

Public Document Pack

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- 1.** Urgent Decision - Culture Budget (Approval of the Investment Plan for the Category 1 Outlier Levelling Up Cultural Fund) (Pages 3 - 36)

The urgent decision and background information have been attached.

This decision was approved and signed by relevant Members and Officers by 31st May 2024.

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REDDITCH BOROUGH COUNCIL**RECORD OF DECISION TAKEN UNDER URGENCY PROCEDURES**

SUBJECT: Approval of the Investment Plan for the Category 1 Outlier Levelling Up Cultural Fund for submission to the Department for Levelling-Up, Housing and Communities.

BRIEF STATEMENT OF SUBJECT MATTER:

On 6 March 2024, the Council was informed by the Department for Levelling Up, Housing and Communities that it has been provisionally awarded £5 million for investments in cultural projects.

In order to receive the funding, the Council is required to submit an Investment Plan detailing its proposed cultural projects. The deadline for submitting the investment plan is Monday 3 June 2024.

The proposed investment plan includes details of 5 projects to receive funding. These include improvements to the Palace Theatre, improvements to facilities at Arrow Valley Park, a fund to repurpose redundant and underused spaces for cultural activities, a grant programme for organisations to improve community cultural facilities, and investment in promotional tools to tell the Story of Redditch.

The initiative to increase the capacity and attractiveness of the Palace Theatre has an implication on in-year revenues amounting to £185,000. The Council will need to subsidise this pressure with the amount being clawed back via a lower management fee to Rubicon in future years taking into account the additional capacity of the theatre.

Appendix 1: Background to the Category 1 Outlier Levelling Up Cultural Funding

Appendix 2: Draft Investment Plan

DECISION:

The Executive for Finance & Resources in consultation with the Portfolio Holder to submit the formal bid to Government by 3rd June 2024.

(Council / Executive decision)

GROUNDINGS FOR URGENCY:

In view of the extremely short timetable for submitting proposals, there is insufficient time to convene an extraordinary Executive meeting.

DECISION APPROVED BY:

(Acting) CHIEF EXECUTIVE

EXECUTIVE DIRECTOR FINANCE & RESOURCES
(if financial implications)

.....
**(Signature) (Sue Hanley - (CX)
(Or Deputy CEO in her absence)**

.....
(Signature) (Peter Carpenter)

Date: 31st May 2024

PROPOSED ACTION SUPPORTED <i>(amend as appropriate)</i>				
..... (Signature) (Signature) (Signature) (Signature) (Signature)
<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>	<i>(Block Capitals)</i>
MAYOR *	PF HOLDER	LEADER	LDR of the CONSERVATIVE Group	CHAIR O&S Committee
Date:	Date:	Date:	Date:	Date:

Notes:

* In addition to the Executive decision above regarding the matter under consideration, the Mayor is signing to agree both that the Executive decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. This is to ensure that the call-in procedures as set out in Part 8 of the Constitution shall not apply where an Executive decision being taken is urgent.

Appendix 1

Background to Category 1 Outlier Levelling Up Cultural Funding

- 1.1 On 6 March 2024, the Council was informed by the Department for Levelling Up, Housing and Communities (DLUHC) that it has been provisionally awarded £5 million for investment in cultural projects.
- 1.2 In order to receive the funding, the Council is required to submit an Investment Plan detailing its proposed cultural projects. The deadline for submitting the investment plan is Monday 3 June 2024.
- 1.3 The investment plan will be assessed by DLUHC before approval is granted and the funding released. The main assessment criteria for the investment plan are deliverability of projects, value for money and stakeholder engagement including the MPs support.
- 1.4 The funding is for capital expenditure only. All funding expenditure must be defrayed by 31 March 2026.
- 1.5 Projects are required to deliver outputs and outcomes from the standardised list that is used across all levelling up streams. Outcomes will be achieved through revenue activity; therefore, the projects must support the delivery of activities funded through other sources.
- 1.6 No specific Governance model has been imposed by DLUHC. However, the Governance structure must ensure that key stakeholders are able to exercise strategic oversight of the project. The Town Deal Board has agreed to act as the Stakeholder Board. The Chair and Vice Chair of the Cultural Compact have been co-opted onto the Town Deal Board to represent the Arts and Culture organisations.
- 1.7 Extensive stakeholder consultation has been taking place over several years through the work of the cultural compact. As stakeholder engagement is imperative to the assessment of the investment plan, projects informed by the Redditch Borough Council Leisure and Culture Strategy 2022-2023, by the North East Worcestershire Cultural Compact and by Rubicon Leisure were compiled into a long list of potential projects.
- 1.8 A consultation on the long list of projects was undertaken with key stakeholders including the Town Deal Board, the Cultural Compact, the local visitor economy partnership (Visit Worcestershire), the Community Wellbeing Theme Group for Redditch Partnership, Redditch Youth Providers Forum, Redditch BID, the Chamber of Commerce, Rubicon Leisure, the Creative People and Places Consortium, Feckenham Parish Council and the MP.

- 1.9 The Levelling Up Places Service, made up of arms-length organisations such as the Arts Council and Historic England, has given additional support assessing projects for deliverability and value for money.
- 1.10 The consultation resulted in the long list of project proposals being reduced to the 5 projects included in the investment plan. These projects have strong stakeholder support. They have been assessed as representing good value for money and are deliverable within the funding timescales.
- 1.11 Officers will continue to refine the investment plan until the submission deadline in order to strengthen the proposals. The substance of the investment plan, ie the proposed projects and the governance, will not change.

Guidance			
Section	Question	Explanation / elaboration	Example answer
Admin Details	1. Local authority	Please select the local authority responsible for the investment plan	<i>Bolton</i>
	2. Contact email address	Please provide an email address DLUHC should use to contact the local authority in relation to the Investment Plan.	<i>Joe.bloggs@examplecouncil.gov.uk</i>
	3. Senior Responsible Officer(s)' (SROs) name(s) and email address(es)	Please confirm the name(s) and email address(es) of the Senior Responsible Officers (SROs) who will be responsible for the delivery of the project/s. This may be one person or several persons.	<i>Joe Bloggs; Joe.bloggs@examplecouncil.gov.uk</i>
	4. S151/95/114/54 Officer Officers name and email address	Please confirm the name and email address of the Section 151/95/114/54 Officer officer for the local authority.	<i>Joanne Bloggs; Joanne.bloggs@examplecouncil.gov.uk</i>
	5. Please set out the governance structures you have will put in place to ensure there is strategic oversight over the proposed projects.	Please summarise how any governance boards or structures may be used to ensure key stakeholders are able to exercise strategic oversight over the project.	<i>We will use a Board constituted of XXXX member from XXXXX to advise the local authority on issues related to the project. We will include local stakeholders that have an interest in the projects and the geographical areas covered in our investment plan or that have particular experience in cultural projects. This will include Members of Parliament, representatives of Town Councils, local businesses, local voluntary organisations and a local FE college. The Board will meet on a monthly basis to discuss progress on the project. We will also use the Council's regeneration scrutiny committee to monitor, review and make recommendations in relation to key decisions. We will ensure the relevant Conflicts and Interest policy and Registers are up to date and include reference to this project and that Counter Fraud policies are demonstrated as being complied with. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i>
	6. Please confirm the management arrangements that you have in place to deliver the investment plan. Please also include an organogram, highlighting the roles, responsibilities, and skills of management staff.	Please provide details of the project team you plan to use to deliver the project including job titles, skills sets, number of FTEs and so on. This can include the provision of a specific organogram and where this fits into your wider authority structure. Please also include any specialist support you have access to in terms of (for example) legal, procurement, subsidy control and where you will need to seek alternate professional advice and support	<i>We intend to utilise our capital regen infrastructure team to manage delivery of the project/s. This consists of a Head of Project Team, Programme Managers, Programme Advisers, Procurement Specialism, Planning and Surveying specialist, Finance Management and Admin support. This team have already successfully delivered XXXX capital construction projects, for example XXXX. The group will report to SROs and the Board, highlighting progress against milestones, risks, mitigations and any blockages that are causing issues along with proposed solutions. All members of the team have the relevant up to date professional qualifications in their field. We attach the relevant organogram to demonstrate how the team fits into the wider organisational structure. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i>
	7. Please confirm you have sign-off from your S151/95/114/54 Officer Officers, SRO(s) and council leader.	We need confirmation that all parties have agreement that the proposal should be submitted for review. The final section of the Investment Plan requires and actual signature to confirm all details in the Plan are accurate.	<i>no example</i>
	Please list the names and constituency of the MP/MS/MSP that you have consulted with.	A list is all that is required here. Further information can be provided in response to the three questions below.	<i>no example</i>

