



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

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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 atscale 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











Executive Summary

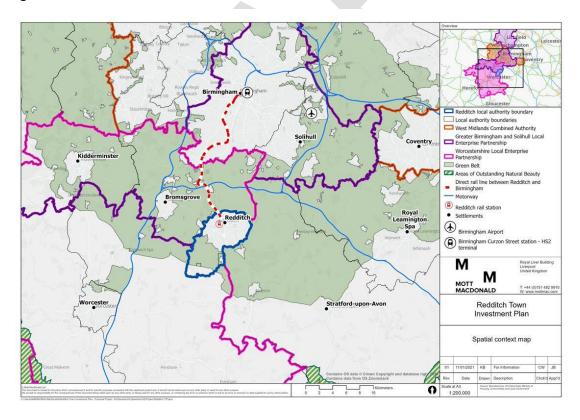
Context

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

Bu Bu

Build from strength

Level-up

- Strategic location
- Strong highways provision
- Strong manufacturing base
- Rapid productivity growth
- Broadband connectivity
- Exciting innovation activities
- Local apprenticeship provision
- Potential for Town Centre vibrancy

- · Low skills attainment
- Ageing assets
- · Pockets of deprivation
- Enterprise deficit
- Growing town centre vacancies
- Low quality station gateway
- · Weak leisure offer
- Untapped vibrancy
- · Overly car-reliant

Exogenous threats

- Automation
- COVID-19 impacts
- New policy/regulation post-BREXIT

Source: Mott MacDonald

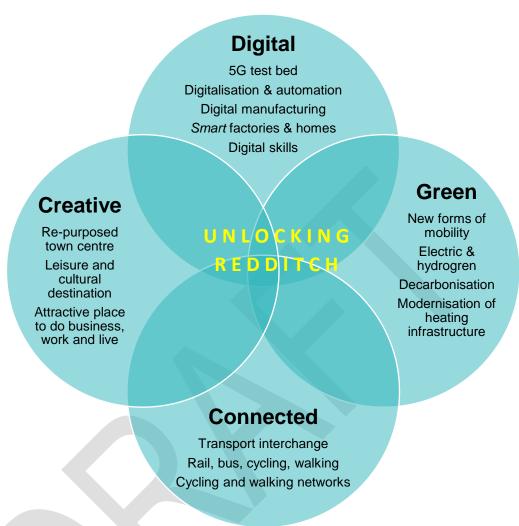
Vision and Town Investment Plan

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

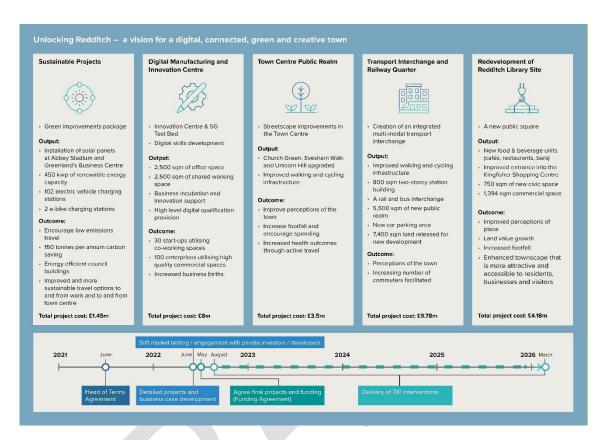


Source: Redditch Town Board / North Worcestershire Economic Development and Regeneration

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 Al 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.	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.	Public goods – many town centre assets are in public ownership and suffer from free-riding effects. Negative externalities – low quality design detracting from investment in evening economy. 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.	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	Presents current context for Redditch
	 Outlines current position of the town
3 – Strengths, issues and opportunities for Redditch	Key strengths of the town
	 Main challenges facing the town
	 Key opportunities for the town
4 – Redditch's Vision	 Town vision and headline outcomes
5 – The Town Investment Plan	Prioritisation process
	 Project summaries
	 Mapping of all strategies, partnerships, programmes and investments
	 Intervention framework and Theory of Change
6 – Approach to delivery	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

