Redditch Town Investment Plan

January 2021

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 Zoller UK and the first at-scale UK e-scooter trials launched by Bird in October 2020.

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

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

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

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

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

We would like to thank our residents, businesses, key stakeholders and Town Deal Board Members for their invaluable contributions and support in developing this Town Investment Plan and look forward to working together to deliver a better and more prosperous future for our residents, communities and businesses.

Adam Freeth
Redditch Town Deal
Board Chair

Cllr Matthew Dormer
Redditch Borough
Council Leader

Rachel Maclean MP
Redditch MP

Contents

Executive Summary

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

In 1964, Redditch was designated by British planners as a New Town. The New Town development encompassed significant transport infrastructure change[1]. 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). Redditch is also a non-constituent member of the West Midlands Combined Authority.
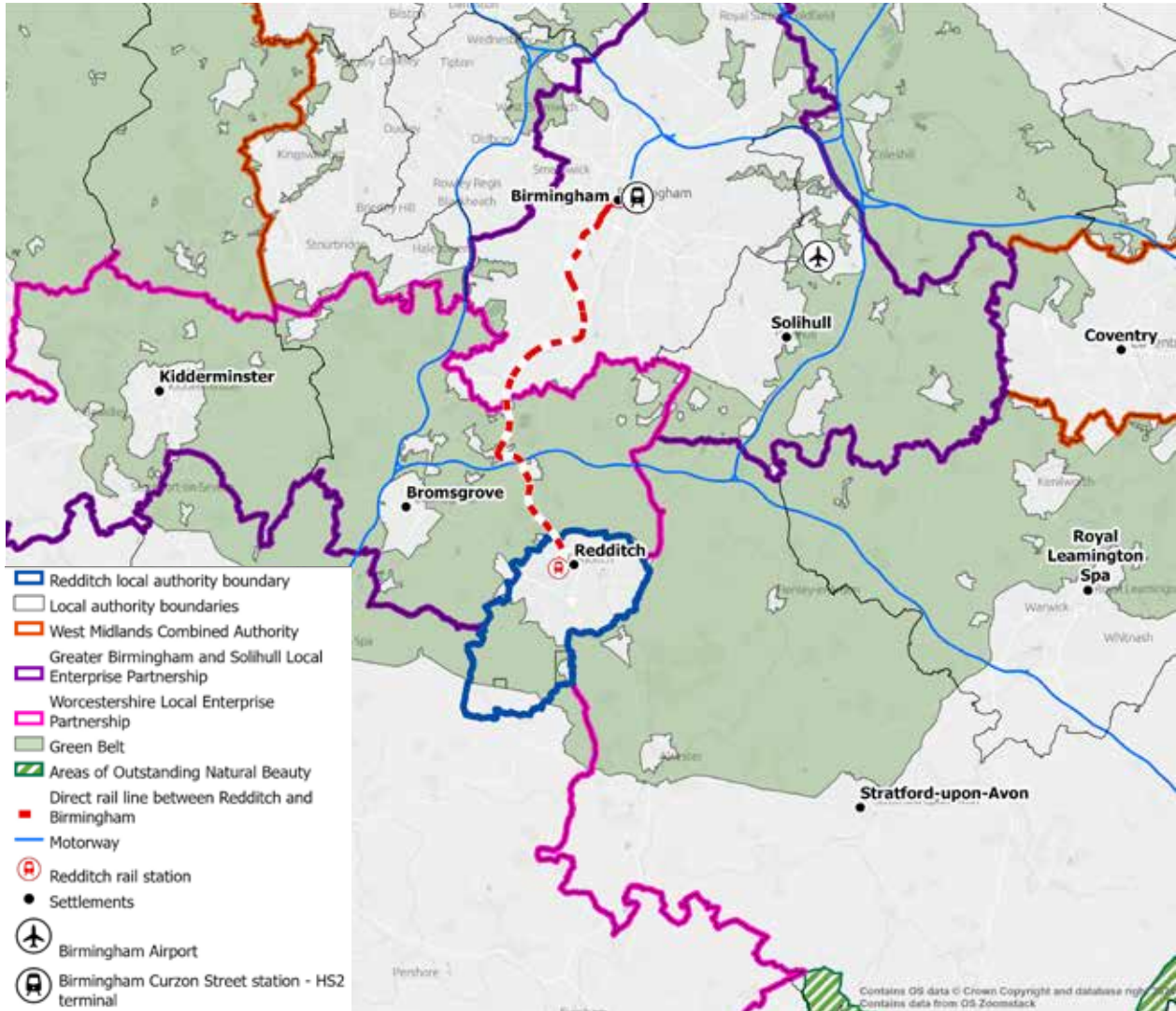

