities.

Additionally, rail options are limited, with trains only running to and from Birmingham, with no options of express trains for commuters from Redditch. More links to other areas would be welcomed.

"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." (F, 55, Astwood Bank)

"In transportation terms, Redditch is not well connected. The railway line finishes at Redditch and goes north only. The station itself is old and unmanned. To get anywhere nearby, like Worcester, it takes two trains which isn't convenient." (M, 69, Winyates)

Active Travel

Redditch has an extensive network of footpaths and roads, but they are often too busy to safely accommodate both pedestrians/drivers as well as cyclists. Investment in Redditch's cycle network – namely the introduction of more cycle lanes – would be very welcome, inspiring more people to cycle, and more often, around the town.

Investment to ensure Redditch's footpaths and underpasses are maintained and well-lit at night-time would be broadly welcomed. Coupled with investment in cycle routes to take cyclists off the walkways, this would increase feelings of safety amongst the public and ensure that residents can use Redditch's expansive network of footpaths with confidence.

"It is currently difficult and dangerous to cycle or walk along Evesham Road/Mount Pleasant to the town centre because of fast traffic, narrow pavements and no cycle lanes." (M, 55-64)

"It's so dark I don't feel safe going through the underpasses anymore." (F, 74, Winyates)

"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 and things like trimming of adjacent hedge overgrowth and leaf clearing are not being done often enough." (F, 45-54)

Road Network & Infrastructure

There is a feeling that while new housing has been built around the town, the implications with respect to extra traffic generated on the town's roads have not been fully considered. Investing in strategies to reduce traffic and parking congestion would be welcomed, such as traffic calming initiatives, more school transport, and further roads being added around amenities such as schools. Parking around the borough and in the town centre was also raised as a key issue. Reduction in parking charges or a period of free parking could help to draw footfall into the town. Residents would also like to see investment in charging points for electronic vehicles in order to future-proof the town as e-vehicles become more popular.

New signposting around town would also help people better navigate Redditch's expansive road network. Some residents report it is very easy to get lost.

"In Redditch they just seem to squash in houses wherever they can, without thinking about how much traffic on the road this will generate; I think the roads could be sorted – it'd be good to see some traffic calming measures, especially round the schools." (F, 55, Astwood Bank)

"Parking would be another area for investment – short stay and disabled parking to encourage people to pop up to the centre. If you want to go to the bank, you have to go to the town centre. If you want to go to the town centre, you have to pay to park. You can't do free banking." (M, 65, Oakenshaw)

Digital Connectivity

Improving digital networks – both phone and internet – especially in the town centre was suggested by a sizeable number of citizens as a possible area for new investment. Several people mentioned the need for improved digital connectivity in the centre, especially public Wi-Fi and a better phone signal in black spots. The current situation is inconvenient and important to find a solution to.

There are also some areas within the borough that still generally struggle with network connectivity, including Astwood Bank, Callowhill and Bromsgrove Road. With so many people now working from home, and with many expecting to continue to do so in the months and years ahead, ensuring good phone and internet network coverage across the borough is particularly important for citizens and businesses alike.

"Internet connectivity is the key to growing businesses and offering services. With COVID companies are working from home. The home has become a place of work and family life. Investment should be on getting the whole of Redditch onto a fibre network." (M, 35-44)

"Digitally, the town centre isn't very well connected, which can make it difficult to go into town with other people if you plan on splitting up. Or you might not go shopping if you think someone is likely to be trying to reach you." (M, 30, Brockhill)

"Down the road in Callowhill is particularly bad; I think that's because it is in a natural dip. It'd be great to see some money spent to sort this." (F, 38, Hunt End)

Key Insights

- ✓ There is room for improvement in Redditch's public transport systems. More frequent, later running and reliable bus services, connecting to more routes within and outwith Redditch, are desired. The current gaps in services affect many residents in significant ways, such as making it impossible for them to use public transport to get to and from work, contributing to difficulties accessing healthcare, and impacting desirability to spend a night out in Redditch.
- ✓ Investment in Redditch Train Station to make it more inviting, with more warm and dry places for travellers to stand, more seating and the introduction of a café or shop would encourage more residents to use this mode of transport. It is also hoped this would give a better first impression of Redditch to visitors.
- ✓ To encourage more active travel – such as cycling and walking – the maintenance of Redditch's expansive network of footpaths and cycle lanes is imperative. Ensuring these are well lit and well-maintained will make them safer and more attractive.
- ✓ Updating Redditch's road network and infrastructure to be more in line with the increased population would help to make the borough a more appealing place to live. Many feel that traffic and parking congestion has increased as houses are being built and are frustrated that road infrastructure has not been updated to account for this.
- ✓ Ensuring good mobile and broadband coverage across all areas of the borough is vital. Inconsistent coverage in the town centre makes it difficult for residents to plan spending time there. Poor coverage in other areas across the borough is a challenge for those working from home – a significant population in the wake of the coronavirus pandemic.

3.3 Current project ideas

Six ideas which have already been put forward as areas for investment by Redditch's Town Deal Board were tested with residents to canvas the level of support for each. These six ideas are:

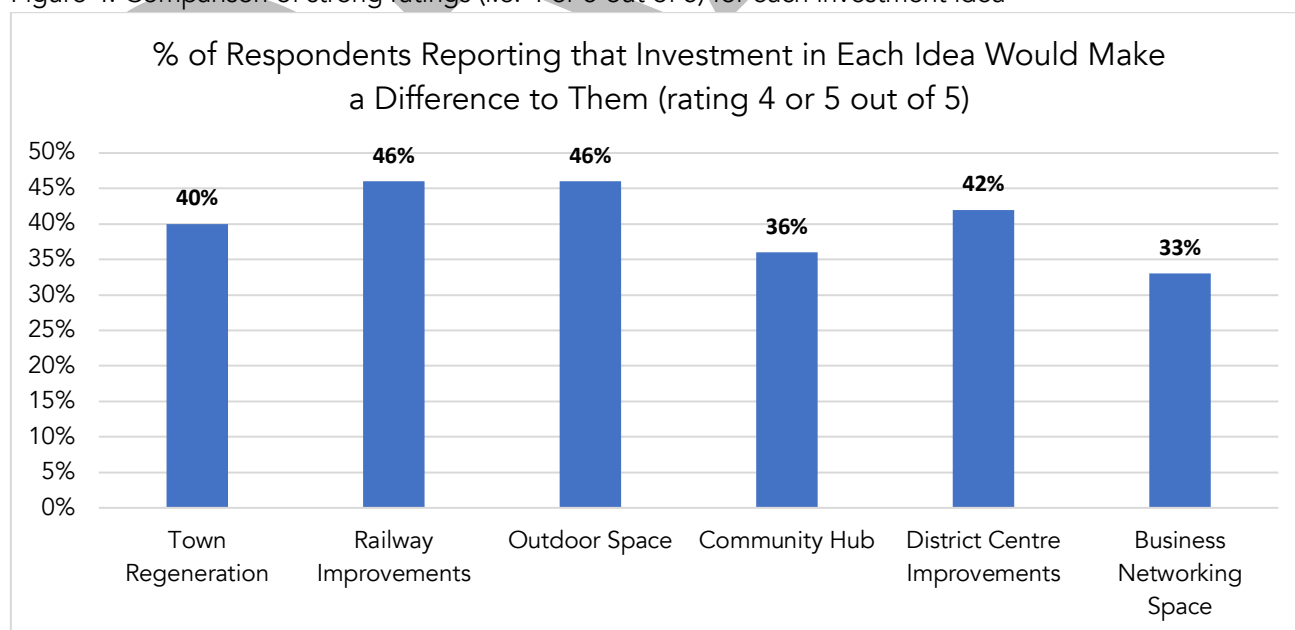
1. Redevelopment in the town centre to create more housing and space for cafes, offices, and retail.
2. Investment in Redditch Railway station to include a second platform and more trains in and out of Redditch.
3. Creation of a new public outdoor space that can be used for events and outdoor dining.
4. Creation of a community hub where multiple public services will be available in the one place.
5. Improvement/regeneration of District Centres (e.g. new homes, shopping facilities etc.)
6. Developing a space where businesses can access help and support and network with each other.

The sections below show the strength of support for each idea. Ratings out of 5 for how much difference each idea would make to residents, gathered through the online survey, show the general level of support for each idea. Discussions with residents through the qualitative engagement provided insight into why, or why not, each idea would make a difference to them. Residents' strength of feeling about all of the ideas is presented first to give an overall comparative view, and is followed by more detailed sections on each individual idea.

3.3.1 Comparing residents' support across the investment ideas

Respondents to the online survey were asked to rate each of the 6 ideas out of 5, where 1 meant that the idea would make no difference to their life, and 5 meant that it would make a big difference to their life. Figure 10 shows the percentage of respondents selecting 4 or 5 for each investment idea – in other words, indicating a difference would be made to them from investment in this.

Figure 4: Comparison of strong ratings (i.e. 4 or 5 out of 5) for each investment idea



Base: 622

The two investment ideas that people said would make the biggest difference to their lives were:

- Investing in a new outdoor space for events and dining
- Improving Redditch Railway Station

In both cases, 46% of the survey respondents claimed this change would make a difference to them.

The next two most frequently cited investments that would make a difference were:

- District centre improvement
- Town centre regeneration

The two ideas garnering the least enthusiasm were:

- Investing in a community hub
- A space for businesses to network and support each other.

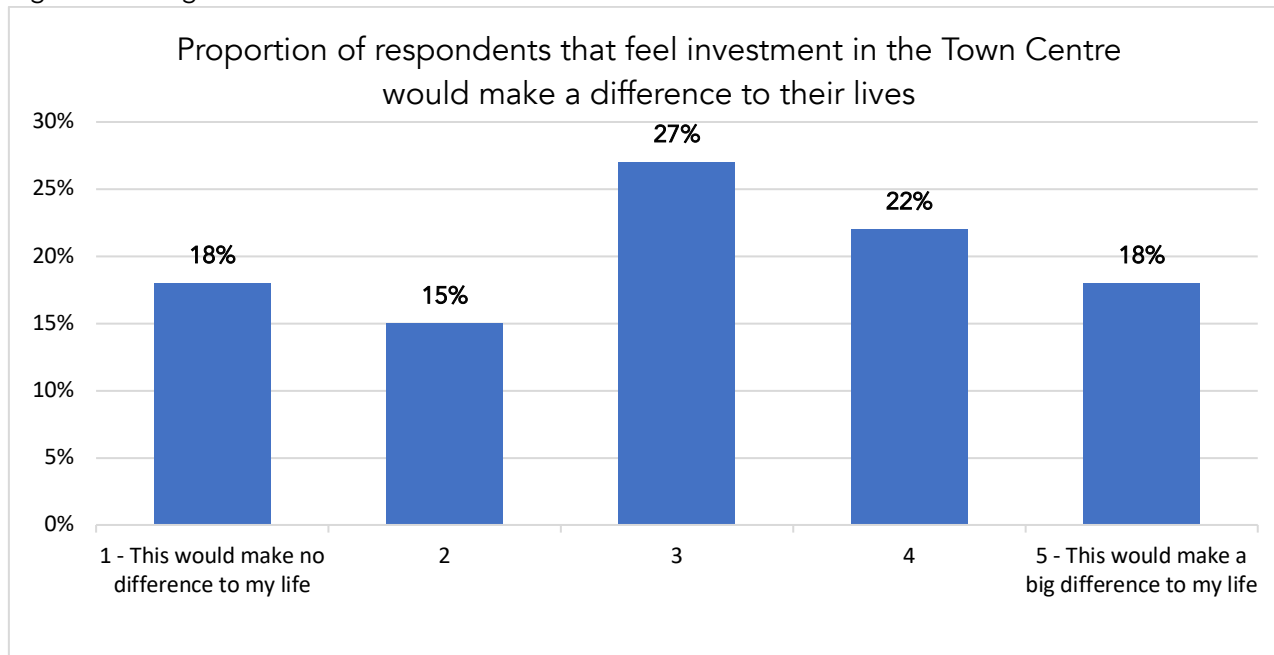
Whilst most did not feel these were necessarily bad ideas, more residents felt that investment in other areas would be more impactful to them.