<p>Stakeholder engagement</p>	<p>Please set out how you have engaged with key stakeholders, including the community (the public, civic society, private sector and local businesses).</p> <p>Please confirm that you have the support (or otherwise) of all relevant MP/MS/MSP, and detail around when any relevant council/board approvals will be achieved.</p> <p>Please provide a brief summary of any known opposition to your proposals, and, if applicable, how will you will resolve any issues.</p>	<p>Please summarise how you have engaged with key local stakeholders. This should include Members of Parliament and local councillors, upper tier local authorities (if relevant), town or parish councils, project delivery partners, local businesses and/or civil society organisations.</p> <p>Please provide a letter of support from your MP/MS/MSP</p> <p>Where stakeholders have opposed any proposals please outline the issues they have raised, why you would still like to proceed with the project, and, where appropriate, any mitigations.</p>	<p><i>We consulted with local businesses, local voluntary organisations, town councils and both of the local Members of Parliament in the process of developing this investment plan. They provided written and verbal feedback which we have incorporated into the plan where appropriate. All stakeholders expressed support for the priority outputs, outcomes and projects we will be delivering. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i></p> <p><i>Objections were received from a small number of local businesses that felt that footfall might be impacted with the new project being located away from some retail facilities. The site has been chosen as it is already in the ownership of the Council, it's proximity to transport links and existing parking facilities. Part of the project includes promotion of the towns other historical and cultural sites, encouraging visitors to visit all areas of the town. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i></p>
<p>Project Information</p>	<p>Project Name</p> <p>Constituency</p> <p>Ward</p> <p>Postcode(s)</p> <p>Summary Project Description (500 words limit)</p> <p>Explain how your bid aligns to and supports relevant local strategies</p> <p>On what basis do you feel that this project will offer value for money?</p>	<p>Please provide a name/title for the project.</p> <p>Please list the full postcode(s) for the site/location of the project</p> <p>Please provide a summary view of your proposal. Where bids have multiple projects, please copy this TAB and insert a new TAB for each project and name each TAB Project 1: Name, Project 2: NAME and so on. You should provide a high level summary of the overall project. You can use the following questions to provide more detail on various elements of the project/s. Clearly explain how the project elements are aligned with each other and represent a coherent approach.</p> <p>If you have any local plans or strategies that includes the development and provision of cultural activity and/or facilities and you can demonstrate how your investment plan would support these, please provide details of this.</p> <p>Your S151/95/114/54 Officer (Chief Finance Officer) should confirm that the project will be provide value for money and we will need to understand on what that opinion is based. You should provide a justification and methodology for how you have reached this conclusion.</p>	<p><i>no example</i></p> <p><i>ME4 4DH; ME4 4DI</i></p> <p><i>This project will provide the town centre with a new and unique cultural facility in a key heritage building. The new cultural hub will include a car park, and will be delivered by refurbishing a dilapidated building and unlocking the area for further investment. The funding will enable additional sites for future development. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i></p> <p><i>We have drawn from our Local Plan and Strategic policies that outline the importance and provision of cultural facilities. These polices aim to achieve XXXXXX and the Investment Plan clearly aligns with the objectives of these plans by XXXXXX. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i></p> <p><i>We have conducted and benefit cost ratio (BCR) analysis, the details of which are provided. We also have a proven track record of delivering value having previously completed project/s of similar size and scale. Impact evaluations of these project/s showed clear value for money. The facility has seen XX increase in visitors attending the area and provides educational opportunities to the local school communities. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i></p>

	What gives you the confidence that this project can be completed to the delivery milestones listed in the milestone TAB?	Please explain your levels of confidence that you will be able to deliver the project/s as described to the timelines set out in the Milestones TAB. This should take into consideration (for example) cost certainty, risks, procurement timelines for example.	<i>You could include evidence of recently completed capital construction projects to demonstrate an example of how you have been able to deliver a significant investment on time and on budget. You can include details of how well plans are already developed, what procurement strategy you plan to follow and how this will ensure timely delivery. With this project in particular, we are confident that we will be able to deliver to time and budget as the match funding package is already secured, the procurement process is agreed, planning applications are already submitted and fit well within our local development plans, the site is already acquired with no need for CPOs, will not be subject to cost inflation with fixed prices agreed, surveys of the site reveal no site contamination or complex conditions to deal with. YOUR RESPONSE SHOULD PROVIDE MORE DETAIL THAN THIS.</i>
	Proposed start date	The project start date(s) will normally be defined within your Milestones TAB. It is often the point at which project costs will start to be incurred.	<i>no example</i>
	Projected completion date	Completion date is the date by which the agreed project/s outputs will be delivered. The project completion date(s) will normally be defined within your Milestones TAB.	<i>no example</i>
	Projected financial completion date	The financial completion date is the date by which all DLUHC expenditure paid to you will have been defrayed. We encourage this to be by March 2026.	
Subsidy	Is a subsidy present?	The legal definition of a subsidy can be found at section 2(1) of the Subsidy Control Act. The test involves an assessment against 4 limbs. The test is cumulative so all limbs must be met for a subsidy to be present. Please remember that a local authority can be an enterprise and receive a subsidy when it offers a good or a service on the market. For example, this could include building workspace, refurbishing cultural infrastructure which is commercially exploited, or reconfiguring vacant retail space on the High Street. However, there are interventions which do not involve economic activity, for example, public realm and placemaking, active travel infrastructure, and community facilities.	Limb A - the funding is public resources from a public body. Limb B - the project involves the renovation of vacant space in a Council owned building to provide co-working space for start-ups and micro businesses. The LA is creating new business infrastructure which it intends to commercially exploit and is acting as an enterprise. The award of a grant provides an economic advantage to the Council. Limb C - the financial assistance is specific to the Council. Limb D - the Council is entering an established property market and an impact on local or regional competition in the UK cannot be discounted. However, there is unlikely to be a material impact on international trade and investment.
	If you believe a subsidy is present, please confirm the legal name of the enterprise	Please provide details of the enterprise receiving the subsidy. If this is a third party please confirm the organisation name and identification such as company number.	The enterprise receiving the subsidy is South Yorkshire Development Limited (company number 00123456).
	If the Council is the enterprise receiving support	DLUHC will need to work with the LA to undertake a subsidy principles assessment before deciding whether to award the subsidy. Details of the subsidy principles can be found at Chapter 3 of the Statutory Guidance - https://assets.publishing.service.gov.uk/media/658025b295bf65000d719140/uk_subsidy_control_regime_statutory_guidance.pdf	Please provide any supporting information which could be relevant to the subsidy principles assessment