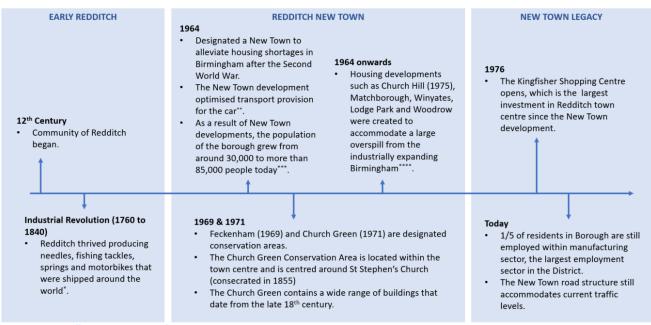
2 Introducing Redditch

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

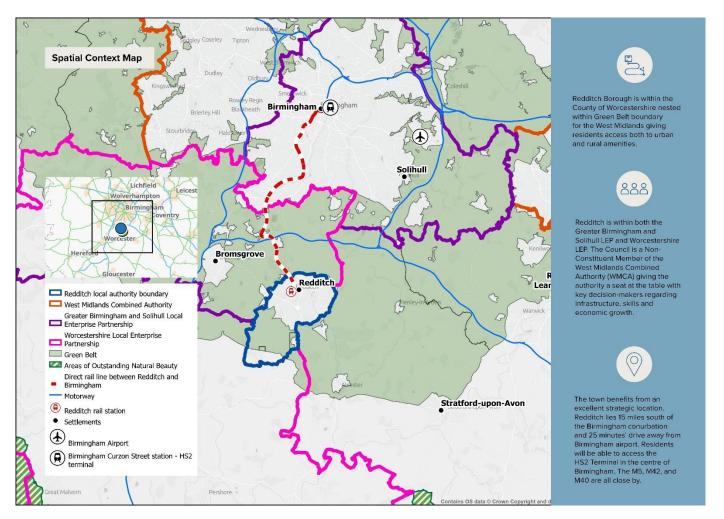
2.2 **Redditch in the West Midlands**

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

^{**}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

Figure 2.2: Redditch's strategic context



Source: Mott MacDonald

2.3 Redditch today

In 2019 Redditch Towns population was 74,000. The population growth has *** been increasing but 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 increase 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 technoligical diffusion (e.g. manufacuturing). 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 Novemebr 2019 was 13%, this was similar to the national average⁴. In October 2020 it was 16%, this is higher than

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:

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)

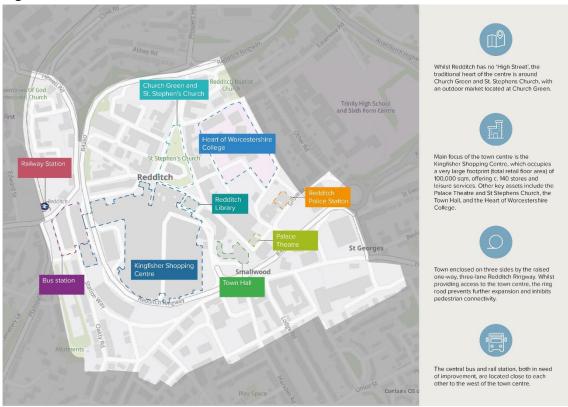
Will a robot takeover my job? | Bank of England 3 Compared to 80 languages in Bromsgrove for example - Office for National Statistics 2011 Census figures for Redditch and Bromsgrove Districts, Redditch and Bromsgrove Clinical Commissioning Group, 4 Where will Covid-19 leave the retail and leisure market at the end of 2020? The local data company 2020 4 Redditch Borough Council data compared to Local Data Company data https://www.localdatacompany.com/blog/retail-outlook-for-the-end-of-2020.

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

2.4 Redditch town centre

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



Build from strength



Level-up

- Strategic location
- Strong highways provision
- Strong manufacturing base
- Rapid productivity growth
- Broadband connectivity
- Exciting innovation activities
- Local apprenticeship provision
- Potential for Town Centre vibrancy

- · Low skills attainment
- Ageing assets
- · Pockets of deprivation
- Enterprise deficit
- Growing town centre vacancies
- Low quality station gateway
- Weak leisure offer
- Untapped vibrancy
- · Overly car-reliant

Exogenous threats

- Automation
- COVID-19 impacts
- New policy/regulation post-BREXIT

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.