Figure 1.1 Redditch in Context
Source | Mott MacDonald

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.

➕ Build from strength

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

➖ Level-up

- 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

Figure 1.2 Key strengths and weaknesses in Redditch

Palace Theatre refurbishment

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.

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.
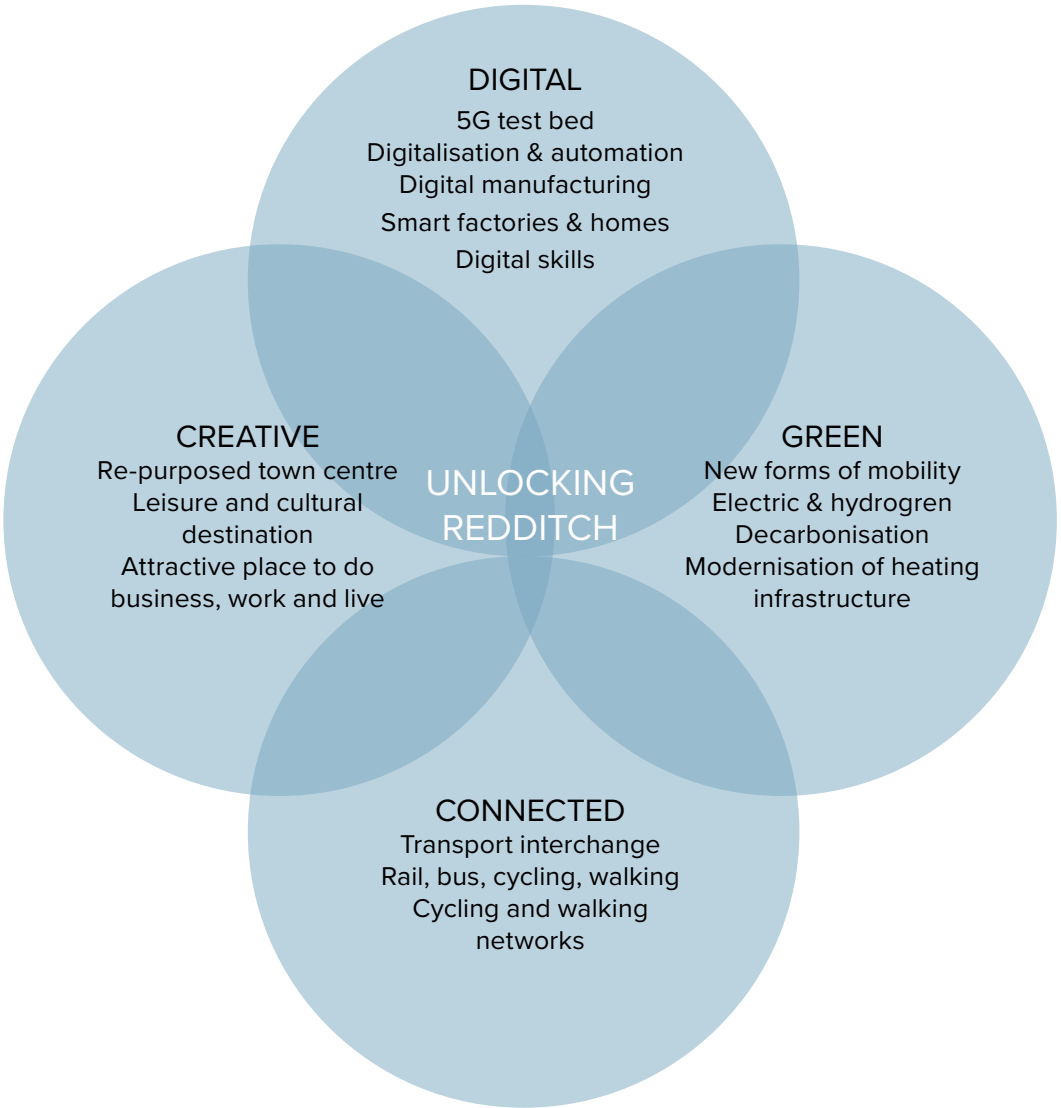