How will the Council award a subsidy to the third party? There are different ways to award a subsidy to an enterprise. For example, small amounts of support can be awarded under Minimal Financial Assistance, standalone subsidies can be awarded following a principles assessment, or subsidies can be awarded under a streamlined scheme. Where public authorities intend to award a subsidy of particular interest - typically projects with a cumulative subsidy value of £10m or more, or subsidies of £5m or more in a sensitive sector, a principles assessment must be referred to the Subsidy Advice Unit. The project involves the award of a proposed £5m grant to South Yorkshire Development Limited. The Council has commenced an assessment against the 7 subsidy principles. The Council intends to enter into a grant funding agreement with the enterprise to govern the use of the subsidy and once complete will upload details of the subsidy on to the transparency database. The grant is not a subsidy of particular interest and will not need to be referred to the Subsidy Advice Unit.

Further information This is an opportunity to provide any additional information on subsidy control. N/a

Grant Dispersal	If you are intended to award a share of your allocation to a partner, please advise here NB., you must ensure that any further dispersal of grant is done in accordance with subsidy control and you will be required to put robust funding agreements in place with partners. If you are not intending to sub-grant please enter 'Not applicable' in the table. If these details are still to be confirmed, then please enter 'Unknown'.	If your project involves awarding the funding to a delivery partner to deliver the project, please provide details of this here. If these details are still to be confirmed, then please enter 'Unknown' in the table.	
Project Spend Profile	Please set out the total amount of DLUHC funding and match funding (if applicable) you will spend under each project. The total spend should match the total allocation you have been provisionally been awarded.	Please confirm the forecast spending profile for the financial years listed. You may be able to request future changes in your annual profile but that will likely be subject to a Project Change Request (PAR) process. You can include Actual spend if your proposal includes activity to enhance and provide <u>additional</u> benefits and outcomes to a capital cultural project that is already in progress. Costs defrayed will only be eligible from the date of the announcement of the Spring Budget 2024.	
Project Outputs Project Outcomes	Outputs/outcomes - Total target figures	The Output and Outcomes reflect the latest Levelling Up Fund Intervention Framework. Not all of these will be relevant to your project/s but provide you with the broadest set of indicators to choose from. There are Standard Mandatory Employment Indicators as well as Standard Outputs and Outcomes. Please provide the target unit of each output/outcome that your are aiming to achieve. We encourage the use of the Mandatory and Standard options only. Although you can include additional bespoke outputs and outcomes we encourage these to be kept to an absolute minimum.	<i>number</i> <i>sqm</i> <i>number</i> <i>sqm</i>

<p>Risk Register</p>	<p>Please complete the risk register with both pre and post mitigated scores. If you have more than one project within your Investment Plan and the risk only relates to one of those, please make sure that it evidence in the Full Description</p>	<p>You can add lines to the register if you need to.</p>	<p><i>An example is provided on the TAB itself</i></p>
<p>Delivery Milestone</p>	<p>Please complete the Milestones table.</p>	<p>Where any of the milestones are going to be relevant to your project/s, please select Yes in column B. If the dates are not yet know, please put an estimated date and include some commentary in Column E. Please do not leave any dates blank.</p>	<p><i>Things to consider: The stated milestones are reliant on XXXXX to happen by XXXX date to enable a professional design team to be procured by XXXXX date. The programme is at risk of slippage if there is a delay. The project will be procured by XXXX date and delivered within financial year 2025 / 2026 to enable opening in early 2026. There is a possibility that the survey will show XXXX and will require some additional remediation works. We have the expertise to deal swiftly with the issue and this will not significantly impact on delivery.</i></p>
<p>Sign off</p>	<p>We require this document to be signed by the S151/95/114/54 Officer (Chief Finance Officer)</p>	<p>In signing this form you are confirming that all information is complete and accurate, all issues that might effect deliverability of the project/s have been disclosed and the project information TAB reflects the information in the funding and output profiles. Any missing information will likely result in a delay to the Investment Plan be progressed.</p>	

Spring Budget 2024 Project

1. Local authority	Redditch Borough Council
2. Contact email address	Jonathan.cochrane@bromsgroveandredditch.gov.uk
3. Senior Responsible Officer(s)' (SROs) name(s) and email address(es)	Ruth Bamford; r.bamford@bromsgroveandredditch.gov.uk Jonathan Cochrane; jonathan.cochrane@bromsgroveandredditch.gov.uk
4. S151/95/54 Officers (Chief Finance Officer) name and email address	Peter Carpenter; peter.carpenter@bromsgroveandredditch.gov.uk
5. Please set out the governance structures you will put in place to ensure there is strategic oversight over the proposed projects.	<p>As we have established governance for other levelling up funds, ie Town Deal and UK Shared Prosperity Fund, it is our intention to use the same model for the Category 1 Outlier Cultural Funding.</p> <p>The Executive Committee is the decision making body at Redditch Borough Council. Redditch Borough Council has adopted the “Leader and Cabinet” model of executive. Each Portfolio Holder on the Executive Committee represents particular subject areas which are aligned with the Council’s strategic purposes (priorities). Decisions are made by the Executive Committee collectively. Members of the public are welcome to attend meetings of the Executive Committee which will bolster the transparency around decisions made and progress noted for the cultural projects subject of this investment plan.</p> <p>The Town Deal board includes representatives from businesses (including representation from Redditch Business Improvement District), the upper tier authority (Worcestershire County Council), the voluntary & community sector, the local FE college, the Member of Parliament and a member of Redditch Borough Council's executive is. It is supported by officers from the Business & Local Growth Unit. The Town Deal Board's terms of reference will be amended to include providing advice to the Borough Council regarding the development of Category 1 Outlier Cultural Funding projects and the oversight of the delivery of the projects included in the investment plan.</p> <p>The Town Deal Board meets every 8 weeks to discuss the progress of the levelling up projects which it has oversight of. All members of the board are required to sign up to the seven principles of public life (the Nolan Principles). The board has an established conflicts of interest policy and registers are maintained and regularly reviewed. Decisions regarding selection of projects to be delivered will be</p>