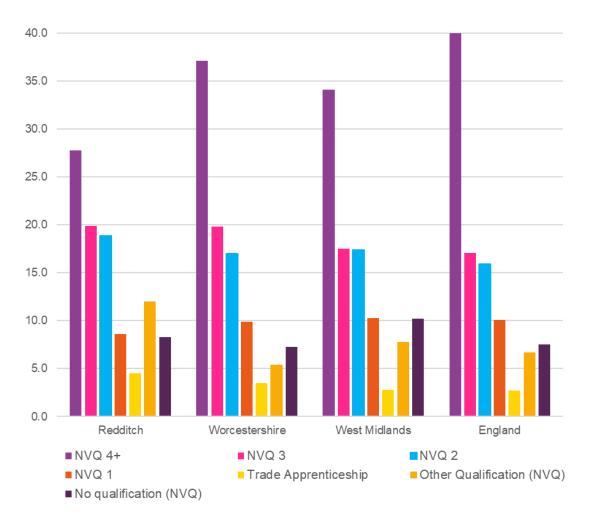
3.1.1 Key Issues

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

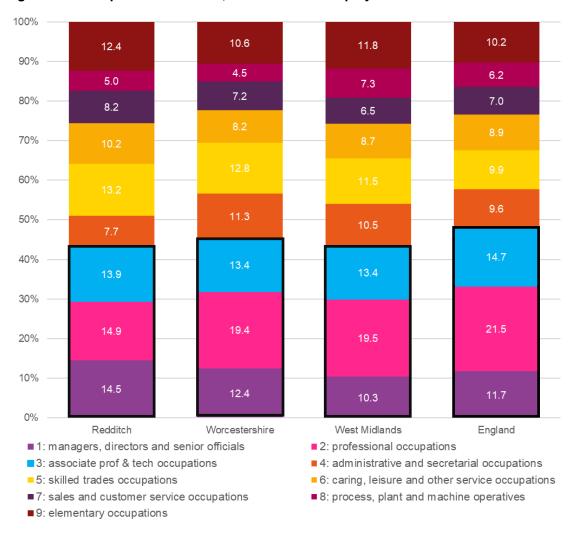


Figure 3.3: Occupational structure, as a % of all in employment

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***.
- $^{\star}\ https://www.wmca.org.uk/news/local-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-levy-fund/linear-people-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-benefit-as-the-wmca-hits-5m-milestone-in-apprenticeship-benefit-as-the-wmca-hits-5m-milestone-in-app$
- ** 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)

¹⁵Business 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

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

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.

£60.000 £55,000 £50,000 £45,000 £40,000 £35.000 2011 2012 2013 2014 2015 2016 2017 2018 Redditch Worcestershire West Midlands England

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.

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	A
Education	0%	9%	2,500	A
Professional, scientific and technical activities	13%	-37%	2,250	▼
Construction	75%	27%	1,750	▼
Transportation and storage	17%	30%	1,750	A
Accommodation and food service activities	-29%	10%	1,250	A
Information and communication	-29%	31%	1,250	A
Public administration and defence	0%	4%	900	A
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	A
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 Beauhurst 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 <u>Superfast_Integrated_Report.pdf</u> (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 Cremtorium 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)

²⁹ Visiting the Redditch manufacturing site of machine tool builder Heller (pesmedia.com)

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.

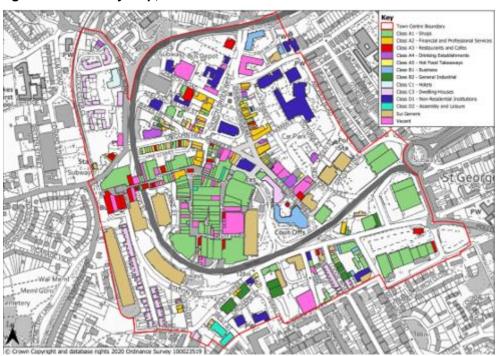


Figure 3.5: Vacancy Map, October 2020

Source: Redditch Borough Council

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

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)

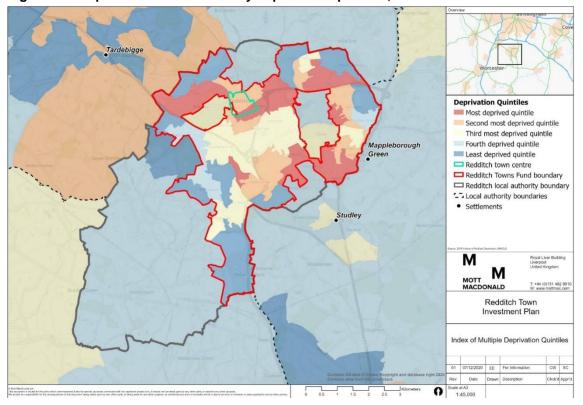


Figure 3.6: Population broken down by deprivation quintiles, 2019

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 "...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)

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.