There were also some interesting demographic differences in peoples' response to the investment ideas that were identified through the survey data:

- Town centre regeneration was attractive to all ages and feedback tells us that no group feels that well catered for by the town centre at present. However, those aged 45 to 64 made up two-fifths of the survey sample who felt this would make a real difference to them, showing this is a group who would strongly like more to draw them to the centre.
- Creation of a new, outdoor space for events and dining, which for many went hand in hand with town centre regeneration, was particularly welcomed by those aged between 35 and 54, who made up 60% of the survey population saying this would make a difference to them. It came across strongly that this group are keen to see new and interesting things to do in Redditch, such as eating and drinking outside, so they can socialise in their own town rather than go elsewhere. This is also a group in which many have children and are looking for family activities, so support here reflects this group's belief that this would be an ideal space to go for family days out.
- The creation of an outdoor space also strongly appealed to people identifying as non-British White, with three-quarters of this sample in the survey voicing strong support. This is perhaps due to many having come from towns and cities with similar open spaces – respondents from Poland or Slovakia suggested that this sounded similar to the town squares from their hometowns, which were vibrant and attractive places to spend time, and in many ways the heart of the community.
- The community hub idea tended to be favoured more by older ages – two-thirds of the survey sample feeling this could make a difference to them were over the age of 44.
- The residents who also own a business in Redditch were a little more likely to feel that investing in a business networking space would make a difference to them, although not significantly so. Generally, even those business owners who rated this idea highly favoured other areas for investment – such as town regeneration, roads and green spaces - more. This suggests this is not a priority for investment from a residents' perspective, even if they are a business owner.

3.3.2 Redevelopment in the Town Centre

Figure 5: Ratings of how much of a difference investment in the town centre would make to residents' lives



Base: 622

Views were mixed on what difference town centre regeneration would make to peoples' lives. For two fifths of the survey sample (40%), town regeneration would make a sizeable difference (scoring this 4 or 5). However, a third did not feel that regenerating the town centre would make much of a difference to them (scoring this 1 or 2).

However, as noted above, the town centre was often the first thing that came to mind when residents were asked what could be improved about Redditch. Support for redevelopment reflects a general desire for a stronger and better image as a place to live, work and play. Older residents fondly remember Redditch as having an attractive and thriving centre and would welcome investment to return it to past glories. Improving the town's image would also attract people into the town, boost the economy and make it a livelier place.

People want to see a greater variety of shops and 'nice' places to eat and drink: bars and restaurants for couples and families, as opposed to simply pubs or clubs. Having more opportunities to socialise locally at night, rather than having to travel to nearby cities and towns, is certainly attractive to many.

Families, particularly with children in their teenage years, felt that improving the town centre would make a significant difference to their lives as there is little on offer for young people. Retail and entertainment facilities that young people can enjoy would reinforce the feeling that Redditch is 'a town for everyone.'

Improving safety was an important reason behind support for town centre redevelopment – particularly for older residents who felt they were vulnerable, and among those with young children.

Improving the retail, leisure and hospitality offer in the town centre would make it both a busier and safer place at night.

Key Insights

- ✓ Residents support investment to change what is on offer in the town centre and attract a variety of new retail and leisure facilities. They 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.
- ✓ Specific suggestions included: a leisure and entertainment complex with attractions for children and young people; nice bars and restaurants; an improved, and thriving, marketplace; an indoor street food market; and more bistros and cafés where people can sit and have a coffee outside or inside with friends.
- ✓ More housing in the town centre did not attract universal support. Many people are concerned about the amount of new housing being built in Redditch, while others can see a case for housing being important to generate footfall and support town centre businesses.
- ✓ Similar feelings were expressed about new office space, with many people pointing to the amount of currently unused space, and asking why these assets cannot be used before more capacity is added.
- ✓ Hence, in terms of new activities in the town centre, housing and commercial property certainly comes below improving the centre's retail and hospitality offer as the priority for most people

"I only go into the town centre if I have to. I'd love to be able to go for a mooch around." (F, 44, Winyates West)

"We want to see more investment in recreation, less of the housing." (M, 57, Headless Cross)

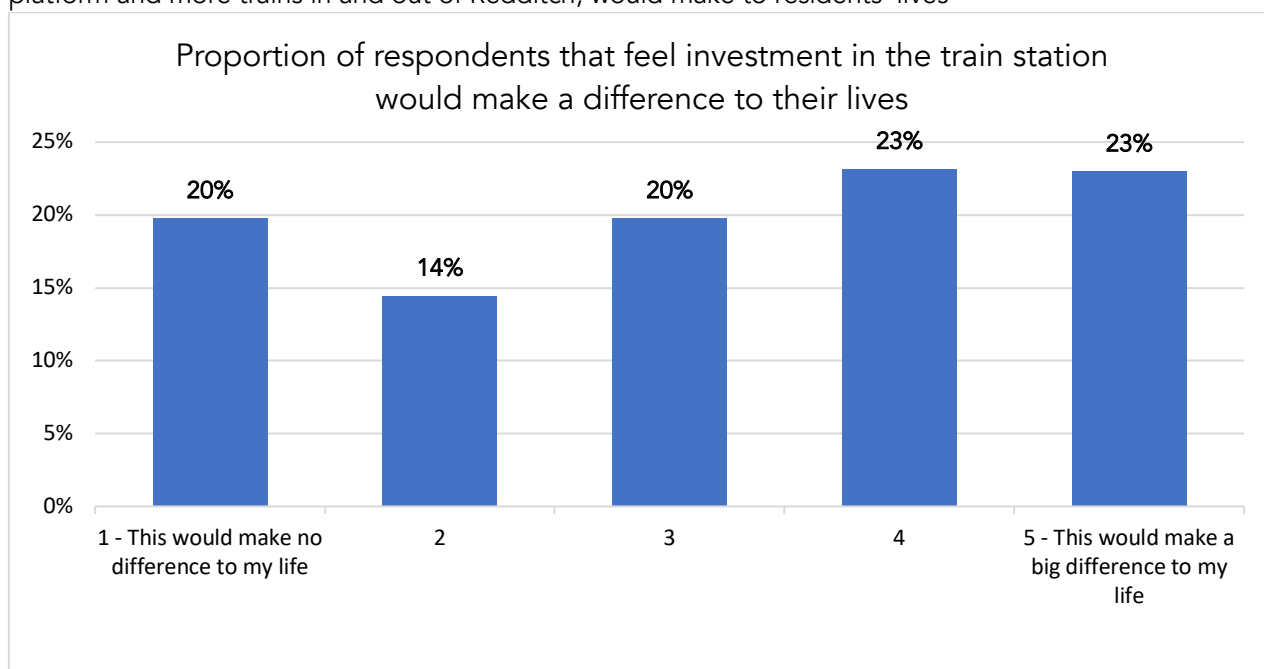
"It would be really great have somewhere for the children. Somewhere to eat, bowling, an arcade. Somewhere so we know where they are and that they're safe. (F, 40, Greenlands)

"I'd like to go on a nice date with my girlfriend in town but there isn't really anywhere I can go for that." (M, 26, Oakenshaw South)

"It's all nails and phones...we seem to have a lot of the same thing, rather than something different. We could do with a bit of a variety. If you want variety you have to venture out to Birmingham or somewhere." (F, 44, BAME, Crabbs Cross)

3.3.3 Investment in Redditch Railway Station

Figure 6: Ratings of how much of a difference investment in Redditch Train Station, to add a second platform and more trains in and out of Redditch, would make to residents' lives



Base: 622

There was also a mixed response to this investment idea. For almost half of the survey sample (46%), an updated station with an extra platform and more services running would make a positive difference (scoring this 4 or 5). Just over a third felt that this investment would have little-to-no impact on their lives (scoring this a 1 or 2).

Those who use the train for commuting generally find it convenient. However – due to Redditch being the first stop on the line to Birmingham – trains often become uncomfortably busy at peak times. The capacity to run more services on the line would help, especially if this included running an express train to Birmingham. Residents feel that as more people are moving to Redditch, the need for more and better train services is vital. There was also a desire to see more routes to places other than Birmingham, however residents' appreciated that this is a big project, and may be outwith the realms of the Towns Fund investment.

There is a strong call to improve the railway station itself. Having 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 more seating would significantly improve travellers' journeys. The lack of facilities at the station at present makes train travel off-putting, leading people to travel by car instead.

As well as making train travel more appealing and comfortable, some suggested that investment in the train station is important in conjunction with other ideas to draw footfall into Redditch: the train station is the first thing many visitors will see and improving it could boost the town's image.

Key Insights

- ✓ Introducing a second platform with the capacity for more trains would make a great difference to residents' lives – particularly to those who commute. An express train to Birmingham would also be welcomed to reduce passenger congestion.
- ✓ 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.
- ✓ In the future, increasing the number of routes out of Redditch would continue to build upon train station investment and further strengthen the town's connectivity.

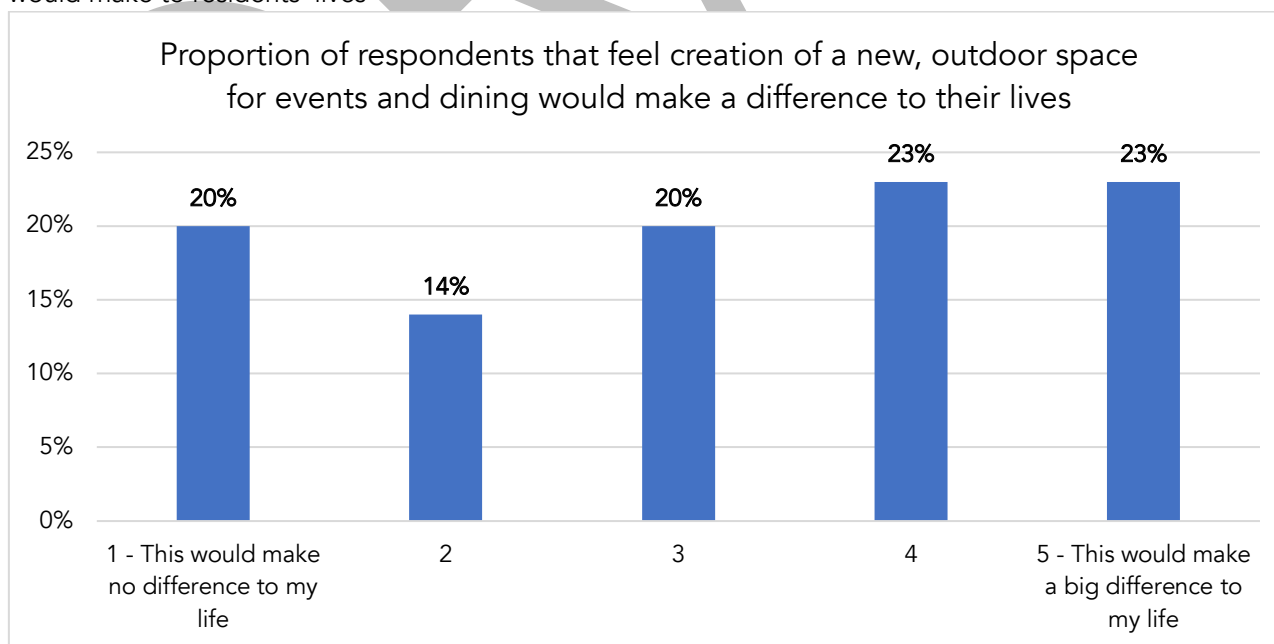
"The station is right next to the Kingfisher Shopping Centre; if that improved, with more trains and better station facilities, it'd give people a reason to come to Redditch for a day out." (M, 56, Oakenshaw)

"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. (F, 55, Astwood Bank)

"I can only see positives with this idea - a bigger and better train link would be of betterment to Redditch. It'd be good to have a café. I'm not saying Redditch Station should be like Birmingham New Street, but it'd be good to see some more facilities." (M, 56, Oakenshaw)

3.3.4 New Public Outdoor Space for Events and Dining

Figure 7: Ratings of how much of a difference the creation of a new outdoor space for events and dining would make to residents' lives



Base: 622

Feelings about having a new space for events and outdoor dining were generally more positive than not. Whereas under half (46%) of surveyed residents said it would make a difference to them, only around a third (34%) felt it would not make much of a difference to them.

Before being asked to comment on this idea specifically in group and depth discussions, many residents had already suggested similar things themselves, indicating that new and exciting uses for public outdoor space is actually very relevant to the population and a potential area for improvement that is quite 'front of mind'.

Locating this new space somewhere in or close to the town centre was also felt to go hand-in-hand with reinvigorating central Redditch. Indeed, it encompasses many of the things that people highlighted that they want to see introduced as part and parcel of town centre regeneration, such as more and improved eating and drinking options and entertainment offerings.

Residents envisioned this new space as being a place where people can sit with friends, relax, have a drink, and 'generally watch life of the town go by'. Many also felt this would be an ideal attraction for families. Overall, it is felt to be a good way to encourage much needed additional footfall in the town centre.

Some felt that this would be a valuable asset that would attract more people from outside of the town to come to Redditch to socialise and attend events. Some citizens were very enthusiastic about its potential in this area. They felt it could become one of Redditch's main attractions and help differentiate its offer from other local towns. Placing this in and around the older architecture in the centre would also make a feature of the town's existing beauty.