<p>6. Please confirm the management arrangements that you have in place to deliver the investment plan. Please also include an organogram, highlighting the roles, responsibilities, and skills of management staff.</p>	<p>The investment plan will be delivered on a day to day basis by a multi-disciplinary team of Council Officers, led by the Head of Planning, Regeneration and Leisure. The team includes the Council's Activity and Creative Lead who is responsible for stakeholder engagement, project development and commissioning as well as overview of the Cultural Compact. A team of officers are responsible for the management of individual projects. These include town centre management officers, property service officers, the Chief Exec of Rubicon Leisure (a wholly local authority owned arms-length company), project delivery officers within our regeneration team and economic development officers. The town centre management officers will be responsible for the delivery of projects located in the town centre. They are experienced in regeneration of spaces, partnership working and delivery of events and activities. The Compact Task Force, made up of stakeholders who all have a vested interest in delivery of the Cultural Infrastructure Plan's key outputs and outcomes, provides support to Council officers and external contractors (inc cultural practitioners with appropriate expertise). They meet at key milestones during the delivery of the 2 year project and consequently manage risk, evaluate progress, and determine appropriate next steps as a result of analysis of the project's progress.</p> <p>The Chief Executive of Rubicon Leisure will be responsible for the delivery of the Palace Theatre project and the Arrow Valley Countryside Centre components of the Arrow Valley Park project. They will be supported by the property services team and the regeneration project delivery officers at Redditch BC. The economic development officers will be responsible for the delivery of the grant programme with support from Cultural Services. The 100 Spaces programme will be managed by the Council's Cultural Service and will draw on cultural sector expertise and support as described above. The delivery team is experienced in delivering new build, regeneration and major refurbishment projects with skills in project delivery from inception to completion, budget management, spend profiles/cashflows, management of external consultants, commissioning, procurement, stakeholder engagement, risk management, subsidy control, and management of external funding processes.</p> <p>The project delivery team will be supported by specialist officers in disciplines such as planning (including conservation officers), legal services (including contracting, subsidy control and procurement) and finance officers. Crucially, appropriately qualified and experienced cultural practitioners who are delivering digital and public art projects of various types will be managed by the Activity and Creativity Lead for BBC and his team. The Cultural service hold broad experience around large scale outdoor cultural event</p>
<p>7. Please confirm you have sign-off from your S151/95/54 Officers, SRO(s) and council leader</p>	<p>As we have established governance for other levelling up funds, ie Town Deal and UK Shared Prosperity Fund, it is our intention to use the same model for the Category 1 Outlier Cultural Funding.</p> <p>The Executive Committee is the decision making body at Redditch Borough Council. Redditch Borough Council has adopted the "Leader</p>

End

Spring Budget 2024 Project			
MP Engagement			
	MP/MSP/MS Name: Constituency: Projects of Interest:	Please describe to what extent the MP/MS/MSP been involved in the project planning process. Please also confirm whether or not the is MP/MS/MSP is supportive of the project(s).	Will the MP/MS/MSP be a member of the governance structure that will be put in place for this investment?
	Rt Hon Rachel Maclean, MP Redditch and the Villages Discussions with the MP have indicated that they support the widest definition of culture as is appropriate. In particular, they support	The MP is a member of the Town Deal Board which is a significant stakeholder group. The MP was briefed on the long list of projects and, as part of the Town Deal Board, agreed to the process for assessing proposals and selecting them for inclusion in this plan. Officer met with the MP to discuss the proposed projects and they various iterations of the long list has been shared with them	Yes
Please add further rows, as needed			
Wider Stakeholder Engagement and Support			
Please set out how you have engaged or plan to engage with key stakeholders, including the community (the public, civic society, private sector and local businesses).	<p>Redditch Borough Council has drawn upon our extensive experience of deep and meaningful engagement with our communities, civic society and local businesses. Extensive action research in our communities between 2019-22 led to the launch of the Cultural Compact for North East Worcestershire.</p> <p>The Cultural Compact draws together a range of local, regional and national stakeholders who bring to the forum their considerable insights and into the sectors and communities they represent. The Steering Group is made up of:</p> <p>Chair: Jane Earl Vice Chair and Chair of Business Theme Group: Prof Petro Nicolaides Chair of Youth Theme Group: Pete Sugg Chair of Heritage Trails Theme Group: Zoe Willems Chair of Communications Theme Group (also Bromsgrove Society) : Jo Slade Head of Operational Partnerships and Fundraising (Canal and River Trust) : Ian Lane Project Manager Innovation and Partnership Team (National Trust) : Helen Armstrong Honorary Fellow University of Worcester & Chair of Redditch Orchestra : Dorothy Wilson~ Vice Principle Heart of Worcestershire College: Julia Breakwell Managing Director of Rubicon Leisure: Ben Clawson Chan Disability Champion: Leanna Horne Director of Reimagine Redditch: Dr Richard Bromhall Redditch District Collaborative (Health): Claire Whitehouse Chair of artsinredditch : Phil Roberts Chair of Bromsgrove Arts Alive: Steve Cowperthwaite Leader of Redditch Borough Council Leader of Bromsgrove District Council Corporate Management Team Rep Redditch BC and Bromsgrove DC: Ruth Bamford Communications Manager Redditch BC and Bromsgrove DC: Anne Marie Darroch</p> <p>In addition, we have specifically engaged with the following stakeholders:</p> <ul style="list-style-type: none"> Director of Local Visitor Economy Partnership (Visit Worcestershire) 		
Please confirm that you have the support (or otherwise) of all relevant MP/MS/MSP, and detail around when any relevant council/board approvals will be achieved.	<p>The MP will be providing a letter of support to accompany this investment plan. The Investment Plan was endorsed by the Town Deal Board on 30 May 2024. The Investment Plan was approved for submission on 31 May 2024 by the Council Executive by way of the urgent decision process.</p>		

Please provide a brief summary of any known opposition to your proposals, and, if applicable, how you will resolve any issues.

Officers involved in working with the arts, culture and heritage environments and in the Council's documented stakeholder engagement to date have not identified any opposition to the projects subject of this investment plan. There is stakeholder buy in and where concerns are raised, the council is actively engaged and addressing those concerns with affected parties. With reference to the cells outlining governance and management of the proposed projects, there will be mechanisms and forums for any opposing views and concerns to be captured, discussed and addressed at clearly defined stages of each project till delivery. Historic arrangements will ensure continuity post-delivery.

End

Spring Budget 2024 Project

	Detail
Project 1	
Project Name	100 Spaces: Palace Theatre
Constituency	Redditch and The Villages
Ward	Central
Postcode(s)	B98 8AE
Summary Project Description (500 words limit)	The 100 Spaces Project Plan sits within the broader context of ReNEW (Rediscover North East Worcestershire) the Cultural Compact partnership’s first major participation campaign tasked to inspire local residents to build pride of place through the process of “Sharing Stories” in a bid to “Shape Futures”. 100 Spaces has a tight focus upon the renewal of spaces Borough wide utilising the capital fund to improve spaces of various types where people can experience culture and heritage. The Palace Theatre opened in 1913 and was designed by Bertie Crewe (a leading theatre architect of
Explain how your bid aligns to and supports relevant local strategies	This proposal sits comfortably within the context of the priorities as described in the Redditch BID Business Plan 2024-29 that has been published in May 2024. This broad support from 300 businesses and their leadership team including the Chair who manages Kingfisher Shopping Centre is further borne out by broader business support for events, digital projects that tap into the skills agenda, and general regeneration of under utilised spaces to increase footfall, dwell time and secondary spend by the Herefordshire and Worcestershire Chamber of Commerce. As defined by Cultural Compact stakeholders the headline strategic purpose of the Cultural Infrastructure
On what basis do you feel that this project will offer value for money?	1. Rubicon Buildings Work : Additional income (circa £140k per annum) would be generated through ticket sales and booking fees as a result of installation of 90 extra seats in the Palace Theatre auditorium. This will also generate income through secondary sales at the bar. This would improve the subsidy position by circa £40k per annum (after hire splits and cost of sales). It allow for circa 5000 additional attendees to shows. Based on the 2023/24 programme the additional in year subsidy for the works being completed would be circa £185k (£100k show profit, £25k booking fees and £60k secondary spend). There would be minimal impact upon running,

