
Project:	Redditch Town Investment Plan		
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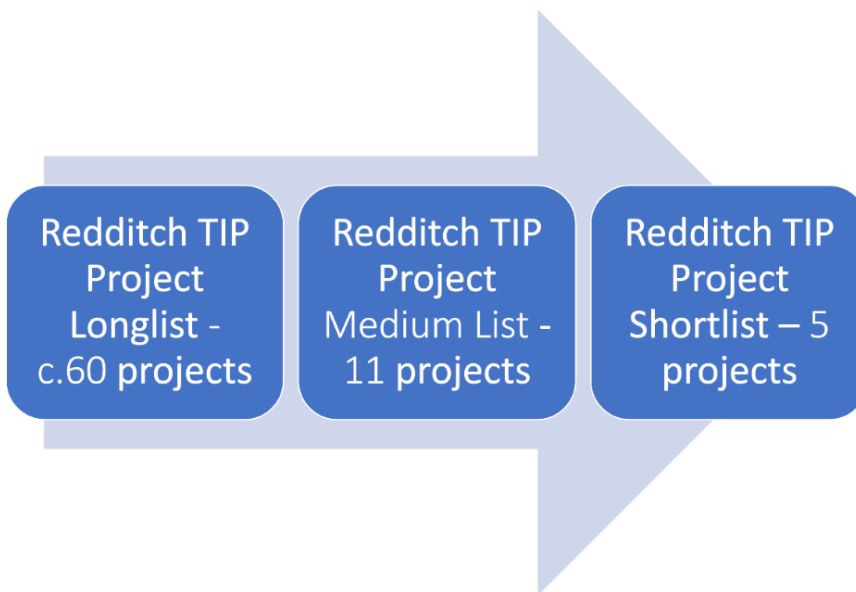
1 Project prioritisation process

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

The amount of funding available via the Towns Fund means that not all of the projects in the longlist could be allocated a share of the funding. An objective prioritisation process was therefore required – employing an independent, standardised robust approach – to establish a final shortlist of projects of between five to ten projects from the initial longlist.

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

Figure 1.1: Project prioritisation stages



Source: Mott MacDonald

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

1.1 Collation of Longlist of projects

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

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

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

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

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

1.2 Longlist sifting

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

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

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

- Matchborough District Centre Redevelopment
- Winyates District Centre Redevelopment
- Town Centre Community Hub
- Innovation Centre
- New Plaza / Community Facility
- Church Road redevelopment
- Railway Quarter

- Active Travel & Improvements to Arrow Valley
- Town Centre Public Realm improvements
- Sustainable Projects
- Heritage & Culture

Each of these projects completed a Town Deal proforma so that the detailed project prioritisation exercise could be undertaken.

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

1.3 Multi-criteria assessment framework

Following the establishment of a Medium List of 11 projects, the Towns Fund Delivery Partner's 'Project Prioritisation Tool' was used to facilitate an independent and objective prioritisation of each project. This more detailed level of assessment was required because the cumulative estimated Towns Fund ask across all 11 projects far exceeded the £25,000,000 limit.

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

1. **Initial Sift** – a 'pass-or-fail' test that requires projects to fulfil a series of 'Towns Fund Key Requirements' which are based on MHCLG's Towns Fund guidance.
2. **Assessment Stage** – projects that make it through the Initial Sift are then scored against a set of 'Town Specific Criteria' and 'HMT Green Book Appraisal Criteria'.

1.3.1 Initial Sift methodology

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

Table 1.1: Initial Sift criteria

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

Source: Mott MacDonald

1.3.2 Assessment stage methodology

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

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

Table 1.2: Town Specific Criteria

Town Specific Criteria	Sub-criteria
Digital Town	<ul style="list-style-type: none"> ● Facilitate adoption/acceleration of digital technologies / digitisation ● Enable people to acquire and develop relevant/digital skills ● Enable young people to acquire and develop relevant/digital skills ● Enable smart working, living and travelling ● Create the conditions/facilities for prototyping / experimenting / trialling/ piloting / ● Facilitate roll-out of gigabit internet and 5G
Green Town	<ul style="list-style-type: none"> ● Facilitate new forms of mobility ● Create the conditions for adoption of electric and hydrogen fuel cell vehicles ● Decarbonisation ● Modernisation of heating infrastructure
Connected Town	<ul style="list-style-type: none"> ● Improve local transport network ● Improve local transport facilities ● Integrate transport networks
Creative Town	<ul style="list-style-type: none"> ● Strengthen town centre viability and vitality ● Make the town centre a more attractive place to live ● Support business creation and growth ● Stimulate business innovation ● Town centre as a cultural and leisure destination

Source: Mott MacDonald

The HMT Green Book Appraisal Criteria include:

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

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

1.3.3 Final prioritisation assessment

Following the project ranking, in oestablish the final shortlist of priority projects, several further factors were taken into account, including:

- Feedback from members of the Town Deal Board.
- Feedback from the extensive stakeholder engagement exercise conducted by Social Market Gateway, a market research firm.

- Further technical work to better inform decision making on the projects still under consideration.

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