While there was support for a central location, some people did suggest that this space could also be some distance away from town centre. For example, the large outdoor spaces already available in Morton Stanley or Arrow Valley Park could host this investment. Certainly, some citizens favoured concentrating this investment on updating and enhancing existing open spaces. However, in the main, residents generally felt that anything that encouraged more footfall in the town centre and could improve its reputation would be very beneficial.

Key Insights

- ✓ It is important to ensure the right kind of restaurants, bars and entertainment events are hosted in the new space – residents crave variety, so ensuring there is a balance that people can choose from will attract more residents to use the space.
- ✓ For events being hosted, there is a strong call to ensure that there are options for a variety of ages – especially children and young people who are not well serviced by current offerings.
- ✓ Some suggested this could be a good opportunity for small and local food businesses to prosper – perhaps by incorporating a street food element that would allow local cafes and restaurants to have pop-ups or stalls.
- ✓ Some respondents were concerned about the maintenance of the site – it is important that the site is well maintained, and does not become uncared for or run-down as other aspects of the town centre have.
- ✓ During the winter months, residents are keen to see a space that will still be utilised, and not left unused until the good weather returns.

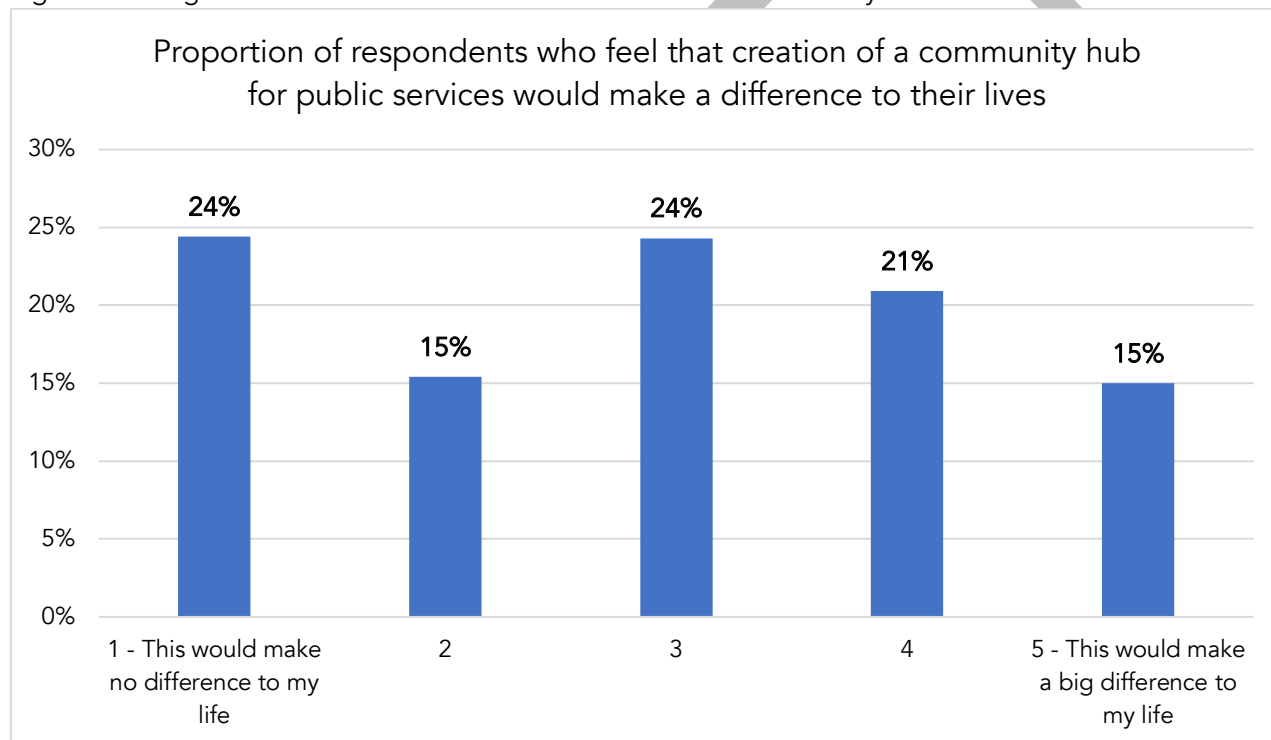
"I think if you put the right things in you would get the nice, quieter people out. It would build morale." (F, 40, Greenlands)

"This would be really good, but would this just be seasonal? They'd have to make sure they used it for something in the winter so it didn't become dilapidated and a waste." (F, 66, Winyates Green)

"I think something like this would be important for Redditch, and bring some much-needed excitement to the area. There's never been anything like that in Redditch, and they've never tried it before – I think it would definitely improve the area." (F, 44, Batchley)

3.3.5 Public Services Hub

Figure 8: Ratings of how much of a difference investment in a community hub would make to residents' lives



Base: 622

The idea of creating a community hub with multiple public services was met with varying levels of enthusiasm. About two-fifths of the survey sample (39%) felt that it would not make much difference to them, while just less than this (36%) thought it would.

Residents who liked the idea could appreciate the convenience of having multiple services in one place, and that it could help to foster a sense of community by bringing together groups of people who would not normally meet one another. People for whom investment in youth or children's services was important often linked this to the idea of a services hub, which they saw as an ideal location for youth-oriented services.

However, those who were less enthusiastic tended to feel that a community hub is not required, often believing the services it would provide are already available and easy to access. Additionally,

with many information-based services now accessible online, some could not see themselves making a trip in person for these things (e.g. council information or advice). For others, recent cut-backs in public services leads to concerns that this investment would not be sustainable.

Key Insights

- ✓ Overall, in comparison to the other potential investment ideas, there was less agreement about how important a community hub would be, and most would prefer to see investment in a different area.
- ✓ Many residents could not see themselves using a facility like this regularly, especially for information they would expect to find online.
- ✓ Some linked this idea back to the 'one-stop-shop' services hubs which used to be in the district centres. They liked this model and suggested that service hubs at a district level could be an improvement to the local community, and would be more valuable than having a community hub in the town centre.

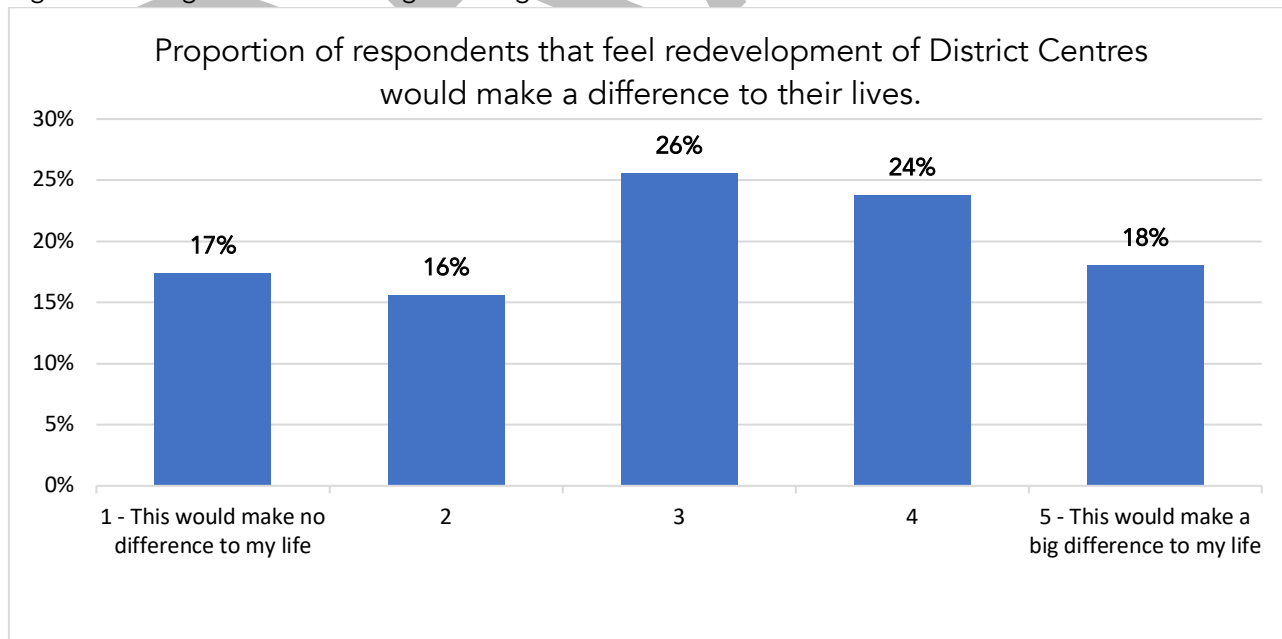
"I found these really useful when I was having my kids because you don't know anyone and I learned a lot and met so many other people who I'm still friends with now. It's good for helping young mums who are isolated. " (F, 38, Woodrow)

"In town we have everything close to each other already, so we don't need that. But maybe in the other places – like Church Hill, Matchborough – it would be useful to be local." (F, 48, Redditch Central)

"I can see the idea in that, there's too many places where you have to visit different buildings." (M, 69, Greenlands)

3.3.6 Regeneration of the District Centres

Figure 9: Ratings of how much regenerating the District Centre would make a difference to residents' lives



Base: 622

Whilst few respondents were against the idea of district centre regeneration, many were relatively unenthusiastic about it. Although about two fifths of the survey sample felt this would make a difference to them, a third did not feel this way, and around a quarter scored this in the middle at 3 out of 5. Generally, this idea would make a difference to those who live in the district centres, but is not relevant to those who do not.

Those who do want to see improvement in the district centres feel they have been forgotten about over the years. Often mentioned areas in need of investment were Woodrow, Matchborough and Winyates. Other areas, including Batchley, Huntend and Crabs Cross, are seen by residents who live in them as already serving their purpose well.

Some residents look fondly on the way district centres used to be, with flourishing businesses and atmosphere at the heart of each of Redditch's communities. Investment is hoped to instil a 'village feel' back into each district. A number of people spoke about the redevelopment of the Church Hill Centre, and the positive effect this has had on the local community. In any redevelopment of other District Centres, residents believe that Church Hill could be used as something of a blueprint.

A recurring theme around district centres was their perceived safety, especially amongst the older members of the public who depend on them. Some district centres have a negative image through young people loitering around them, leading to some residents feeling intimidated. Because of this, many feel that as well as an improved centres themselves, work would need to be done to make centres feel like a safe option for that residents reliant on them.

Many of the district centres described as needing improvement appear to be areas with higher levels of deprivation. Residents would like to see district centres improved as part of a wider social effort to tackle inequality in certain communities. Residents would strongly be against any district centres being knocked down or amalgamated to make way for new ones.

Key Insights

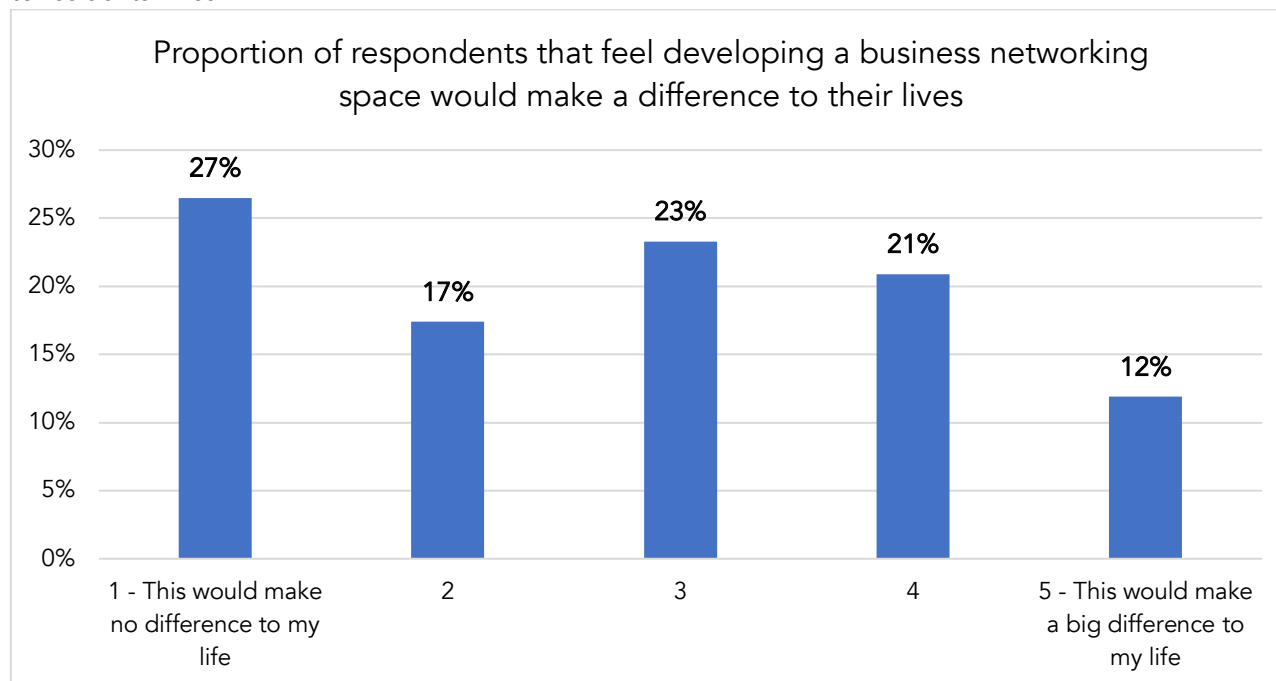
- ✓ Changes to some district centres – including Woodrow, Matchborough and Winyates – is welcomed. It is felt that some others – including Batchley, Huntend and Crabs Cross – already serve their purpose well.
- ✓ Residents speak highly of the redevelopment of the Church Hill Centre, and would like to see that redevelopment used as the benchmark for investment in other areas.
- ✓ Any redevelopment should not come at the expense of knocking down or amalgamating existing district centres. District centres are seen as being at the heart of Redditch's communities, and there is no appetite to see two district centres merged into one.
- ✓ Generally, support for redevelopment in these areas came from those who live there and are more likely to use them. However, even those living in areas that they feel could do with redevelopment tended to think that investment to improve the town centre should come first.