DIGITAL
5G test bed
Digitalisation & automation
Digital manufacturing
Smart factories & homes
Digital skills

GREEN
New forms of mobility
Electric & hydrogren
Decarbonisation
Modernisation of heating infrastructure

UNLOCKING REDDITCH

CREATIVE
Re-purposed town centre
Leisure and cultural destination
Attractive place to do business, work and live

CONNECTED
Transport interchange
Rail, bus, cycling, walking
Cycling and walking networks

Figure 1.3 Redditch Town Vision
Source | Redditch Town Board / North Worcestershire Economic Development and Regeneration

Sustainable Projects

- Green improvements package

Output:
- Installation of solar panels at Abbey Stadium and Greenland's Business Centre
- 450 kwp of renewable energy capacity
- 102 electric vehicle charging stations
- 2 e-bike charging stations

Outcome:
- Encourage low emissions travel
- 150 tonnes per annum carbon saving
- Energy efficient council buildings
- Improved and more sustainable travel options to and from work and to and from town centre

Total project cost: £1.45m

Digital Manufacturing and Innovation Centre

- Innovation Centre & 5G Test Bed
- Digital skills development

Output:
- 2,500 sqm of shared working space
- Business incubation and innovation support
- High level digital qualification provision

Outcome:
- 30 start-ups utilising co-working spaces
- 100 enterprises utilising high quality commercial spaces
- Increased business births

Total project cost: £8m

Town Centre Public Realm

- Streetscape improvements in the Town Centre

Output:
- Church Green, Evesham Walk and Unicorn Hill upgraded
- Improved walking and cycling infrastructure

Outcome:
- Improve perceptions of the town
- Increase footfall and encourage spending
- Increased health outcomes through active travel

Total project cost: £3.55m

Transport Interchange and Railway Quarter

- Creation of an integrated multi-modal transport interchange

Output:
- Improved walking and cycling infrastructure
- 800 sqm two-storey station building
- A rail and bus interchange
- 5,500 sqm of new public realm
- New car parking area
- 7,400 sqm land released for new development

Outcome:
- Perceptions of the town
- Increasing number of commuters facilitated

Total project cost: £9.78m

Redevelopment of Redditch Library Site

- A new public square

Output:
- New food & beverage units (cafés, restaurants, bars)
- Improved entrance into the Kingfisher Shopping Centre
- 750 sqm of new civic space
- 1,394 sqm commercial space

Outcome:
- Improved perceptions of place
- Land value growth
- Increased footfall
- Enhanced townscape that is more attractive and accessible to residents, businesses and visitors

Total project cost: £4.2m

Soft market testing / engagement with private investors / developers

2021 — May / June — 2022 — June / July / August — 2023 — 2024 — 2025 — 2026 March