Word count: 495

Word count: 728

Word count: 195

<p>What gives you the confidence that this project can be completed to the delivery milestones listed in the milestone TAB?</p>	<p>Management</p> <p>The Redditch Borough Council Officer team have developed a project proposal form that in part requests information from the relevant project proposer about deliverability in time for the March 2026 deadline. In turn this has been examined by specialist officers in their relevant fields (for example legal, planning and finance) so that the project management team can confidently make a robust decision in relation to ability</p>
<p>Proposed start date</p>	<p>Jul-24</p>
<p>Projected completion date</p>	<p>Mar-26</p>
<p>Projected financial completion date</p>	<p>31st March 2026</p>
<p>Please add further projects as needed.</p>	
<p>End</p>	

Word count: 551

Spring Budget 2024 Project

	Detail
Project 2	
Project Name	100 Spaces: Arrow Valley Park
Constituency	Redditch and The Villages
Ward	Winyates
Postcode(s)	B98 0LJ
Summary Project Description (500 words limit)	<p>The 100 Spaces Project Plan sits within the broader context of ReNEW (Rediscover North East Worcestershire) the Cultural Compact partnership’s first major participation campaign tasked to inspire local residents to build pride of place through the process of “Sharing Stories” in a bid to “Shape Futures”. 100 Spaces is focused upon the renewal of spaces Borough wide utilising the capital fund to improve spaces of various types where people can experience culture and heritage.</p> <p>At 900 acres Arrow Valley Country Park is the largest area of open space in Redditch. It forms an expansive green corridor crossing from one side of the Borough to the other affording access to some 70% of Redditch</p>
Explain how your bid aligns to and supports relevant local strategies	<p>The Redditch Borough Council Annual Survey reports interest and support from residents in a broad range of leisure and culture assets in the area including the Arrow Valley</p> <p>100 Spaces is inspired by the story of local youth Lauren Mernagh who inspired so many of us during the Covid Pandemic crisis here in the Borough of Redditch. What started as a simple idea to cheer herself up by painting and then displaying pebbles, stones and rocks outside the front of her house soon escalated into a town wide campaign, inspired by Lauren, driven by social media, for residents to follow suite and line thousands upon thousands of rocks and stones along the sides of Arrow Valley lake and the surrounding</p>
On what basis do you feel that this project will offer value for money?	<p>1 Rubicon Buildings Work :</p> <p>This project is required to manage the growing demand at the Arrow Valley Centre facility and the park as a whole. Income has increased by over £300k in the last year. Growth and development of the facility will allow for the demand to be met as a consequence of 100 Spaces and to service the wider requirements of the park visitors.</p>

Word count: 492

Word count: 936

Word count: 185

What gives you the confidence that this project can be completed to the delivery milestones listed in the milestone TAB?	Management The Redditch Borough Council Officer team have developed a project proposal form that in part requests information from the relevant project proposer about deliverability in time for the March 2026 deadline. In turn this has been examined by specialist officers in their relevant fields (for example legal, planning and finance) so that the project management team can confidently make a robust decision in relation to ability
Proposed start date	
Projected completion date	
Projected financial completion date	31st March 2026
Please add further projects as needed.	
End	

Word count: 551

Spring Budget 2024 Project

	Detail
Project 3	
Project Name	100 Spaces : Making Places out of Spaces
Constituency	Redditch and The Villages
Ward	TBC
Postcode(s)	TBC
Summary Project Description (500 words limit)	<p>The 100 Spaces Project Plan sits within the broader context of ReNEW (Rediscover North East Worcestershire) the Cultural Compact partnership’s first major participation campaign tasked to inspire local residents to build pride of place through the process of “Sharing Stories” in a bid to “Shape Futures”. 100 Spaces has a tight focus upon the renewal of spaces Borough wide utilising the capital fund to improve spaces of various types where people can experience culture and heritage. We will develop a series of interventions designed to “renew” or repurpose under-utilised spaces creating</p>
Explain how your bid aligns to and supports relevant local strategies	<p>This proposal sits comfortably within the context of the priorities as described in the Redditch BID Business Plan 2024-29 that has been published in May 2024. This broad support from 300 businesses and their leadership team including the Chair who manages Kingfisher Shopping Centre is further borne out by broader business support for events, digital projects that tap into the skills agenda, and general regeneration of under utilised spaces to increase footfall, dwell time and secondary spend by the Herefordshire and Worcestershire Chamber of Commerce.</p>
On what basis do you feel that this project will offer value for money?	<p>Social and Natural Capital Accounting Methodology</p> <p>Our projects will contribute to a growing change in attitude, adopting a culture of creativity and innovation, by adopting a commitment to identify social and natural capital metrics as part of our project management framework in partnership with local stakeholders who best support the process of identifying relevant value for money.</p> <p>The Public Services (Social Value) Act of 2013 requires public service commissioners to consider how they</p>

Word count: 546

Word count: 729

Word count: 166

<p>What gives you the confidence that this project can be completed to the delivery milestones listed in the milestone TAB?</p>	<p>Management</p> <p>The Redditch Borough Council Officer team have developed a project proposal form that in part requests information from the relevant project proposer about deliverability in time for the March 2026 deadline. In turn this has been examined by specialist officers in their relevant fields (for example legal, planning and finance) so that the project management team can confidently make a robust decision in relation to ability to deliver against each key milestone in the process. Our team have the relevant skills and experience as</p>
<p>Proposed start date</p>	<p>Jul-24</p>
<p>Projected completion date</p>	<p>Mar-26</p>
<p>Projected financial completion date</p>	<p>31st March 2026</p>
<p>Please add further projects as needed.</p>	
<p>End</p>	

Word count: 336

Spring Budget 2024 Project

	Detail
Project 4	
Project Name	100 Spaces: Telling the Story of Redditch project
Constituency	Redditch and The Villages
Ward	TBC
Postcode(s)	TBC
Summary Project Description (500 words limit)	<p>The 100 Spaces Project Plan sits within the broader context of ReNEW (Rediscover North East Worcestershire) the Cultural Compact partnership’s first major participation campaign tasked to inspire local residents to build pride of place through the process of “Sharing Stories” in a bid to “Shape Futures”. 100 Spaces has a tight focus upon the renewal of spaces Borough wide utilising the capital fund to improve spaces of various types where people can experience culture and heritage.</p> <p>Promotional marketing tools are crucial to build our confidence as a partnership, to raise the profile of the</p>
Explain how your bid aligns to and supports relevant local strategies	<p>The key stakeholders strategically in support of this project element are Rubicon Leisure, Visit Worcestershire, Redditch Borough Council and the broad range of Cultural Compact partners who are in support of an area wide marketing campaign (the Redditch BC Cultural Strategy recommends investing properly in raising the profile of the areas Cultural Offer). The Cultural Compact has a unique opportunity to bring together cultural partners from across the area to all celebrate what they have to offer on one dedicated "Visit Redditch" type website, housed by Rubcion Leisure (further to a comprehensive branding review). This would be a sister site within the Visit Worcestershire Local Visitor Economy Partnership</p>
On what basis do you feel that this project will offer value for money?	<p>Social and Natural Capital Accounting Methodology</p> <p>Our projects will contribute to a growing change in attitude, adopting a culture of creativity and innovation, by adopting a commitment to identify social and natural capital metrics as part of our project management framework in partnership with local stakeholders who best support the process of identifying relevant value for money.</p> <p>The Public Services (Social Value) Act of 2013 requires public service commissioners to consider how they</p>