"I think if this came hand-in-hand with helping vulnerable people in specific district areas, then it'd be good." (33, F, Batchley)

"They could do with a tidying up. Some of the buildings have been there for such a long time. It's so dated in some of the areas – it just looks a total mess. It all needs modernising and sorting." (66, F, Winyates)

3.3.7 Business Networking Space

Figure 10: Ratings of how much of a difference investment in a space for businesses to network would make to residents' lives



Base: 622

Generally, residents were less enthusiastic about this potential investment area. Whilst one-third of the survey sample felt this had the potential to benefit their lives, over two-fifths (45%) felt this would not make much difference to them.

On the whole, business owners were slightly more likely than the general population to feel this idea would make a difference to them. Some felt this would have helped them when they began their business, as they did not have experience in all elements of starting a business (e.g. accounting), and envisage this as providing the opportunity to draw on others' expertise. However, business owners were not significantly more likely to find this impactful to them than the other Redditch residents, and by and large they preferred other potential investment ideas which would make more difference to Redditch as a whole.

There was general positive feeling for this idea as residents believe this could help small businesses, and overall the population feel quite strongly that small and local businesses need to be supported. Many are disappointed that when new businesses start-up they often close again shortly after, possibly because they cannot find the right support in the early months. Additionally, some pointed out the potential benefits to the local economy of building up a network of business owners who use other's products or services to keep things local.

However, there is a fairly widespread feeling that whilst business support and networking could be beneficial, actual financial support is what is really needed to help local businesses.

Key Insights

- ✓ Some suggested this idea doesn't necessarily require a physical space – they saw it as something which could be achieved remotely through investment in creating an online space or hiring staff to facilitate business networking.
- ✓ The addition of night-school classes or similar to teach business skills would also provide networking opportunities and could be a useful way to foster entrepreneurship in Redditch.
- ✓ Overall, this is potentially a nice idea, but people doubt its likely effectiveness if it is not offered in conjunction with financial support and or/measure to help lower business operating costs.

"I'm good friends with a guy who owns a coffee shop and a bar in Bromsgrove. Round his little area, there are two other restaurants and a pub and it's a nice place to go. The owners all plan stuff together and it works well." (M, 24, Greenlands)

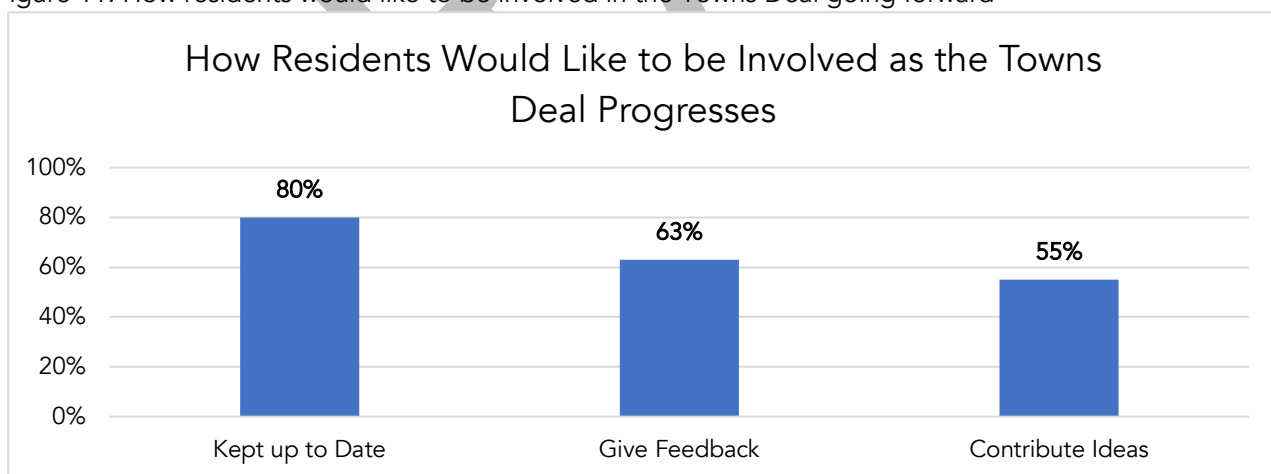
"It's a good concept but it does depend on the willingness of the businesses to participate. Some of them might be too competitive." (F, 25, Woodrow)

"It's nice, but finding vocal support isn't hard. The issue is getting the money to get set up." (M, 40, Matchborough East)

3.4 Residents' ongoing involvement in the Towns Deal

As genuine and ongoing engagement from the community is integral to the Towns Deal, the appetite for involvement amongst the sample population was canvassed. Overall there is a desire by residents to be involved as the Towns Deal progresses, although the degree to which they would like to be involved varies.

Figure 11: How residents would like to be involved in the Towns Deal going forward

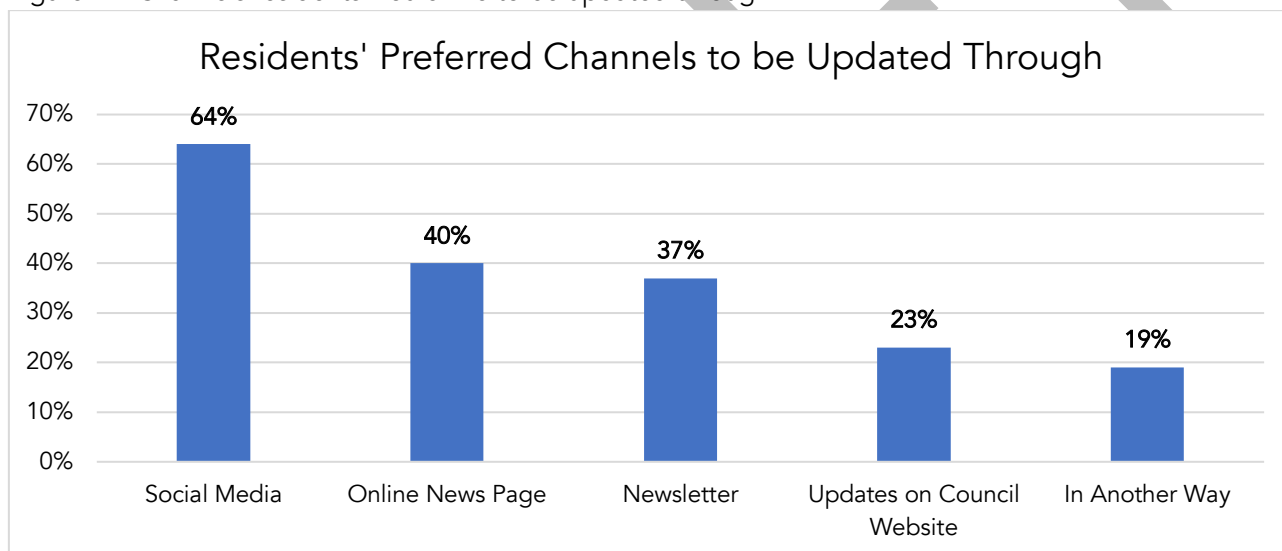


Base: 410¹

¹ As respondents were able to select more than one answer for this question, percentages do not add to 100%

- Those aged between 45 and 64 were the most likely to say they want to be involved in some way going forward, although there was some appetite across all age groups.
- Largely, residents want to be involved by being kept up to date on what is happening with investment plans and where this is going to take place in the town.
- Most residents felt they did not have the time to commit to a higher level of involvement - particularly those who have children – but they would be keen to be kept 'in the know'.
- The youngest and oldest ages (e.g. aged 16-24 and 75+) were much more likely to want to be simply kept up to date, rather than to be involved in a more significant way.
- Some did want the opportunity for further involvement, such as giving feedback on ideas in the same way they had the opportunity to do in this consultation.
- However a significant proportion – around 55% - would like the capacity to contribute their own ideas for investment – perhaps as part of a working group.
- Residents aged between 35 and 54 tended to be more likely to want to give feedback or ideas.

Figure 12: Channels residents would like to be updated through



Base: 410²

- In terms of being kept updated, social media was the most favoured communication channel by far. It was the most popular amongst citizens of all ages between 16 and 64.
- Those aged 65-74 still wanted to see updates on social media, but had a slight preference for an online news page.
- Residents in the oldest age category, 75 or older, were keener to receive updates in a newsletter than on social media. Many in this group referenced The Redditch Advertiser, feeling it had been a great way to be kept updated on the borough's happenings.
- Nearly all of the residents who wanted to be updated 'in another way' suggested a direct email to their inbox would be best.

² As respondents were able to select more than one answer for this question, percentages do not add to 100%

4. Conclusions

The consultation has engaged with a large and broad cross-section of citizens and highlights a range of ways that investment through the Towns Deal fund would make a genuine difference to peoples' lives.

The ideas that are supported by residents for future investment are wide-ranging rather than falling within a narrow set: they concern the regeneration of both the town and its district centres; they concern the many open spaces in the borough; they touch on active travel within the area and the town's connections with other places; and they embrace issues about skills, jobs and enterprise.

It is notable, and really encouraging, that when residents talked about what they would like to see investment being used for to help build a more exciting, vibrant and successful Redditch, there was a very close tie up with the six potential investment areas that have already been identified by the Redditch's Town Deal Board.

While support was shown for all of the Board's investment ideas, residents' priorities were for a new outdoor space for events and dining and improvements to the railway station, closely followed by regeneration of the town and district centres. There is also support for a community hub and a business networking space, but not as widespread as for the other investment ideas.

RESEARCH

CAMPAIGNS &
INTERVENTIONS

EVALUATION

DIGITAL

TRAINING

Contact:

SMG

Suite 106 Central Chambers
109 Hope Street
Glasgow
G2 6LL

T: 0141 387 7294

E: gateway@smgateway.co.uk

Redditch Towns Deal

Summary of Consultation with Councillors

"The problem is that Redditch is perceived as not a very nice place, and I don't know why. It's got lovely people and a good community spirit. We just need to up the ante – and hopefully if we spend the money from the Town Deal on the right things it could do that."
(Local councillor, Redditch)

Introduction

To supplement and complement the public consultation on Redditch's Towns Fund bid, Social Marketing Gateway (SMG) was commissioned to engage with local councillors and explore the same set of issues as discussed with residents. SMG asked members to talk about what their local electorates felt about Redditch and what people wanted to see by way of change. As most councillors are also local residents, consequently their own views were also expressed in the discussions.

Methodology

Three online discussion sessions were held in late November with local councillors. A total of 9 members participated across the three sessions, with a good spread of party affiliation and portfolio interest represented. The level of knowledge about the Towns Fund and the proposals by Redditch Town Deal Board varied: some members were very familiar with the investment ideas; others less so.

Findings

There was a close similarity between what the public consultation found from residents and what their elected representatives said about the good and less good things about Redditch.

The positives about Redditch most frequently mentioned by counsellors centred on: a good community spirit; it being a relatively young town; the beauty of its natural assets; a good regional location making it easy to access nearby towns and cities; having a decent shopping centre in the Kingfisher; and a range of built assets that reflect an interesting civic and industrial history. All in all, councillors were very much on board with the broader population:

- *"From my point of view, and many of the residents, the greenery is the best thing"*
- *"We have more trees than Sherwood Forest"*
- *"It's very convenient for young working families getting to nearby towns and cities"*
- *"The Kingfisher is one of the best shopping centres"*
- *"We punch above our weight in terms of retail, with supermarkets and big retailers"*

The negatives – i.e. things that were perceived to be less good - included: growing challenges for the town centre, with empty units and the loss of key retail operations (e.g. M&S and Debenhams); having an 'eyesore' for a railway station; pressure on the road system

due to housebuilding; a growth of anti-social behaviour and a fear of crime; low ambitions among many young people; industrial estates that are partly empty and offering premises that modern industry does not want; a large proportion of low-waged jobs; a higher proportion of people on the child protection register than the national average; a general lack of good quality leisure and entertainment attractions; and an unattractive ring road around the town centre.