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:

- Retail⁵¹⁵² Accelerated decline of the high street, increased demand for experiential leisure.
 Increased need for repurposing of town centres. Increased prevalence of online retail.
- Workplace patterns⁵³⁵⁴ 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.

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 Re dditch
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.

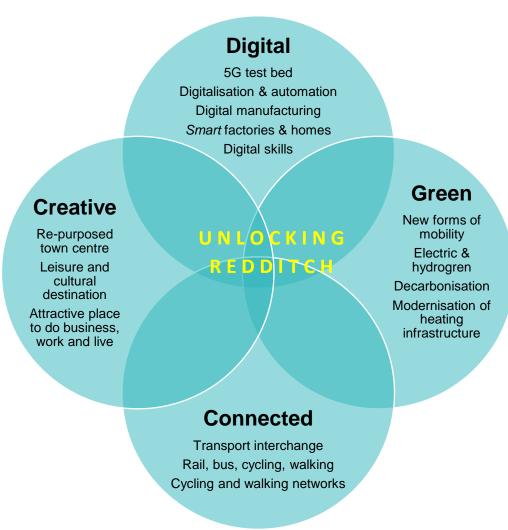
We will make Redditch more *creative* in order to strengthen our town centre viability. This will be done by repurposing key town centre assets, expanding the town centre's cultural and leisure offer, thereby making the town more attractive and prosperous. The urban environment will therefore become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

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: "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". 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.

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.

- 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

Green Town

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.

- 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

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.

- 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

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.

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.

- 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

PROJECT DELIVERY & GOVERNANCE

- **Redditch Borough Council**
- **Redditch Town Deal Board**
- Worcestershire County Council North Worcestershire Economic Development and Regeneration (NWEDR)

STAKEHOLDERS

PRIVATE & COMMUNITY STAKEHOLDERS

- **Redditch Residents**
- Redditch Business Improvement District (BID)

 Redditch Chamber of Commerce
 YMCA Worcestershire
- **Redditch Business Leaders**
- **Redditch Churches Together**
- RBC Sports Development team
- Redditch Community Forum

- Bromsgrove and Redditch Network (BARN) support organisation for voluntary and community services
 • Faith groups

PUBLIC SECTOR CONSULTEES

- worcestershire LEP
 Redditch Borough Council Employees

- Department for Work and Pensions (DWP)
 West Mercia Constabulary

- Group (RBCCG)

 West Midlands Combined Authority

Source: Mott MacDonald

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

- 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

Redditch TIP
Project
Longlist c.60 projects

Redditch TIP
Project
Medium List 11 projects

Redditch TIP Project Shortlist – 5 projects

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:

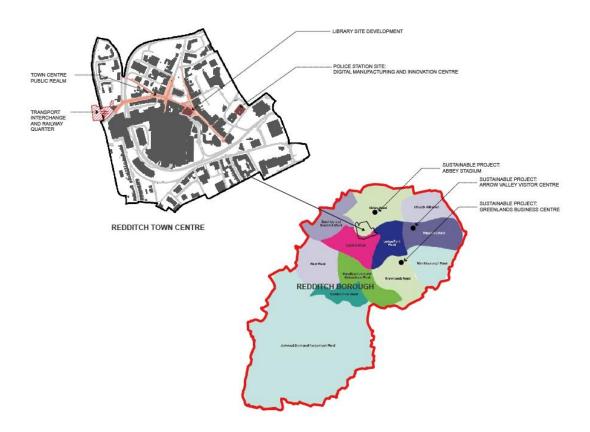
- Feedback from members of the Town Deal Board.
- Feedback from the extensive stakeholder engagement exercise conducted by SMG.
- Further technical work to better inform decision making on projects still under consideration.

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

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: *Energy Efficient Building* and *Low carbon travel and transport*.

- Energy Efficient Buildings
 - 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
 - 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

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.

Key further points include:

- 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.

- 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

- Towns Fund Ask: £1.1million
- Match Funding: £450,000
- Public Sector Decarbonisation Funding
- Worcestershire County Council Public Energy Efficiency Funding

Outputs

- Provision of 102 electric vehicle charging points
- Two additional e-bike charging and hire stations
- 450Kwp of renewable energy generation capacity

Outcomes

- 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.