Word count: 500

Word count: 778

Word count: 160

<p>What gives you the confidence that this project can be completed to the delivery milestones listed in the milestone TAB?</p>	<p>Management</p> <p>The Redditch Borough Council Officer team have developed a project proposal form that in part requests information from the relevant project proposer about deliverability in time for the March 2026 deadline. In turn this has been examined by specialist officers in their relevant fields (for example legal, planning and finance) so that the project management team can confidently make a robust decision in relation to ability to deliver against each key milestone in the process. Our team have the relevant skills and experience as</p>
<p>Proposed start date</p>	<p>Jul-24</p>
<p>Projected completion date</p>	<p>Mar-26</p>
<p>Projected financial completion date</p>	<p>31st March 2026</p>
<p>Please add further projects as needed.</p>	
<p>End</p>	

Word count: 336

Spring Budget 2024 Project

	Detail
Project 5	
Project Name	100 Spaces: Grant Giving
Constituency	Redditch and The Villages
Ward	TBC
Postcode(s)	TBC
Summary Project Description (500 words limit)	<p>The 100 Spaces Project Plan sits within the broader context of ReNEW (Rediscover North East Worcestershire) the Cultural Compact partnership’s first major participation campaign tasked to inspire local residents to build pride of place through the process of “Sharing Stories” in a bid to “Shape Futures”. 100 Spaces has a tight focus upon the renewal of spaces Borough wide utilising the capital fund to improve spaces of various types where people can experience culture and heritage.</p> <p>Similarly inspired by our various place based initiatives we will distribute impact across the Borough and surrounding villages with an application process for local organisations to make improvements to existing facilities. Details of the initiative for the 100 Spaces project can be found in the attached documents.</p>
Explain how your bid aligns to and supports relevant local strategies	<p>As defined by Cultural Compact stakeholders the headline strategic purpose of the Cultural Infrastructure Plan is to utilise the capital fund to improve spaces in a broad range of locations for people to better experience culture and heritage. This requirement is evidenced as a result of a four year action research programme carried out by these partners in partnership with communities to explore the barriers to engagement with culture to better develop pride of place. In summary:</p> <p>At a high level the Redditch Borough Council Leisure and Culture strategy describes the local authority's ambition to encourage our residents to become more active and creative and to enjoy the great open spaces of the Borough.</p>
On what basis do you feel that this project will offer value for money?	<p>This fund will have a total fund contribution from the DLUC grant award based on the balancing figure remaining from the £5m pot further to final assessments of final project proposal costs factoring contingencies required to complete all works. We anticipate this to be in the region of £500k</p> <p>1 Social and Natural Capital Accounting Methodology</p> <p>Our projects will contribute to a growing change in attitude, adopting a culture of creativity and innovation, by adopting a commitment to identify social and natural capital metrics as part of our project management framework in partnership with local stakeholders who best support the process of identifying relevant value</p>

Word count: 226

Word count: 644

Word count: 176

<p>What gives you the confidence that this project can be completed to the delivery milestones listed in the milestone TAB?</p>	<p>Management</p> <p>The Redditch Borough Council Officer team have developed a project proposal form that in part requests information from the relevant project proposer about deliverability in time for the March 2026 deadline. In turn this has been examined by specialist officers in their relevant fields (for example legal, planning and finance) so that the project management team can confidently make a robust decision in relation to ability to deliver against each key milestone in the process. Our team have the relevant skills and experience as</p>
<p>Proposed start date</p>	<p>01/07/2024</p>
<p>Projected completion date</p>	<p>Mar-26</p>
<p>Projected financial completion date</p>	<p>31st March 2026</p>
<p>Please add further projects as needed.</p>	
<p>End</p>	

Word count: 336

Spring Budget 2024 Project

PART A - Is a subsidy present?

With reference to the four-limbed test (Section 2(1) of the Subsidy Control Act) please explain whether you think the project involves the award of a subsidy or not.

We have undertaken an assessment of each of the proposed projects against the 4 limbs detailed the Subsidy Control Act. The assessments are listed

PART B - If a subsidy is present, please confirm the legal name of the enterprise receiving support

Please confirm the legal name of the enterprise who will receive the subsidy. If the enterprise is the Council please move to Part C. If the Council is awarding a subsidy to a third party please move to Part D.

Not applicable

PART C - If the Council is the enterprise receiving support

DLUHC will need to work with the Council to undertake an assessment against the 7 subsidy principles prior to the subsidy award. Please provide any information which might be relevant to the principles assessment. Please see the Guidance tab for more information.

Not applicable

PART D - How will the Council award a subsidy to the third party?

Please explain how the Council intends to award the subsidy to the third party named at Part B. For example, will the Council undertake an assessment against the subsidy principles? Is there a requirement to refer the subsidy to the Subsidy Advice Unit?

Not applicable

PART E - Further information

Please use this box to add in any additional information that may be relevant to subsidy control.

Spring Budget 2024 Project

If you are intended to award a share of your allocation to a partner, please advise below. NB., you must ensure that any further dispersal of grant is done in accordance with subsidy controls and you will be required to put robust funding agreements in place with partners. If you are not intending to sub-grant please enter 'Not applicable' in the table below. If these details are still to be confirmed, then please enter 'Unknown' in the table below.

Partner Name & Address	Value (£) of Grant Partner will receive	Method of Funding (e.g sub-grant arrangement)	What will this fund?
Unknown	Unknown	Unknown	Unknown

End

Spring Budget 2024 Project

Based on the local authority's announced allocation, please set out your funding profile (DLUHC Remittance) for FY24-25 and FY25-26 (all grant payments will be subject to satisfactory delivery performance).

FY24-25 (£)	FY25-26 (£)	Total all years
£975,000.00	£4,025,000.00	£5,000,000.00

Please set out the total amount of DLUHC funding you will spend under each project. The total spend should match the total allocation you have been awarded.

Project Name	FY23-24	Forecast spend in FY24-25 (£)				Forecast spend in FY25-26 (£)				FY26 +	All Years
	Actual spend in FY23 - 24 (£)	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Forecast spend post April 26	
Palace Theatre	0	£0.00	£20,000.00	£100,000.00		£530,000.00	£530,000.00				£1,180,000.00
Arrow Valley Park	0	£0.00		£265,000.00		£650,000.00	£625,000.00	£600,000.00			£2,140,000.00
Making Places from Spaces	£0.00	£0.00		£150,000.00	£150,000.00	£220,000.00	£220,000.00	£204,000.00			£944,000.00
Cultural Places Community Grant	£0.00	£0.00			£250,000.00				£250,000.00		£500,000.00
The Story of Place	£0.00	£0.00		£60,000.00				£76,000.00	£100,000.00		£236,000.00
Total Spend Profile	£0.00	£0.00	£20,000.00	£575,000.00	£400,000.00	£1,400,000.00	£1,375,000.00	£880,000.00	£350,000.00	£0.00	£5,000,000.00

Please set out the total amount of match funding you will spend under each project.