Head of Terms Agreement

Detailed projects and business case development

Agree final projects and funding (Funding Agreement)
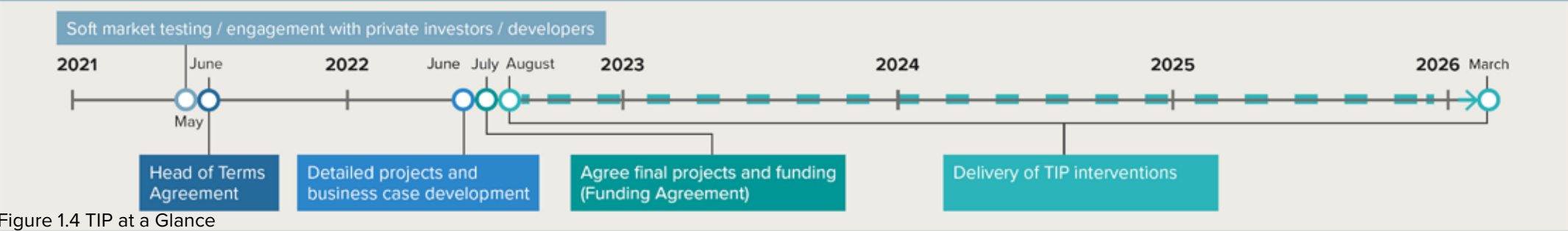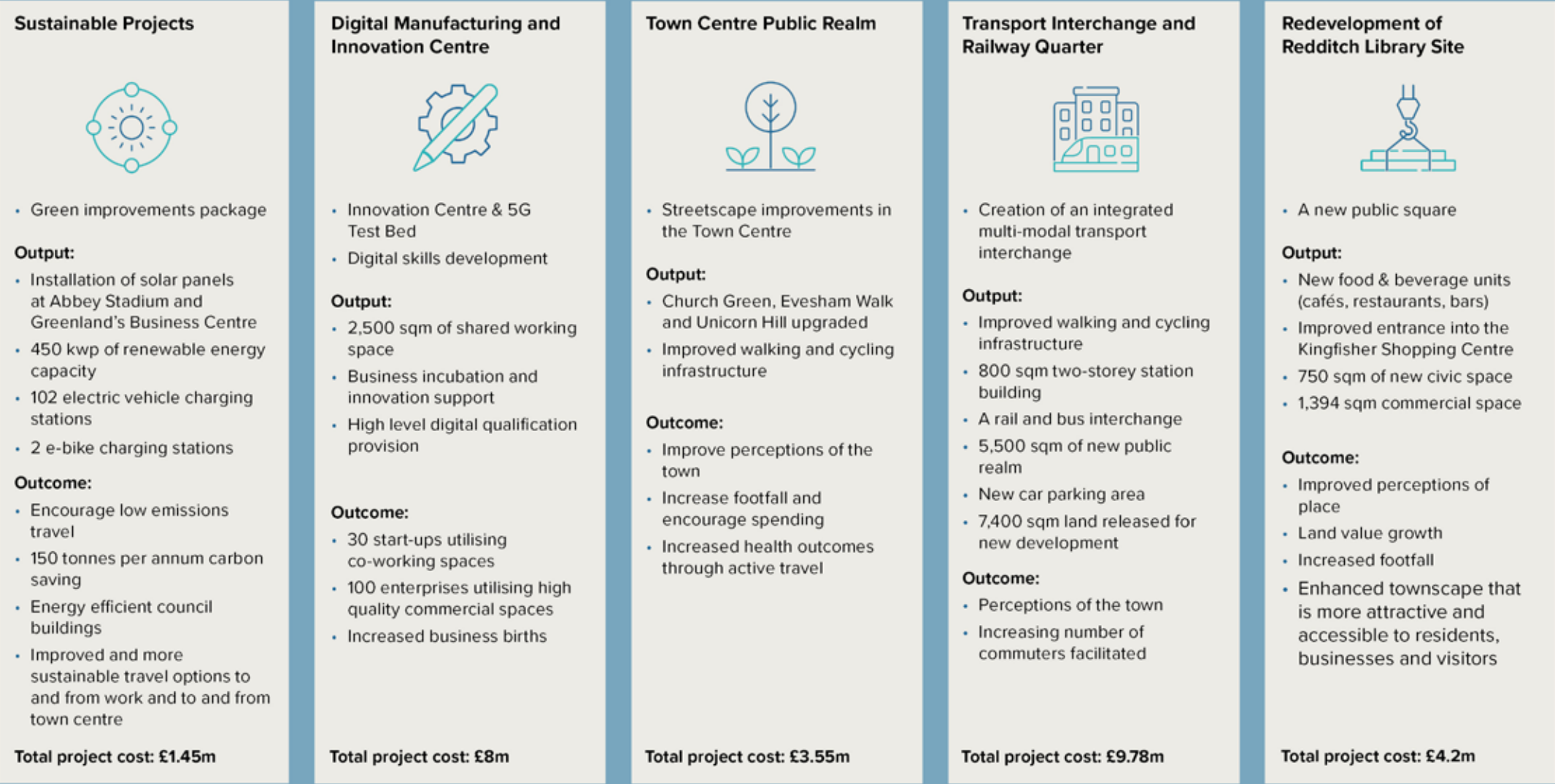
Delivery of TIP interventions