The facility aims to:

- 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.

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).

Project Rationale

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 Al. 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.

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.

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.

Towns Fund Ask and Match Funding

Towns Fund Ask: £8 million

Outputs

- 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

- 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 –

5.5.3 Town Centre Public Realm

Project Description

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.

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.

Project Rationale

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.

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.

Key areas that this project will improve include:

- 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.externalworksindex.co.uk/entry/2841/Factory-Furniture/Public-realm-seating-in-Camden-resolves-urban-challenges/) and Young People, Anti-social Behaviour and Public Space, Brown, 2013.

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.

• 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.

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.

Towns Fund Ask and
Match Funding

- Towns Fund Ask: £3 million
- Match Funding: £650,000

Outputs Outcomes

Delivery of 3 new/improved public spaces

- 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

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.

The project will deliver:

- 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.

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. Project Rationale 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'. Key areas that this project will deliver include: 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 Towns Fund Ask: £8.5 million. Match Funding Match Funding: £ - 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 New station building with transport interchange Public realm improvements New car parking adjacent to the station. Outcomes Modal shift Improvements to the perception of place by residents and visitors

5.5.5 Redevelopment of Redditch Library Site

Project Description

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).

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.

The key elements of the proposal are:

- 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.

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'.

Project Rationale

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.

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.

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.

Towns Fund Ask and Match Funding	Towns Fund Ask: £4.13 million					
Outputs	 750 sqm of new public space 1,394 sqm of commercial space to be provided on former library site 					
Outcomes	Improved perceptions of place by businesses% increase in land values					



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.



Table 5.1: Logic Model – Redditch Town Investment Plan [To be converted into an infographic]

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

	Redditch Town Deal					Impacts	
Context	Targets for 2030	Inputs	Outputs	Outcomes	Short term	Medium term	Long term
		strategies (Local/regional/ national) Legal and commercial advice and support		 X number of enterprises utilising high quality, affordable and sustainable commercial spaces 			
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	Project operators, private sector tenants, skills providers	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	- Increased number of local trips made by active modes (cycling/walking) - Increase in rail travel - Easier flow of pedestrians into town centre (especially Kingfisher Shopping Centre) increases footfall Improvements to the perception of place by residents and visitors - Increased number of visitors to the park - Improved perception of Redditch more widely by residents and visitors	[To be drafted]	[To be drafted]	[To be drafted]
	Creative Town - Strengthen town centre viability and vitality - Make the town centre a		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]

	Redditch Town Deal					Impacts	
Context	Targets for 2030	Inputs	Outputs	Outcomes	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.



Figure 5.4: Strategic policy alignment with Redditch TIP projects

Regional Policy Local Policy Projects Towns Fund Targets Borough of Redditch Local Plan No. 4 Sustainable Places to Live which Meet our Needs Invest in its digital offering by **Our World Class** · Creating and Sustaining a Green Environment encouraging the adoption of Worcestershire: Our · Creating a Borough Where Businesses Can Thrive Sustainable Strategic Economic Plan · Improving the Vitality and Viability of Redditch Town Centre new technologies and investing Projects and District Centres in digital skills. Creating Safe and Attractive Places to Live and Work Programme **Worcestershire Local** Redditch Town Investment Plan Conserving and Enhancing Redditch's Historic Environment Industrial Strategy: A · Promoting Redditch's Community Well-being Become better *connected* by Consultation Redditch Digital improving transport networks Prospectus Manufacturing and Redditch Borough Council Plan and facilities including 2020-2024 **Innovation Centre** Worcestershire 2040: A Community priorities: delivering local transport Connected, Creative. Economic Development & Regeneration schemes. **Dynamic Economy For** Redditch Town Housing Growth All – Our Investment Skills Centre Public **Priorities** · Improved Health & Wellbeing Make Redditch more *creative* Realm - A Vital · Community Safety & Anti-Social Behaviour by repurposing key town centre · Improving the Vitality and Viability of Redditch Town Centre' Regeneration Worcester Rail assets and expanding the town **Investment Strategy** Catalyst Redditch Borough Council Ultra-Low Emission Vehicles centre's cultural and leisure A Greater Birmingham offer, thereby making the town Redditch Transport Envisions the creation of a local area thriving in terms of local For A Greater Britain: more liveable and prosperous. economic growth, public health, wellbeing and the environment, Interchange & Strategic Economic Plan enabled by a sustainable travel network and a successful low Railway Quarter 2016-2030 carbon sector including ULEV related industry. To become a *green* town, Redditch aims to support 2050 West Midlands Local Developing Redditch Town Centre Masterplan Redevelopment of Industrial Strategy net zero target by encouraging Redditch Library Redditch Local Economic Recovery Framework (2020-2023). and facilitating green travel and Site Worcestershire Energy Key priorities: energy adoption. Supporting people Strategy · Supporting businesses Improving places

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.