Project Name	FY23-24	Forecast spend in FY24-25 (£)				Forecast spend in FY25-26 (£)				FY26 +	All Years
	Actual spend in FY23 - 24 (£)	Q1 24/25	Q2 24/25	Q3 24/25	Q4 24/25	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Forecast spend post April 26	
Palace Theatre											£0.00
Arrow Valley Park											£0.00
Making Places from Spaces											£0.00
Cultural Places Community Grant											£0.00
The Story of Place											£0.00
Total Spend Profile	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

End

Which project does this entry relate to?	Indicator Name	Quantified Target	Unit of Measurement	Fiscal Year 2025A			Fiscal Year 2025B			Fiscal Year 2026			Fiscal Year 2027			Fiscal Year 2028			Fiscal Year 2029			Fiscal Year 2030	Grand Total	Definition	Frequency of Reporting	Please mention any gaps in the historical performance of this indicator (beginning of 1st fiscal year of the last available information)	Who is responsible for collecting the data for this indicator?	If performance is based on a specific year of operation	If historical performance data is available for the indicator	Please flag any issues or comments	
				2025A	2025B	Total	2025A	2025B	Total	2026	2027	Total	2028	2029	Total	2029	2030	Total													
Employment Indicators																															
	1. Full-time equivalent (FTE) employees	375	FTE																						375	NA	Every Month	NA	NA	NA	
	2. Part-time employees (PTE) employees	375	PTE																							375	NA	Every Month	NA	NA	
	3. Total employees (Total Employees)	750	FTE																							750	NA	Every Month	NA	NA	
Other Standard Output Indicators																															
	1. Hours of direct contact provided	4000	Hours																							4000	NA	NA	NA	NA	NA
	2. Hours of indirect contact provided	4000	Hours																							4000	NA	NA	NA	NA	NA
	3. Total hours of contact provided	8000	Hours																							8000	NA	NA	NA	NA	NA
	4. Total number of cases processed	1000	Cases																							1000	NA	NA	NA	NA	NA
	5. Total number of cases resolved	1000	Cases																							1000	NA	NA	NA	NA	NA
	6. Total number of cases pending	0	Cases																							0	NA	NA	NA	NA	NA
	7. Total number of cases closed	1000	Cases																							1000	NA	NA	NA	NA	NA
	8. Total number of cases reopened	0	Cases																							0	NA	NA	NA	NA	NA
	9. Total number of cases completed	1000	Cases																							1000	NA	NA	NA	NA	NA
	10. Total number of cases pending at the end of the fiscal year	0	Cases																							0	NA	NA	NA	NA	NA
Outcome Indicators																															
	1. Total number of cases resolved	1000	Cases																							1000	NA	NA	NA	NA	NA
	2. Total number of cases pending at the end of the fiscal year	0	Cases																							0	NA	NA	NA	NA	NA

- Comments (Project 1)**
Please provide any explanatory information on your project outputs for project 1.
Police Thefts Space W leads cases in suburban, Police Thefts auto space improved, Police Fraud of home repairs
- Comments (Project 2)**
Please provide any explanatory information on your project outputs for project 1.
Theft Vehicle reduced with stolen, stolen, and stolen space created this history, Potential space created for reduced
- Comments (Project 3)**
Please provide any explanatory information on your project outputs for project 1.
Public Safety Police beats represented counsel as cultural and heritage building represented, the same indicator is 1
- Comments (Project 4)**
Please provide any explanatory information on your project outputs for project 1.

Spring Budget 2024 Project

Which program does this indicator relate to?	Indicator Name	Quantified Target	Unit of Measurement	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26	Is it possible to make this indicator a budgetary responsibility?	Definition	Measurement Frequency of Reporting	Additional Information/Dependencies	Baseline/Reference	Do you plan an existing state that will allow measurement of this specific indicator according to the delivery protocol?	Please describe what data will be collected, including the unit of measurement (also include a list and preference unit of measurement)	Please describe what type of data will be collected, including the unit of measurement (also include a list and preference unit of measurement)	Please describe what type of data will be collected, including the unit of measurement (also include a list and preference unit of measurement)	Please describe what type of data will be collected, including the unit of measurement (also include a list and preference unit of measurement)	Please describe what type of data will be collected, including the unit of measurement (also include a list and preference unit of measurement)
Outcome Indicator List																				
100 Spaces	Number of cultural events	To increase to	Number	50	50	50	57	58	100	Yes	The number of cultural events held in the region	Annual	None	1st of January each year	Yes	Single measure of number of cultural events held in the region	Annual	Single measure of number of cultural events held in the region	Annual	Single measure of number of cultural events held in the region
100 Spaces	Number of organisations involved in cultural events	To increase to	Number	1000	1000	1000	1100	1100	1200	Yes	The number of organisations involved in cultural events	Annual	None	1st of January each year	Yes	Single measure of number of organisations involved in cultural events	Annual	Single measure of number of organisations involved in cultural events	Annual	Single measure of number of organisations involved in cultural events
100 Spaces	Percentage of the total population that is engaged in cultural activities	To increase to	%	24.2	24.2	24.2	24.2	24.2	24.2	Yes	Percentage of the total population that is engaged in cultural activities	Annual	None	1st of January each year	Yes	Single measure of percentage of the total population that is engaged in cultural activities	Annual	Single measure of percentage of the total population that is engaged in cultural activities	Annual	Single measure of percentage of the total population that is engaged in cultural activities
100 Spaces	Total value spent on cultural events	To increase to	£	270000	270000	270000	270000	270000	270000	Yes	Total value spent on cultural events	Annual	None	1st of January each year	Yes	Single measure of total value spent on cultural events	Annual	Single measure of total value spent on cultural events	Annual	Single measure of total value spent on cultural events
Additional Outcome Indicators - please use the boxes below to list up to four other outcome indicators that you currently are, propose, or intend to measure																				
Comments:																				
Please provide any supplementary information on your outcomes																				
Please use the boxes below to list up to four other outcome indicators that you currently are, propose, or intend to measure																				