Figure 1.4 TIP at a Glance
Source | Mott MacDonald

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:

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 to help directly addressing issues
Low skills attainment. Pressing need to develop and harness digital skills provision	Low educational attainment and lower proportion of jobs in high skills occupations. Global trends towards digital skills and automation.	Supporting skills attainment in high productivity sectors, whilst delivering more advanced technical skills needed by employers will help Redditch employees be more productive. Enhance resilience to digitisation and EU Exit.	Public good – education as a public good. Positive externalities – wider external benefits of education provision.	Increasing needs for digital skills across UK	Automation, digitisation and AI pose a particular threat to Redditch given prominence of manufacturing sector. Also opportunity to boost productivity.	2) Digital Manufacturing and Innovation Centre
Enterprise deficit, characterised by low business births and low number of active businesses.	Lack of physical space for start-up businesses. No focal point for enterprise, collaboration and innovation in the town.	Enable cross-fertilisation of ideas to improve productivity and help other sectors experience the high productivity growth experienced by high-performing sectors. Many innovative manufacturing and ICT 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. 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.	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. Could encourage more of town's talented young residents to stay in local area to build their careers.	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

Table 1.1 Redditch: Issues, Opportunities and Market Failures
Source | Mott MacDonald

Issues	Underlying causes	Opportunity	Market failure	Detail – reason for public intervention	Lost opportunity if public intervention not taken	TIP Project(s) most to help 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.	High quality 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. Growing income inequality risks 'level up' approach.	2) Digital Manufacturing and Innovation Centre
Dominance of private vehicles	The New Town road developments sufficiently accommodated car usage, thereby incentivising this mode over others.	Improved air quality, lessened environmental damage and improved health outcomes by modal shift to walking and cycling. Improved connectivity of the town.	Positive externalities -health and wellbeing impacts from active travel and improved air quality.	Active travel transport policy fits squarely with public sector agents.	Continued dominance of private vehicles. Worsened environmental and health outcomes.	3) Town Centre Public Realm 4) Transport Interchange and Railway Quarter
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 will 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 leisure/ evening provision without public sector intervention to improve town centre.	High costs of brownfield sites redevelopment in a town centre location combined with low development values make private development unviable	Lack of intervention and investment will have significant impact on town centre viability and vitality, especially after the effects of Covid-19 pandemic	3) Town Centre Public Realm 5) Redevelopment of Redditch Library Site.

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.

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, voluntary groups, and the local MP 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.

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).

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	
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

Table 1.1: Document Structure

Market being held close to Church Green

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.

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.

Today

1/5 of residents in Borough are still employed within manufacturing sector, the largest employment sector in the District.

The New Town road structure still accommodates current traffic levels.

1975 onwards

Housing developments such as Church Hill (1975), Matchborough, Winyates, Lodge Park and Woodrow were created to accommodate a large overspill from the industrially expanding Birmingham[5].

1964

Designated a New Town to alleviate housing shortages in Birmingham after the Second World War.

The New Town development optimised transport provision for the car[3].

As a result of New Town developments, the population of the borough grew from around 30,000 to more than 85,000 people today[4].

New Town Legacy

Redditch New Town

1976

The Kingfisher Shopping Centre opens, which is the largest investment in Redditch town centre since the New Town development.

1969 & 1971

Feckenham (1969) and Church Green (1971) are designated conservation areas.