Re-purpose town centre to Town centre to become a remain a destination and support Support cycle links through more attractive place to live existing retail activities, and do business; the area and explore strengthening local economic possibility of introducing and cultural assets Respond to COVID-19 Deliver quality residential (diversification + sustainability). or commercial space in Improve pedestrian and key locations including cycle connectivity with town centre: the rest of the TC and the surrounding areas Provide a new community hub that's integrates all public services and links to Ensure provision of local inclusive growth; e-infrastructure e.g. e-charging points Improve arts, cultural **DESIGN OBJECTIVES** and heritage offer that "From traditional new town to new smart town" is more visible and accessible; Provide spaces for start ups Integrate a space for education linked to tech and clean growth companies. Better integration of modes of transport by rail, bus, cycling and Support smart working, walking through living and travelling within upgraded

infrastructure.

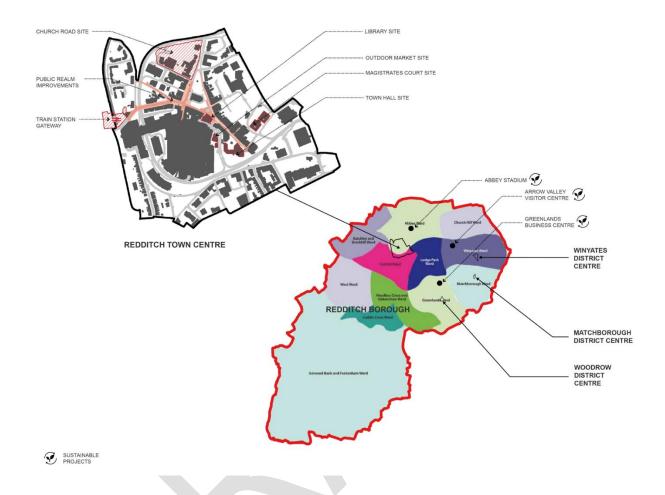
Figure 5.5: Design Objectives Redditch Town Centre Spatial Strategy/Masterplan

Source: AR Urbanism

the town centre.

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:

 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.
- 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.

3. Embed quick wins as catalyst for regeneration and long term change 4 Maximise 1. Create a 15 opportunities for minute town. All greening/SUDs destinations in the and create spaces town centre should be accessible to for business and events transport hubs. 2. Better integrate 5. Improve the shopping centre connections by strengthening with surrounding access points to residential areas the north and east (walking and cycling). and improving entrances.

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

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)	Phase 1 – Non-Town Deal interventions (2022-2026)	Phase 2 – non- Town Deal interventions (2026-2030)
	(green on the site plan)	(blue on the site plan)	(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 Manufacturin g 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
Redevelopm ent 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

Total	25,000,000			1,795,000	7,475,000	7,175,000	tbc
	ask (£)	(20/21)	(21/22)	(22/23)	(23/24)	(24/25)	(25/26)
Project	Total TF	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6

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 froom 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	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.
	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.
Innovation Centre responsibility for the development a NWedR, the shared economic deve the delivery of the project, either thr project manager. The centre management will be con-	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.
	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.
	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

Initial discussions with a potential operator / anchor tenant are taking place in December

process.

2020 and January 2021.

Project Approach to Delivery Town Centre Public 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 Realm project board, with a clearly defined reporting structure, to oversee the project with the works being delivered by WCC's retained contractor. 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 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. Worcestershire County Council is the scheme promoter and it has SLC Rail as a retained Transport Interchanges and Railway Quarter 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. 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. 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. 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.

The delivery of this scheme will be overseen by RBC, in partnership with Worcestershire

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.

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.

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 quidance]:

- 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

Redevelopment of

Redditch Library Site

- 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



7 Acknowledgements