- *"I'm greatly concerned about the empty units in the town centre, especially with it now looking as if Debenhams – the town's flagship store – is closing"*
- *"The railway station – it's been an eyesore for a long time, and is the first thing seen when coming in and out of Redditch"*
- *"We have plans to build a lot (of new housing) in the next ten years – however, this will put a lot of pressure on the road system that it wasn't designed to take."*
- *"Aspirations are an issue – we have a lower wage economy and a gap in attainment."*
- *"Anti-social behaviour has become an issue recently. Residents bring it up more and more."*
- *"Fear of crime is an issue – there has recently been a murder and knife attack; this has affected public perceptions"*
- *"The ring road inhibits the way the town works and isn't attractive." "The ring road is a concrete collar. It traps the town centre."*

Councillors were more animated by issues to do with education and training than the wider population of residents were. The lack of a local grammar school and a limited selection of training opportunities at the local college were both brought up by several members. There was concern that some families have to move to other areas to access the grammar school-level education they aspire to. And there was frustration that links between the local college and local industry were not stronger, reflecting a desire to see the college being proactive in developing training courses that will support local economic development and enable young people to secure jobs in growth areas locally.

- *"It's a sad state of affairs when we need to send our kids to Warwickshire for a grammar school education. I say this as a parent who had to do so."*
- *"Unless you are tied to a job in Redditch, you may leave to pursue a grammar school education for your child"*
- *"As soon as youngsters with aspirations leave school, they go to universities elsewhere. The college does not offer enough to these young people."*

Investment that councillors would like to see

When asked about the investment they felt local people would like to see, members suggestions largely ranged across the broad themes that the Towns Fund aims to support and demonstrated support for all 6 of the investment ideas contained in the Town Deal bid.

Members pointed out that **regeneration of the town centre** has been 'in the works for some time' and is vitally important for both the local economy and for Redditch as a whole. There was broad, unsurprising support for the Town Deal proposals in relation to regeneration of the town centre, including the creation of a new outdoor public space for events and dining close to the existing shopping centre.

- *"We need to bring life into the town centre – not only in the Kingfisher. We need to better use our derelict areas. It's important to make Redditch a lively place, with an improved night-time economy and more housing around the town centre"*
- *"It's a ghost town at the moment in the centre. With nice housing and cafes it would come to life. We have some lovely old buildings that we'd like to preserve, but we'd want to bring in funky restaurants to complement this."*
- *"We need some prestige names (in terms of shops) to attract footfall. And we need more leisure facilities"*

Support was also strong for **regenerating the district centres**, which were seen to play a different but important role, servicing the needs of residents living nearby, some of whom do not find it easy to get into the town centre.

- *"The district centres are required, and are vital. I hope the Woodrow Centre is next (to be regenerated). It's dingy, dark and very sad. But the people who live in the flats really like living there, but are really concerned that it will be flattened. They don't want this – they want nice little shops and things. A lot of people don't use the district centre when it gets dark because it doesn't feel safe."*

Support for **regeneration of Redditch railway station** was recognised as integral to the broader regeneration of the town. Most members saw this as a vitally important, stressing that this is key, because it's a gateway site - the first thing you see when you come into Redditch.

- *"More trains in directions other than Birmingham would also help to generate footfall, and join Redditch up with the rest of Worcestershire, as it feels separate and like the 'odd one out'."*
- *"It's not appealing. If there's a nice café, a nice feel, people start their day well and it helps the character of the town."*
- *"We also need at least one express train, during peak times, to Birmingham. Because many people only want to go to Birmingham and the hospital. It will improve investment opportunity and people working in Redditch and Birmingham. The second platform could be good, but this needs to happen first."*
- *"There could be improved footfall in Redditch if we had access to Bromsgrove and Worcester. It would be good to see some investment to connect us better to the rest of our county."*
- *"The line is actually already there to connect us to other places in Worcestershire – we need more services to more places."*

There was a strong feeling among members that a lot needs to be done across the areas of **education, skills and enterprise**. Members wanted to see more aspiration created among young people that can be satisfied locally, for example by young people leaving schools to get trained in skill areas that are (and will be) in demand by local businesses. Greater synergy between local training institutions (particularly the college) and the local business community was called for.

- *"There's a lot of youngsters in Redditch that are practical but need to hone their skills – potentially to work in local firms."*

- *"It's a pity we don't have strong links to be able to work with businesses and the college to find out what is out there to bring into our town that the college is excited about."*
- *"We need better and greater cooperation with education providers, to provide what the market needs."*
- *"At the end of the day, our college doesn't serve Redditch well with the skill and courses it needs."*
- *"There needs to be a marriage between the college and the Towns Fund to gain and keep jobs in Redditch."*

Members noted that a lot of existing industrial and commercial space available in and around the town (e.g. on the industrial estates) is not the type of space that is in demand by new enterprise.

- *"There are lots of industrial estates in Redditch, but they all got built at the same time and are all the same design. We need to be brave and empty one of these industrial estates, move it and make it what the market wants. The world has moved on from the 1970s but these buildings haven't."*

Partly reflecting the above, there was support for a facility that would assist businesses to start and grow. Small businesses need flexible, affordable spaces, so having a **digital innovation centre and incubator start up facility** would certainly help.

- *"There's a need for a skills development centre – taking account of the digital revolution and bring that to Redditch, because that's where the jobs are going to be."*

Finally, the creation of a **community hub where multiple public services will be available in the one place** while not universally seen as a vital investment was important to a few of the members, particularly those with an interest social services.

- *"Previously we had social services and DWP under one roof, but social services got moved to Bromsgrove. Our local authority is not local."*
- *"Having all agencies under one roof helps a lot with efficiency, and would free up other spaces, like the job centre and the police station, which we could use for activities."*

Scoring the 6 project ideas

The summary feedback above covers all 6 of the potential areas for investment set out in the Town Deal Board bid. Members were also asked to score (on a 1-10 scale, with 10 being highest) the importance of each. The table below indicates the broad-based support among members for these proposals, with average scores ranging from 6.9 to 9.9. Investment in the railway station, followed by redevelopment of the town centre, were the two highest scoring investment ideas.

Investment idea	Scores (by each individual member)	Average score for idea
Redevelopment in the town centre to create more housing and space for cafes, offices, and retail.	10, 9, 10, 8, 10, 10, 9, 7	9.1
Investment in Redditch Railway station to include a second platform and more trains in and out of Redditch.	10, 10, 10, 10, 10, 10, 9, 10	9.9
Creation of a new public outdoor space that can be used for events and outdoor dining	10, 6, 7, 5, 8, 7, 8, 6	7.1
Creation of a community hub where multiple public services will be available in the one place	10, 6, 8, 6, 4, 8, 8, 6	7
Improvement/regeneration of District Centres (e.g. new homes, shopping facilities etc.)	5, 6, 7, 5, 7, 8, 10, 7	6.9
Developing a site/space where businesses can start and grow and access help and support and network with each other.	10, 7, 7, 8, 7, 8, 8, 10	8.2

NB Data is for 8 of the 9 participants (one member left the online meeting before voting)

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REDDITCH TOWN DEAL

FUTURE STAKEHOLDER MANAGEMENT & ENGAGEMENT PLAN

JANUARY 2021

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Appendix A – Engagement Plan

Introduction

1.0 Project Overview

- 1.1 The Town Deal is a £3.6bn programme seeking to “unleash the economic potential” of 100 places across the country. Redditch has an opportunity to bid for up to £25m through the fund and bidding will take the form of a Town Investment Plan.
- 1.2 Each Town Investment Plan includes proposals for up to £25 million to invest in regeneration, skills and connectivity to secure transformational levels of economic growth. The deadline for submission of the Town Investment Plan is 29 January 2021.

2.0 Project Background and Scope

- 2.1 In September 2019 it was announced by MHCLG that Redditch was among the 101 towns that would be invited to put forward Town Deal proposals to secure up to £25m in central government funding to deliver economic growth and regeneration for the borough. The case for the investment would need to be articulated through an evidence led Town Investment Plan.
- 2.2 A requirement of the Town Deal programme was that the Council set up an overarching Town Deal Board. This was established in January 2020. The Government required that boards comprised a mix of public and private stakeholders and therefore the Redditch Town Deal Board was established in accordance with the guidance detailed in the Town Fund prospectus. It includes local businesses, community representatives, council officers and elected representatives, and other partners committed to improving the town. As per the Government guidance, the Board is chaired by a private sector representative. The Board is the vehicle through which the vision and strategy for the town is defined and the Town Investment Plan is produced. The role of the Town Deal Board is to:
 - Develop and agree an evidenced based Town Investment Plan (TIP)
 - Develop a clear programme of interventions
 - Coordinate resources and influence stakeholders
- 2.3 The TIP is required to focus on the three key themes set out by the government in the Town Fund prospectus:
 - Urban regeneration, planning and land use
 - Skills and enterprise infrastructure
 - Connectivity – transport and digital
- 2.4 The development of the Town Deal will come forward in two phases with the first phase focused on the submission of the Town Investment Plan containing a set of project proposals which form a business case to apply for funding. The second phase will be the agreement of heads of terms with MHCLG.
- 2.5 The Town Deal is an agreement in principle between government, the Council, and the Town Deal Board. It sets out a vision and strategy for the town and identifies what each party agrees to do to achieve this vision. The underlying interventions to achieve this vision are set in the table below.

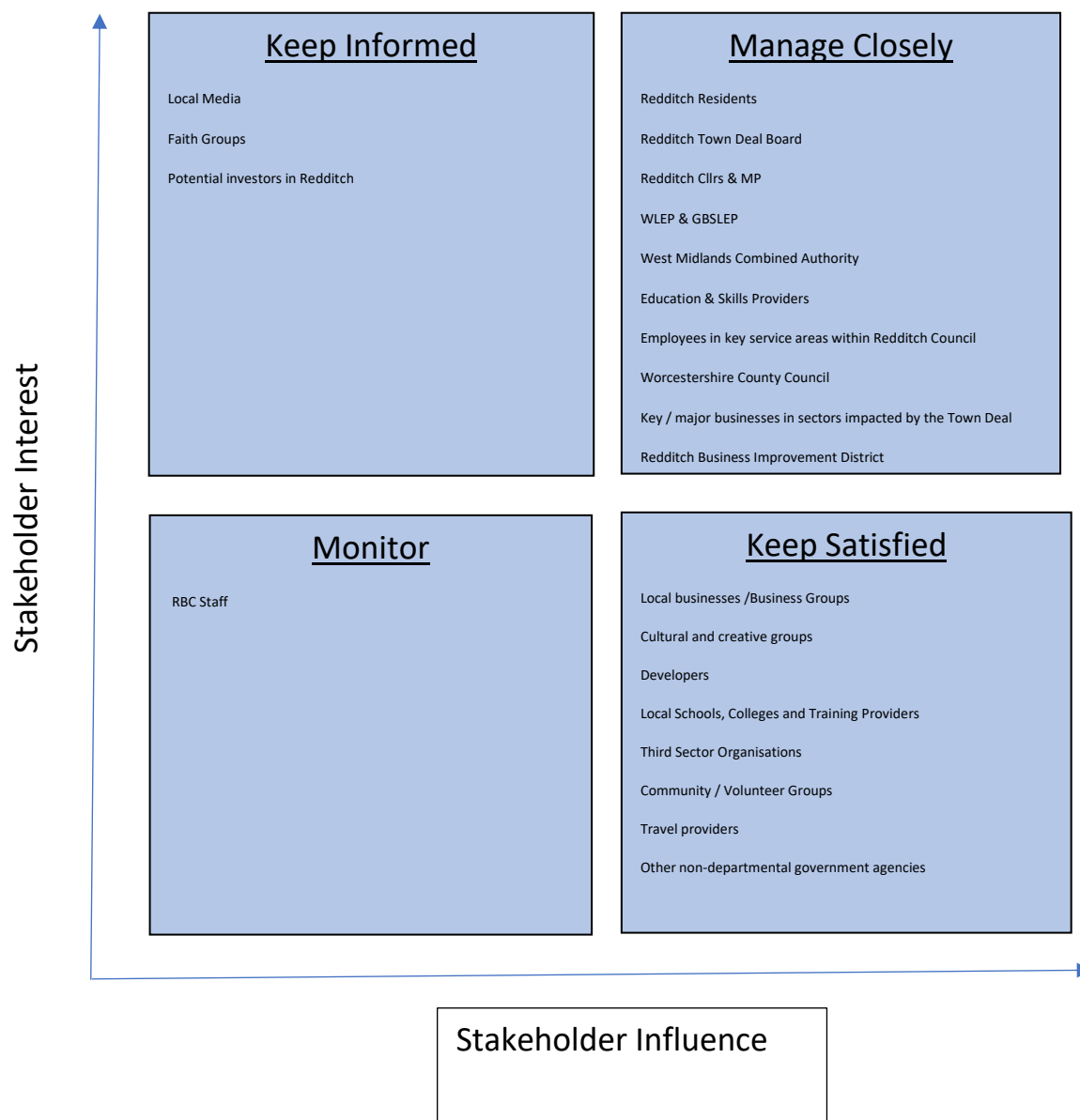
Project	Description
Redditch Transport Interchange and Railway Quarter	<p>This project provides the opportunity to bring about a transformative change in Redditch, to create an integrated multi-modal transport interchange in Redditch Town Centre as part of the Railway Quarter redevelopment. Redditch 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"> ● 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, including digital infrastructure inherent to the construction and design (in line with Network Rails Digital Railway Strategy). ● 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. ● Creation of new open space in front of the station, providing improved connectivity between the station and the town centre, and joining up to the other public realm enhancements proposed in the Town Deal bid ● Providing an enhanced, modern and attractive sense of arrival and customer experience for commuters and visitors, with services that support the digital town proposals. ● New car parking adjacent to the station. <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 increased train frequency; a second phase of station building on the east side of the track and connection over the line in support of the second platform; longer 210m platforms to support 9-car trains subject to future rail strategy; 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.</p>
Redditch Digital Manufacturing and Innovation Centre	<p>The project will provide digital innovation support to increase the resilience, productivity and competitiveness of businesses within the manufacturing industry. The projects objectives are to: provide open access and specialist support to local entrepreneurs and companies, particularly in the manufacturing sector, that want to test and develop 5G-enabled services and applications (provision of a 5G test bed); provide access to a range of high-quality business and innovation services and space to nurture, mentor and facilitate businesses development and growth; to provide new businesses, predominantly, but not exclusively, within the manufacturing sector with a range of flexible workshop and office accommodation to enable them to prosper and grow; develop a base of local workforce and young talent equipped with the skills needed in a 21st</p>