The Church Green Conservation Area is located within the town centre and is centred around St Stephen's Church (consecrated in 1855)

The Church Green contains a wide range of buildings that date from the late 18th century.

Industrial Revolution (1760 to 1840)

Redditch thrived producing needles, fishing tackles, springs and motorbikes that were shipped around the world[2].

12th Century

Community of Redditch began.

Early Redditch

Figure 2.1: History of Redditch
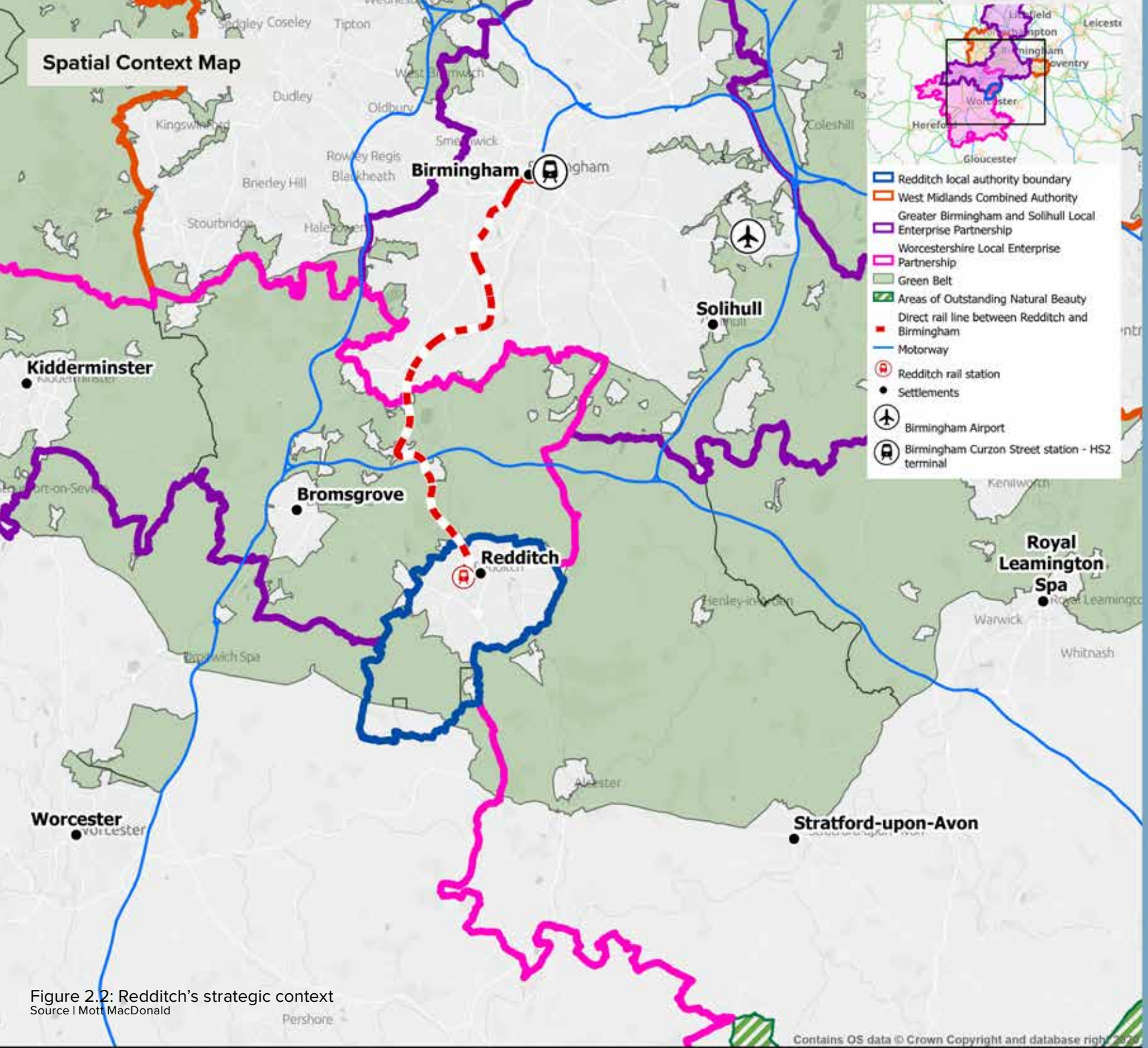Source | Mott MacDonald

Figure 2.2: Redditch's strategic context
Source | Mott MacDonald

Redditch Borough is within the County of Worcestershire nested within Green Belt boundary for the West Midlands giving residents access both to urban and rural amenities.