Spring Budget 2024 Project

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1		External Stakeholder Management	Siloed Working isolating residents from decision making in relation to Risk of the Council not receiving the support required from key	Working or communicating as a discrete silo and not involving local residents in Cultural Infrastructure Planning	Poor response to public art projects developing organisational reputational risk. Additional risk of loss of financial income and secondary spend at project sites due to lack of interest and	4 - Significant impact	2 - Medium	8.00	Delivery of project proposals that involve communities from inception to completion, carry out public engagement events twice per annum to give a voice to local communities. Manage effectively the Task Group process that involves key stakeholders (eg Creative People and Places, Rubicon Leisure, Redditch Borough Council, Redditch BID)	2 - Low impact	1 - Low	2.00		Jonathan Cochrane
2		External Stakeholder Management	Risk of the Council not receiving the support required from key	Failure to deliver increase in income, failure to deliver operable project solutions due to lack of stakeholder buy in, failure to secure new audiences for the	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	4 - Significant impact	2 - Medium	8.00	Provision of Redditch Borough Council leisure and culture team trained personnel providing event and emergency management plans with support of safety advisory group support	2 - Low impact	1 - Low	2.00		Jonathan Cochrane
3		Health & Safety - Personnel and Public safety	Poor crowd management and risk analysis at events in urban and	Poor crowd management and risk analysis at events in urban and rural locations improved through outdoor event time activities	injury and or death of personnel and visitors	3 - Medium impact	2 - Medium	6.00	Alignment of stakeholder engagement process with management of public enquiries and complaints offsetting negative minority views with the majority view of stakeholder. Leadership role for appropriately experienced and skilled facilitators who are appropriately resourced to help manage an effective and on time responses process and thus better	2 - Low impact	1 - Low	2.00		
4		Public objections or Appeals	Reputational control and ability to complete projects impacted by public	Reputational control and ability to complete projects impacted by public objections to cultural infrastructure plan activities	Risk of low turn out to events and new facilities and cultural spaces further to integrity of work being cast into doubt by objections and appeals. Additional risk of inability to complete works.	3 - Medium impact	2 - Medium	6.00	Leadership role for appropriately experienced and skilled facilitators who are appropriately resourced to help manage an effective and on time responses process and thus better	2 - Low impact	1 - Low	2.00		
5		Poor Governance	Poor quality governance effecting the quality of decisions made	Poor quality governance effecting the quality of decisions made and thus the outcomes and outputs of cultural infrastructure projects	Failure to deliver increase in income, failure to deliver operable project solutions due to lack of stakeholder buy in, failure to secure new audiences for the project ambition representation	3 - Medium impact	2 - Medium	6.00	Project manager role filled by appropriately skilled and experienced practitioner from local authority with further support and oversight provided by robust governance process designed well to manage project managers at key milestone stages throughout the project so as to drive the positive progress of the projects	2 - Low impact	1 - Low	2.00		Jonathan Cochrane and Ruth Bamford
		Poor Delivery	Poor project management effecting delivery outcomes	Poor project management effecting delivery outcomes		Medium ImpactMedium	2-Medium			2-Low impact	1-Low	2.00		

Risk Categories	Impact Inputs	Likelihood Inputs	Proximity Inputs
Business Continuity & Disaster Recovery	1 - Marginal impact	1 - Low	0.5 1 - Remote
Change in Policy Focus	2 - Low impact	2 - Medium	0.75 2 - Distant: next 12 months
Client Mistreatment	3 - Medium impact	3 - High	0.95 3 - Approaching: next 6 months
Covid Disruption	4 - Significant impact	4 - Almost Certain	1 4 - Close: next 3 months
Credit Losses	5 - Major impact		5 - Imminent: next month
Delivery Partner Risk	6 - Critical impact		
Employee Conduct			
Environment			
External Stakeholder Management			
Financial Crime			
Funding Withdrawal			
Geopolitical, Environmental or Economic Shock			
Health & Safety - Personnel and Public safety			
Human resource - Capacity, Recruitment etc			
Ineffective Culture			
Information Technology & Infrastructure			
Investment Losses			
Litigation & Legislation			
Operations			
People / Wellbeing			
Poor Delivery			
Poor Governance			
Poor Policy Design			
Premises & Estate Management			
Procurement & Outsourcing			
Property Development			
Public objections or Appeals			
Regulatory			
Reporting			
Reputational Risk			
Rising Costs			
Security / Cyber / Technical Risk			
Supply Chain Issues and Delays			
Training			

Milestone	Indicate if applicable to this project (Y / n/a)	Start Date - mmm/yy (e.g. Apr/24)	Completion Date - mmm/yy (e.g. Mar/26)	Please note any additional information, issues or concerns
Project 1				
1. Confirmations				
Project start and finish date				
Partnership Agreements				
Carry out feasibility study				
Agreed construction plan				
Initial building design phase				
Secure planning permission				
Purchase land/acquisition of land (if land already owned, please add comment in column H).				
Public Inquiries				
Statutory Orders				
Outline Business Case Approval				
Full Business Case Approval				
2. Procurement				
a) Main construction contract				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 1				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 2				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 3				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
3. The RIBA stages (culture or regen projects only)				
RIBA Stage 3 - Spatial Coordinaton				
RIBA Stage 5 - Manufacturing & Construction				
RIBA Stage 7 - In Use				
Comments (Project 1)				
Things to consider:				
Milestone	Indicate if applicable to this project (Y / n/a)	Start Date - mmm/yy (e.g. Apr/24)	Completion Date - mmm/yy (e.g. Mar/26)	Please note any additional information, issues or concerns

Project 2				
1. Confirmations				
Project start and finish date				
Partnership Agreements				
Carry out feasibility study				
Agreed construction plan				
Initial building design phase				
Secure planning permission				
Purchase land/acquisition of land (if land already owned, please add comment in column H).				
Public Inquiries				
Statutory Orders				
Outline Business Case Approval				
Full Business Case Approval				

2. Procurement				
a) Main construction contract				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 1				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 2				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 3				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				

3. The RIBA stages (culture or regen projects only)				
RIBA Stage 3 - Spatial Coordinaton				
RIBA Stage 5 - Manufacturing & Construction				
RIBA Stage 7 - In Use				

Comments (Project 2)				
Things to consider:				

Milestone	Indicate if applicable to this project (Y / n/a)	Start Date - mmm/yy (e.g. Apr/24)	Completion Date - mmm/yy (e.g. Mar/26)	Please note any additional information, issues or concerns
Project 3				
1. Confirmations				
Project start and finish date				
Partnership Agreements				

Carry out feasibility study				
Agreed construction plan				
Initial building design phase				
Secure planning permission				
Purchase land/acquisition of land (if land already owned, please add comment in column H).				
Public Inquiries				
Statutory Orders				
Outline Business Case Approval				
Full Business Case Approval				

2. Procurement				
a) Main construction contract				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 1				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 2				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 3				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				

3. The RIBA stages (culture or regen projects only)				
RIBA Stage 3 - Spatial Coordinaton				
RIBA Stage 5 - Manufacturing & Construction				
RIBA Stage 7 - In Use				

Comments (Project 3)				
Things to consider:				

Milestone	Indicate if applicable to this project (Y / n/a)	Start Date - mmm/yy (e.g. Apr/24)	Completion Date - mmm/yy (e.g. Mar/26)	Please note any additional information, issues or concerns
Project 4				
1. Confirmations				
Project start and finish date				
Partnership Agreements				
Carry out feasibility study				
Agreed construction plan				
Initial building design phase				
Secure planning permission				

Purchase land/acquisition of land (if land already owned, please add comment in column H).				
Public Inquiries				
Statutory Orders				
Outline Business Case Approval				
Full Business Case Approval				

2. Procurement				
a) Main construction contract				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 1				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 2				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				
b) Additional Construction Contract 3				
Publication of ITT				
Evaluation of Tenders				
Awarding of Construction Contract				
Signing of Construction Contract				

3. The RIBA stages (culture or regen projects only)				
RIBA Stage 3 - Spatial Coordinaton				
RIBA Stage 5 - Manufacturing & Construction				
RIBA Stage 7 - In Use				

Comments (Project 4)
Things to consider:

Sign off

Section 151/95/114/54 Officer or Chief Finance Officer

I confirm that:

- the information in this document is accurate

Signatory name

Signatory role

Signature image

This must be an image

Signature date

Enter following this format: dd/mm/yyyy