	century digitalised economy; to create an investment destination / eco-system that facilitates adoption of digital technologies, particularly in the manufacturing sector.
Redevelopment of Redditch Library Site	Demolition of the existing library building and the delivery of a new public square and associated commercial development. 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 Centre and improving connectivity to the historic town centre core. The proposed new square would stimulate the conversion of the blank surrounding facades, including part of the Kingfisher 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 and helps to define the historic street frontage,
--=	Church Green, Evesham Walk and Unicorn Hill together form the heart of Redditch's Town Centre Public Realm. Unfortunately, over the years these cherished streetscapes has become tatty, uninviting, and more worryingly, underused. 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. The investment will include high quality street furniture, waymarking and repurposing of underused space to ensure that this scheme unlocks its maximum economic and social potential. 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.
Sustainable Projects Programme	<p>This is a package of interventions which build on previous sustainable improvements within the Borough. The use of sustainable development principles to grow Redditch whilst at the same time enhancing economic, social and environmental spheres is of fundamental importance.</p> <p>RBC are looking to deliver carbon reductions and reduction in energy consumption to improve the efficiency of its assets, for instance through further solar pv and battery storage at Abbey Stadium, Arrow Valley Countryside Centre and Greenlands Business Centre.</p> <p>Low Carbon Travel & Transport</p> <p>Installation of EV Charging Points</p> <ul style="list-style-type: none"> • Top-up Charging – both 50Kw & 7kW to suit in key locations where residents regularly travel to (car park, leisure facilities etc) • Residential Charging – where residents do not have driveways, in RBC owned car-parks • Workplace Charging – at RBC owned workplaces • Fleet Charging (and Vehicle to Grid) – for electric fleet at RBC Depot <p>E-Bike charging and hire stations</p> <ul style="list-style-type: none"> • Arrow Valley Countryside Centre • Abbey Stadium Leisure Centre

3.0 Project Team:

The project will be delivered by NWEDR and Redditch Borough Council in partnership with the Towns Deal Board.

4.0 Stakeholder Mapping



5.0 Communications Strategy

This strategy has been drafted to provide an overview of how the future engagement with regards to the Town Deal as a programme will be covered. Focusing on the key themes of the Tip Vision, Digital, Green, Connected and Creative it will complement and build upon

existing communication channels and previous consultation. This strategy will continue to ensure all relevant parties are kept informed of the Town Deal progress throughout the lifecycle of the programme up to 2026 and pinpoint the open channels of engagement available, enabling stakeholders to continue to engage.

5.1 Communications and engagement objectives

- o To communicate the activity, progress and effects of the Redditch Town Investment Plan, this if successful, will be enabled and funded through the Towns Fund.
- o To engage the various target audiences (detailed below) in the economic and regeneration programme and inspire them to share and engage their friends and family too.

6.0 Audience

6.1 The key audiences for the communications strategy will be:

- o Redditch Borough Council
- o Worcestershire County Council
- o West Midlands Combined Authority
- o Greater Birmingham and Solihull Local Enterprise Partnership
- o Worcestershire Local Enterprise Partnership
- o Local Councillors
- o Local Community Groups
- o Redditch Partnership
- o Local media
- o Public Transport operators
- o Redditch Residents
- o Redditch Business owners/leaders
- o Town Centre retailers
- o Revitalise Redditch (Business Improvement District)
- o Potential investors in Redditch
- o Potential residents

6.2 Audience Priorities

The priority for each key audience will be to clearly explain what the project will and will not achieve, increase understanding, create a positive perception of the project, and to minimise any negative publicity for the project.

7.0 Consultation and Engagement Undertaken to Date

7.1 Consultation work undertaken by SMG in November 2019 aimed to ensure a cross representation of the population of Redditch and interviews were carried out through online platforms and via telephone for those who are unable to access a computer. Working closely with partner networks an 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

7.2 Previous Consultation

- 7.3 **Borough of Redditch Local Plan** - 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.

This consultation process was undertaken using a broad methodology, involving citizen and stakeholder discussion panels, press releases and provision of promotional material, and public displays, exhibitions and drop-in events. Consultation was developed and undertaken over a number of years of local plan preparation, which ultimately informed proposals in the Local Plan incorporating consultees views on development opportunities in Redditch Town Centre and the District Centres.

Improving the vitality and viability of Redditch Town Centre and District Centres is one of the key themes identified in the Local Plan. 'Policy 31' in the adopted Local Plan identifies five key guiding principles to shape the town up to 2030. These guiding principles are interrelated and will contribute to realising the vision for Redditch Town Centre:

- Realise the potential development opportunities
- Improve and diversify the Town Centre offer
- Improve the physical environment
- Expand on the business and cultural offer of the Town Centre
- Increase residential accommodation

7.4 Customer & Residents Survey 2019

This Council survey was sent to members of the 'community panel' in Redditch, as well as the general public. A total of 132 valid surveys were returned from the community panel, resulting in a response rate of 54.1%. A total of 349 valid surveys were received from members of the public. Of the residents that responded to the survey, 83.6% said they visited the town centre at least once per month with 38.9% visiting at least once per week. Critical responses mainly concerned a lack of variety of retail offer in the town centre, especially since the closure of larger named stores in recent years such as Marks & Spencer, BHS and Argos. By contrast the most positive responses concerned the use of the town centre for a number of significant events throughout the year, including hosting of the Tour Series cycling race, the Christmas Lights Switch On, and a number of bandstand events.

7.5 **Four Quarters Plan – 2018/19**

In 2018 the Redditch Regeneration Board, comprising local public and private sector partners, oversaw the creation of a quarters plan for the town centre's future development, building on its residual strengths and on the collective will to deliver positive change. The focus for town centre regeneration will be centred on four regeneration quarters:

- Station & Residential Quarter
- Education & Enterprise Quarter
- Retail & Leisure Quarter
- Public Sector & Cultural Quarter

A Redditch Town Centre Development Sites report was produced in 2019 by consultants BDP, assisted by Highgate Land and Development and the BE Group. The purpose of the study was to develop a masterplan and implementation proposals for four strategic development sites within the town centre. The preferred masterplan options were reviewed by the Redditch Regeneration Board in May 2019 and the final report reflected feedback from this key set of stakeholders.

7.6 **Station and Residential Quarter**

Public consultation undertaken by the Council in 2019 as part of its 'State of the Area' debate led to comments on this quarter concerning such issues as the frequency and choice of rail services from Redditch Station, the (lack of) visual appeal of the station as a gateway to the town centre, and the need for new housing in the town centre including the importance of supportive housing for the elderly. Comments in particular around the rail station and its services were reiterated through the Redditch MyTown campaign as part of the Town Deal process.

Within this quarter, the BDP Town Centre Development Sites report considered two key sites as the most significant opportunity to provide new residential accommodation in the town centre. At the rail station/Edward Street site, in addition to residential development, proposals also include an expanded and improved rail station, improving the 'front door gateway' to the town centre and nearby entrance to the Kingfisher shopping centre as well as enhancing public realm and pedestrian connectivity between the rail and bus stations. At the Church Road site, new green streets and a mix of residential typologies is proposed to create a new town centre neighbourhood, along with the retention/redevelopment of existing commercial uses fronting Church Road and Church Green West.

7.7 **Education & Enterprise Quarter**

Discussions with partners are ongoing as to how this area of the town centre could provide development opportunities to create incubator units to support new businesses and improve links between local businesses and the Heart of Worcestershire (HoW) College, located on Peakman Street.

The Council's 'State of the Area' debate also informed this quarter proposal with comments and suggestions from the public covering issues such as the area as a focus for a 5G testbed, supporting units that deliver high quality innovation in research and development, and the potential for providing an education centre for adults with learning disabilities.

7.8 **Retail and Leisure Quarter - Town Centre Business Engagement**

In recent surveys undertaken by the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) as part of its Towns Ecosystem Report series, local businesses reported that Redditch's cleanliness, amount of car parking, and its ease of access were considered to be key strengths, whereas town centre vacancies, the cost of parking, and the increase in begging and homelessness were identified as weaknesses. When asked about priority areas for improvement, bigger stores and more variety were identified as the two highest priorities. In addition to this, more events, improved customer flow, better marketing/promotion and an improved regular market were considered to be important areas for improvement.

7.9 Businesses were also asked what improvements they would like to see to the public realm in the town centre. Top responses were more customer toilets, more customer seating and improved signage. Other responses included more trees/green space, better access to shops, improved safety and security and more of a focus on heritage.

7.11 In addition the following consultation has been carried out.

- Member Consultation undertaken by SMG in November 2020
- Internal presentation to senior management team and 4th tier managers led by NWEDR in Dec 2020
- Internal consultation with relevant service areas – led by NWEDR throughout the programme

8.0 **Methods of engagement & engagement tactics**

8.1 Due to the current restrictions with Covid 19 its anticipated that consultation will continue primarily through digital channels in the short to medium term and the plan will need to evolve as the situation changes. The main methods of engagement have been listed below.

- Dedicated website
- Social Media
- Newsletter (via email)
- Poster sites around the town (including bus shelters and railway station hoardings)
- Poster campaigns in community and public buildings
- Redditch Borough Council website
- Online Marketing campaigns in conjunction with the media

- Partner newsletters and digital channels
- Face to face meetings - via Town Deal Board hosted 'all town' meetings

8.2 Given the range and reach of the target audiences, and feedback from the recent consultation with 700 residents, our strategy would be to use a range of communications channels which all point to the dedicated Redditch Town Deal website which will be rich with content. The website would be highly visual using infographics, video clips and feedback opportunities, contacts for more information, opportunities to attend 'roadshows' presentations and meetings, give feedback and contribute ideas.

- Launch the Redditch Town Deal website with bespoke logo
- regular newsletters emailed to registration database
- Schedule speaker platforms at business events (subject to COVID restrictions)
- Join business networks and engage/inform about progress
- Run a promotional road-show at the Kingfisher Shopping Centre (subject to COVID restrictions)
- Issue a 'You said, we did' infographics campaign across all communications channels to mark milestones

9.0 Barriers to engagement

9.1 As detailed above Covid 19 and its impacts on engagement is ever changing so this will continued to be monitored. Previous consultation exercises prior to the Towns Deal have often focused on face to face activity with roadshow style events and drop-in sessions facilitated by officers. It's important to note that whilst we would encourage a return to some form of these events feedback from the public consultation in November 2020 by Social Marketing Gateway showed respondents would prefer a digital approach to future communication.

9.2 For Hard to reach groups and young people we will continue to use partner networks and work closely with Redditch Community Forum, education, and skills providers to deliver updates on progress and encourage engagement. This will be through face to face sessions (subject to Covid 19 restrictions), social media channels – utilising partner pages/websites to spread the message and surveys/telephone interviews where required.

10. When to engage

10.1 The table at appendix a sets out the engagement strategy we will follow to inform the development of the Investment Plan at the next stages. Proposals will be subject to review to take account of the latest covid-restrictions at the time.

11. Regular Progress Meetings

11.1 Stakeholder Management Plan progress and implementation will be monitored via a standing communications item on the Agenda at the regular Towns Board meetings as appropriate.

11.2 Mini Communication Plans should be produced at 'critical' times in the programme to support scheme delivery where necessary.

12. Responding to Any Stakeholder Issues Raised

- 12.1 NWEDR in conjunction with Redditch Borough will respond to any issues raised by the general public and stakeholders. These will be discussed at relevant project/board progress meetings.

13. Document Review

- 13.1 The Stakeholder Management & Engagement Plan should be reviewed every three months.

14. Media

- 14.1 NWEDR/RBC will ensure local media are aware of the project. A media briefing should be considered prior to project implementation, with an accompanying note including supportive statements from stakeholders to announce and provide updates on the project. If necessary, site visits and subsequent briefings will be used to inform key media, highlighting positive achievements and the benefits to residents and businesses.
- 14.2 Any media statements should be signed off by the Project Manager in conjunction with the Town Board and relevant politicians.

15.0 Evaluate & Next Steps

- Evaluate the impact of engagement by encouraging representatives to feedback on how engagement has been received and which areas need to be improved over time.
- Develop the look and feel of the graphics/visual branding
- Create Evaluation methods and measures of the communications/engagement programme.

Appendix A

Audience	Objective	Type of Engagement	Programme
All stakeholders	To feedback on stakeholder engagement, advise on submission of Town Investment Plan and next steps.	Press Release, digital & social media channels	End Jan 2021
All Stakeholders	Feedback on outcome of the submission and funding received, reiterate next steps	Press Release, digital & social media channels	Spring 2021
Town Deal Board	To monitor progress and continue to set direction of the Redditch Town Investment Plan implementation.	Online Zoom meetings	Monthly
Local Councillors	To continue to update on Town Investment Plan implementation progress	Online Teams meetings in line with council requirements Leader's Briefing to Members	As required
Residents & Visitors to Redditch	Enable members of the public the opportunity to feed back on the Redditch Town Investment Plan, specifically individual Towns Fund projects.	Digital & social media channels Face to face events when restrictions allow Media Posters in public places – libraries, GP surgeries, gyms etc	As required on a project basis
Local Business and Business groups	Ensure engagement with key sectors across the Borough are maintained and to gain insights into any key trend/changes in the market place	Utilise Redditch Business leaders NWEDR newsletter to businesses WRS to reach taxi drivers and businesses through ongoing communications	As per business leaders group meetings / as required
Local community groups	Enable members of the public the opportunity to feed back on the Redditch Town Investment Plan, specifically individual Towns Fund projects.	Digital & social media channels Face to face events when restrictions allow E-newsletters: Use Redditch partnerships to disseminate information through contacts/ channels Council's Engagement and Equalities team to reach Faith groups and translate material as required	As required on a project basis

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Appendix G - Project Prioritisation

Redditch Town Investment Plan

Project:	Redditch Town Investment Plan		
Prepared by:	Ashley Bennet/Hannah Danks/NWEDR	Date:	January 2021
Approved by:	Victoria Hurst	Checked by:	Jon Barlow

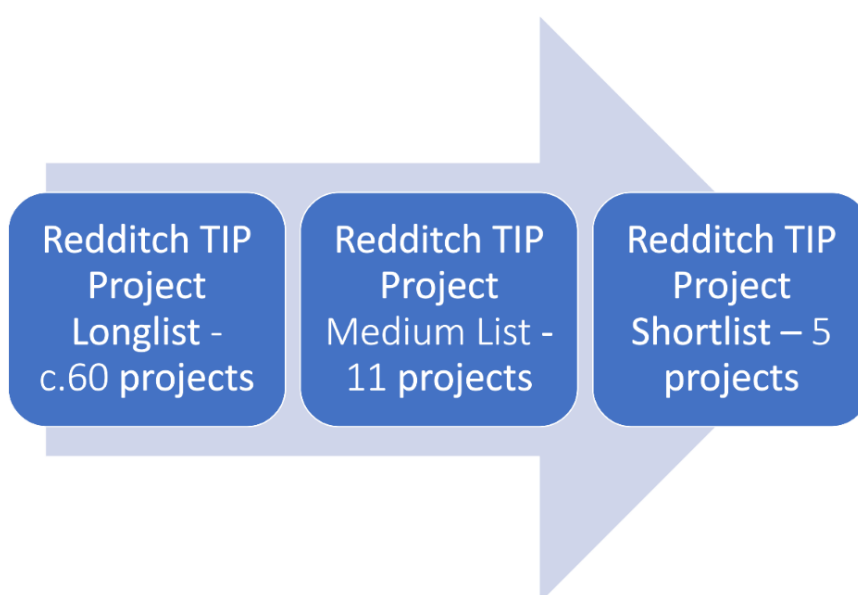
1 Project prioritisation process

To support the development of the Redditch Town Investment Plan (TIP) a robust project selection process was developed to ensure that the plan is reflective of the aims of Redditch Borough Council (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 therefore required – employing an independent, standardised robust approach – to establish a final shortlist of projects of between five to ten projects from the initial longlist.

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

Figure 1.1: Project prioritisation stages



Source: Mott MacDonald

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

1.1 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 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. These ideas were fed into the longlist of potential projects.

Running parallel to these discussions was the #MyTown initiative for Redditch providing over 50 suggestions made by the community. The #MyTown campaign helped to suggest additional areas of focus, as well as providing confirmation that the initial projects being considered were supported.

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

1.2 Longlist sifting

The longlist of projects that were captured were then sifted to identify tangible projects that could be delivered through the parameters of the Town Fund. 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 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, 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

Each of these projects completed a Town Deal proforma so that the detailed 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 Government's recently announced Levelling Up Fund.

1.3 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 more detailed level of assessment was required because the cumulative estimated Towns Fund ask across all 11 projects far exceeded the £25,000,000 limit.

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

1. **Initial Sift** – a 'pass-or-fail' test that requires projects to fulfil 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'.

1.3.1 Initial Sift methodology

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

Table 1.1: Initial Sift criteria

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

Source: Mott MacDonald

1.3.2 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 1.2: Town Specific Criteria

Town Specific Criteria	Sub-criteria
Digital Town	<ul style="list-style-type: none"> • 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
Green Town	<ul style="list-style-type: none"> • Facilitate new forms of mobility • Create the conditions for adoption of electric and hydrogen fuel cell vehicles • Decarbonisation • Modernisation of heating infrastructure
Connected Town	<ul style="list-style-type: none"> • Improve local transport network • Improve local transport facilities • Integrate transport networks
Creative Town	<ul style="list-style-type: none"> • Strengthen town centre viability and vitality • Make the town centre a more attractive place to live • Support business creation and growth • Stimulate business innovation • Town centre as a cultural and leisure destination

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.

1.3.3 Final prioritisation assessment

Following the project ranking, 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 Social Market Gateway, a market research firm.

- 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 five priority projects within the Redditch TIP.

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Appendix H - Redditch's Spatial Strategy

Redditch Town Investment Plan

Project:	Redditch Town Investment Plan		
Prepared by:	NWEDR and Redditch Borough Council	Date:	January 2021
Approved by:	NWEDR and Redditch Borough Council	Checked by:	NWEDR and Redditch Borough Council

1 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 phased approach that recognises the economic significance of the Town Centre and the District Centres.

1.1 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 phased approach set out below.

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.

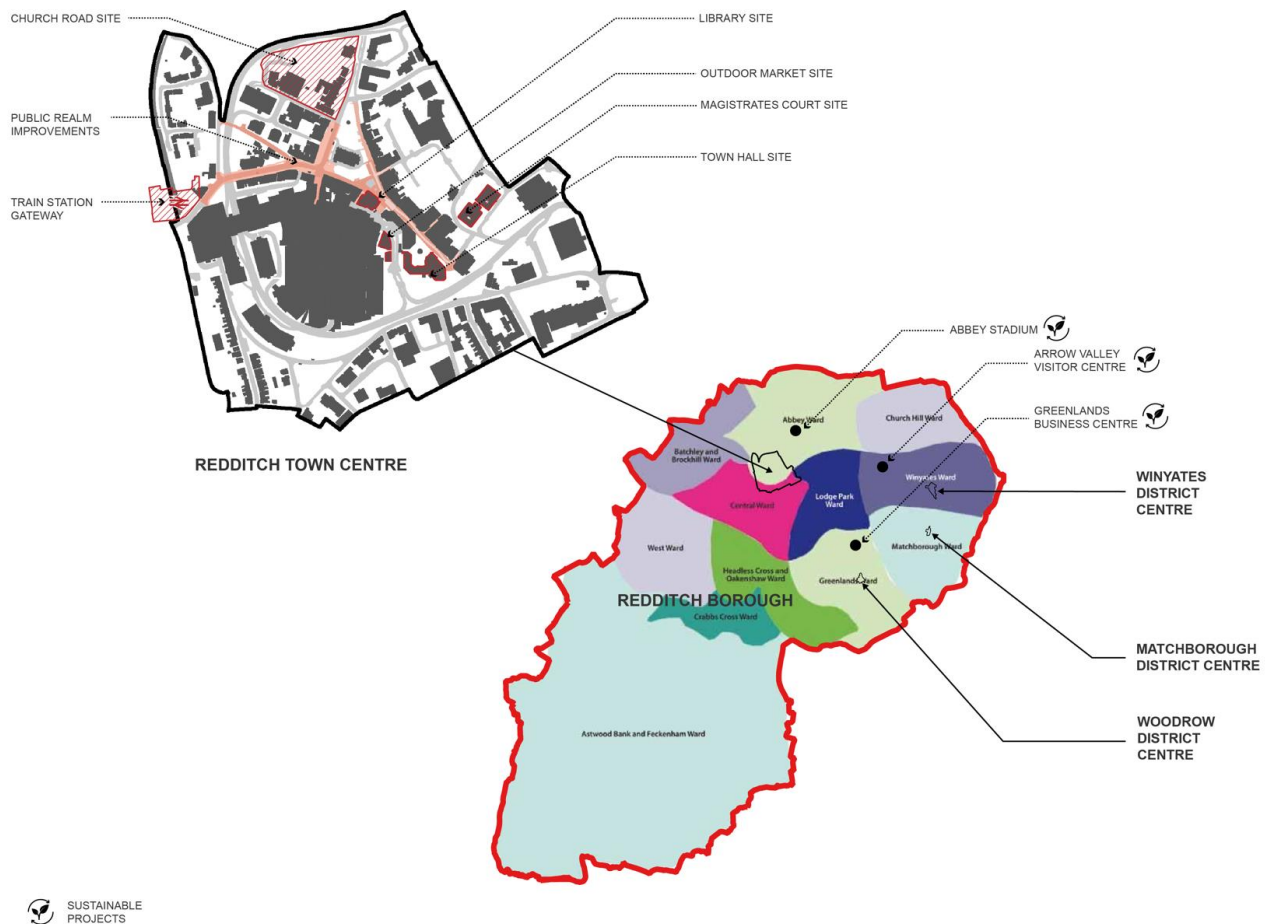
Table 1.1 illustrates the proposed phasing of interventions aligned to the spatial strategy priorities and Figure 1.1 below shows the spatial distribution of these interventions.

Table 1.1: Phasing of Key Interventions

Spatial Strategy Priorities	Phase1 - Town Deal interventions (2022- 2026) (green on the site plan)	Phase 1 – Non-Town Deal interventions (2022-2026) (blue on the site plan)	Phase 2 – Non- Town Deal interventions (2026-2030) (red on the site plan)
TC – realise potential development opportunities	Police station redevelopment (redundant town centre premises from 2023) Library site redevelopment		Town Hall site redevelopment
TC – improve and diversify the town centre offer	Library site redevelopment	Former cover market area / Community Hub	
TC – improve the physical environment	Public realm package		
TC – expand on the business and cultural offer of the town centre	Digital Manufacturing and Innovation Centre Former cover market area		Magistrates Court site (next to the Police station site)
TC – increase residential accommodation		Church Road site redevelopment – enabling works / land assembly / infrastructure (stage 1)	Church Road site redevelopment (high level masterplan completed 2019)
TC – train station gateway to town centre	Transport Interchange and railway quarter first phase		Transport Interchange second phase
DC – Matchborough regeneration		Masterplan completed 2021 Delivery of enabling works / land assembly / infrastructure (stage 1)	Matchborough redevelopment – stage 2 (construction phase)
DC – Winyates regeneration		Masterplan completed 2021 Delivery of enabling works / land assembly / infrastructure (stage 1)	Winyates redevelopment – stage 2 (construction phase)
DC – Woodrow regeneration		Masterplan to be completed 2023	Delivery of enabling works / land assembly / infrastructure (stage 1)

Note: TC = town centre and DC = district centre.

Figure 1.1: Spatial distribution of interventions to 2030



Source: AR Urbanism

1.2 Redditch Town Centre Spatial Strategy/Masterplan

In order to develop a masterplan for the area, three scenarios were developed with the purpose of generating options. These scenarios reflect the level of control that is possible to exert over the strategic sites in the town centre. The Magistrate Courts and the Police Station (shown in black on Figure 1.2) are considered 'primary variables', as they are not immediately available, and they play an important role in the scenario building.

1. The **transformative** scenario assumes full control on all sites.
2. The **progressive** scenario includes the availability of the Police Station site (purchased with the Accelerated Fund) and other sites, but it excludes the Magistrate Court.
3. The **reactive** scenario assumes control only of the library site, the covered market area, the town hall and a small surface car park.

Figure 1.2: The masterplan is based on the development of three scenarios



Transformative

Control of the primary variables:
Magistrate Court and Police Station is bought
by the Council
The red line boundary is expanded



Progressive

Moderate control the primary variables:
Police Station is bought by the Council
Magistrate Court stays
Original red line boundary



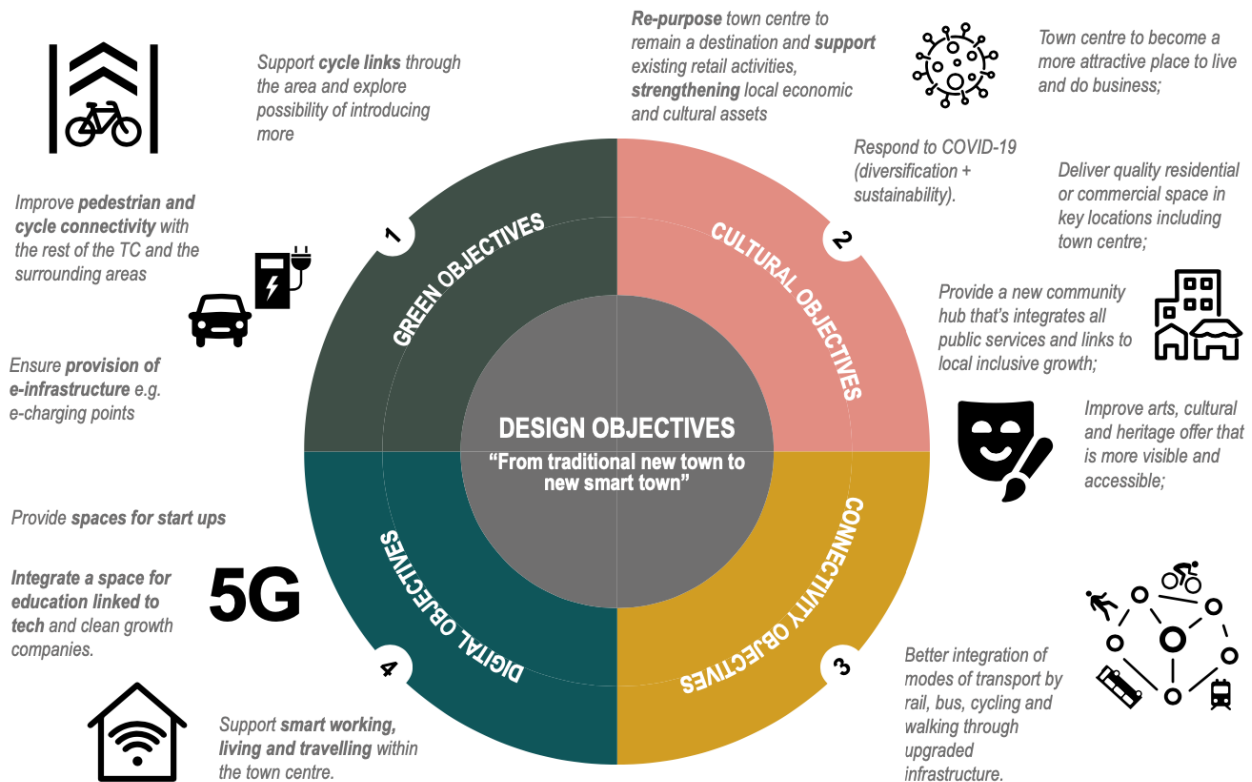
Reactive

No control of the primary variables:
Magistrate Court and Police Station stays
Original red line boundary

Source: AR Urbanism

The progressive scenario was used in the masterplan to inform the production of short terms options (phase 1 interventions funded by the Towns Fund), while the transformative scenario has been chosen to shape the long-term aspirations for the regeneration of the town centre.

Figure 1.3: Design Objectives Summary – Redditch Town Centre Spatial Strategy/Masterplan

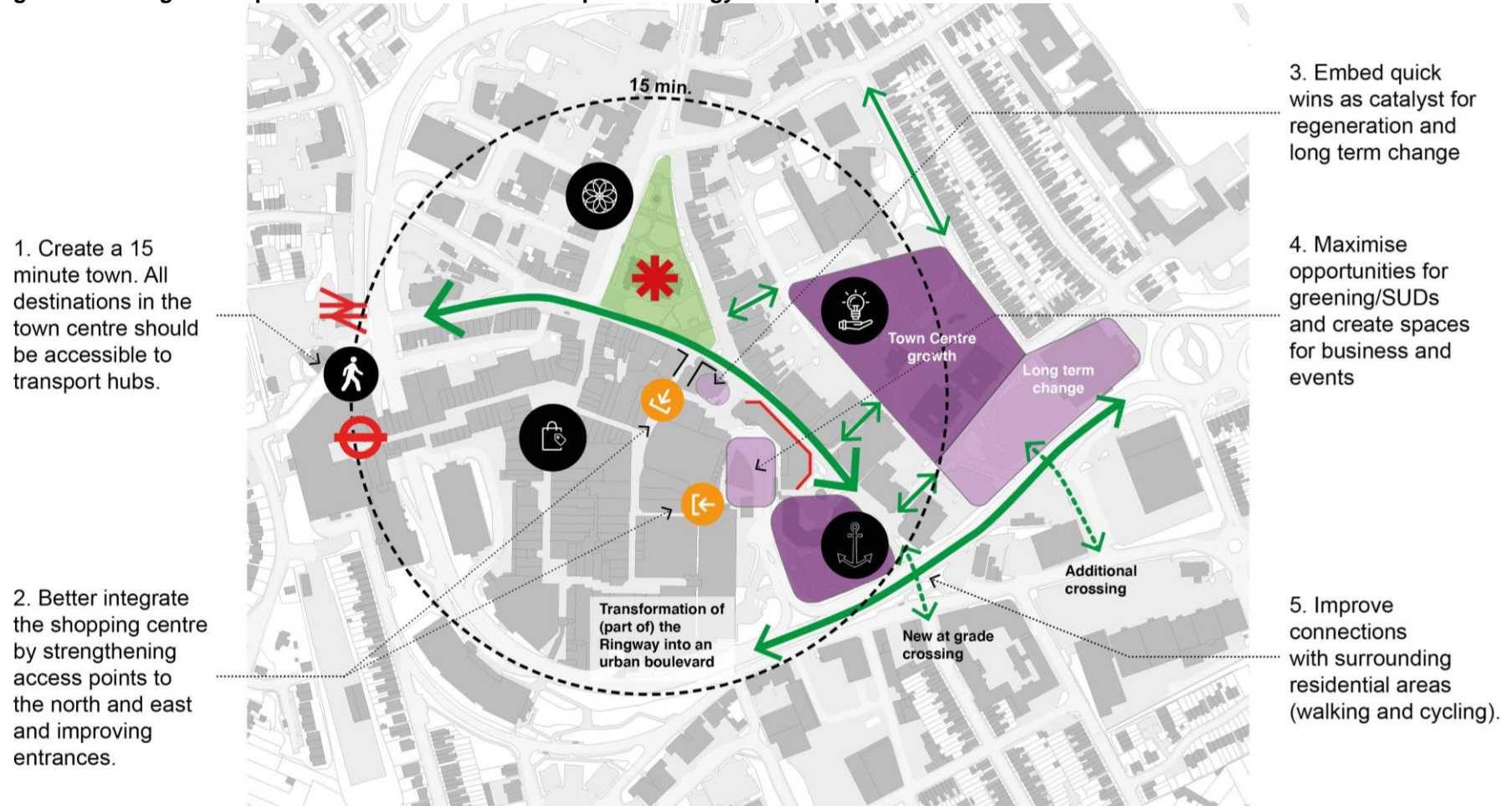


Source: AR Urbanism

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

Figure 1.4: Design Principles – Redditch Town Centre Spatial Strategy/Masterplan



Source: AR Urbanism

Figure 1.5: Redditch town centre projects – key project sites target strategic locations in the town centre: the connection of the station quarter, the gateway to the town, with the regeneration sites to the east is secured with targeted public realm improvements



Source: AR Urbanism

Figure 1.6: Phase One Town Centre interventions funded by the Towns Fund



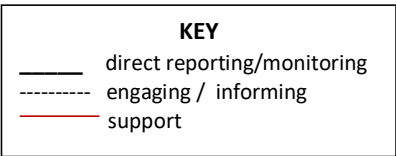
Source: AR Urbanism

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Appendix I - Redditch Town Deal Programme Governance Redditch Town Investment Plan

Project:	Redditch Town Investment Plan		
Prepared by:	NWEDR and Redditch Borough Council	Date:	January 2021
Approved by:	NWEDR and Redditch Borough Council	Checked by:	NWEDR and Redditch Borough Council

REDDITCH TOWN DEAL PROGRAMME GOVERNANCE





Appendix J - Project Governance Board Terms of Reference

Redditch Town Investment Plan

Project:	Redditch Town Investment Plan	Date:	January 2021
Prepared by:	NWEDR and Redditch Borough Council	Checked by:	NWEDR and Redditch Borough Council
Approved by:	NWEDR and Redditch Borough Council		

Project Governance Board Terms of Reference

The Project Board has a strategic role that includes several responsibilities / accountabilities, as listed below.

The Board:

Provides overall strategic direction and guidance, including inputs to context beyond the project, such as synergies with other council or partners' projects / interventions.

Ensures cross-functional representation from Redditch Borough Council, project delivery partners and key stakeholders.

Is responsible for the overall success of the project (i.e. delivery project outputs and outcomes).

Ensures appropriate programme and project management processes, systems and procedures are implemented.

Makes key decisions and is responsible for the commitment of resources (including external funding) to the projects, including taking reports to Cabinet Members, Boards.

Signs off the completion of each project stages and authorises the start of the next stage (gateway approval).

Resolves escalated issues and risks from the Project Delivery Team (i.e. which cannot be resolved by the Project Manager).

Sets project tolerance levels.

Approves project scope, budget and timeframe.

Approves major changes to the project scope, budget and duration.

Approves the key stakeholder and public engagement strategy and programme.

Approves Project Highlights Reports.

Approves the End Project Reports.

<p>Funding:</p> <p>Risk profile:</p> <p>Related projects:</p>

To be completed by Change approver/assessor:

Decision assessment:
<p>Approved:</p> <p>Rejected:</p> <p>Deferred:</p>

Decision notes (by Change assessor/approver)

Decision date	
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Authorised by	
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Approvals

Name	Signature	Title	Date of issue	Version

Distribution

Name	Title	Date of issue	Version



Appendix L - Request for Change Form

Redditch Town Investment Plan

Project: Redditch Town Investment Plan

Prepared by: NWEDR and Redditch Borough Council **Date:** January 2021

Approved by: NWEDR and Redditch Borough Council **Checked by:** NWEDR and Redditch Borough Council

Request for Change form

Project name		Change number	
Project number		Change author	
Contract number		Date	

Description of change

Impact of change on:
<p>Scope:</p> <p>Budget:</p> <p>Time:</p>

<p>Funding:</p> <p>Risk profile:</p> <p>Related projects:</p>

To be completed by Change approver/assessor:

Decision assessment:
<p>Approved:</p> <p>Rejected:</p> <p>Deferred:</p>

Decision notes (by Change assessor/approver)

Decision date	
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Authorised by	
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Approvals

Name	Signature	Title	Date of issue	Version

Distribution

Name	Title	Date of issue	Version

Council – 25th January 2021 - Item 10

The following appointments are being made for Members to note:

- Crime and Disorder Scrutiny Panel – Councillor Debbie Chance
- Licensing Committee – Councillor Mark Shurmer
- Overview and Scrutiny Committee – Councillor Yvonne Smith

Members are invited to note these appointments.

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