Redditch is within both the Greater Birmingham and Solihull LEP and Worcestershire LEP. The Council is a Non-Constituent Member of the West Midlands Combined Authority (WMCA) giving the authority the opportunity to align its vision with the wider region's infrastructure, skills and economic growth priorities.

The town benefits from an excellent strategic location. Redditch lies 15 miles south of the Birmingham conurbation and 25 minutes' drive away from Birmingham airport. Residents will be able to access the HS2 Terminal in the centre of Birmingham. The M5, M42, and M40 are all close by.

Redditch Today

In 2019 Redditch Town's population was 74,000. The population growth has been increasing but at a lower rate than England.

In 2019 20% of the population of Redditch Town was under the age of 16, 61% aged 16 to 64 and 18% aged 65. The age structure is representative of England. The proportion of those aged 55 and over has increased by 11% from 2011 to 2019.

Manufacturing and Retail sectors account for 43.8% of Redditch town employment. Key roles at high risk of being replaced through automation and AI (e.g. salespersons, cashiers, and machine assemblers all have a >80% chance of being automated) .

The claimant count in November 2020 for Redditch Town stood at 6.4% an increase from the 2.9% experienced in March 2020.

Redditch is a diverse and vibrant borough. It is home to over 85,000 people speaking over 100 different languages, higher than neighbouring towns

Redditch borough has a lower proportion in high skilled occupations at 43.3% compared to 47.9% for England and higher proportion in low skilled (25.6%) compared to England (23.4%)

27.8% of the working age population in Redditch have a degree level or higher qualification, this is 12 percentage points below the national average

There is an enterprise deficit in Redditch with a low number of business births as a proportion of the population compared to the West Midlands and England.

Labour productivity growth in Redditch is strong and is now significantly above the West Midlands average. A key driver of growth is the ICT sector from which other sectors could benefit from technological diffusion (e.g. manufacturing).

Redditch Town Centre is in the second most deprived quintile of deprivation in the country.

Redditch is a car dominated town with 71% of journeys taken to work made by private vehicle.

Redditch is a net exporter of labour at roughly the same magnitude of both Wyre Forest and Bromsgrove districts.

The Town centre vacancy rate in Novemebr 2019 was 13%, this was similar to the national average. In October 2020 it was 16%, this is higher than 14% vacany rate in Great Britain.

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.

Festival in the the town centre

2.3 Redditch Town Centre

Figure 2.3 presents the existing context of Redditch Town Centre.

Figure 2.3: Redditch Town Centre
Source | Mott MacDonald

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

Main focus of the town centre is the Kingfisher Shopping Centre, which occupies a very large footprint (total retail floor area) of 100,000 sqm, offering c. 140 stores and leisure services. Other key assets include the Palace Theatre and St Stephens Church, the Town Hall, and the Heart of Worcestershire College.

Town enclosed on three sides by the raised one-way, three-lane Redditch Ringway. Whilst providing access to the town centre, the ring road prevents further expansion and inhibits pedestrian connectivity.

The central bus and rail station, both in need of improvement, are located close to each other to the west of the town centre.

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 itsposition 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.

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

➕ **Build from strength**

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

➖ **Level-up**

- 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

Figure 3.1 Key strengths and weaknesses in Redditch
Source I Mott MacDonald

Strong highways provision around Redditch but also contributes to car reliance.

FAUN Zoeller is at the forefront of innovation in their field.

Existing events in the town centre, show potential for more vibrancy in the town.

Pockets of deprivation and vacancy in Redditch.

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.

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 average[2].
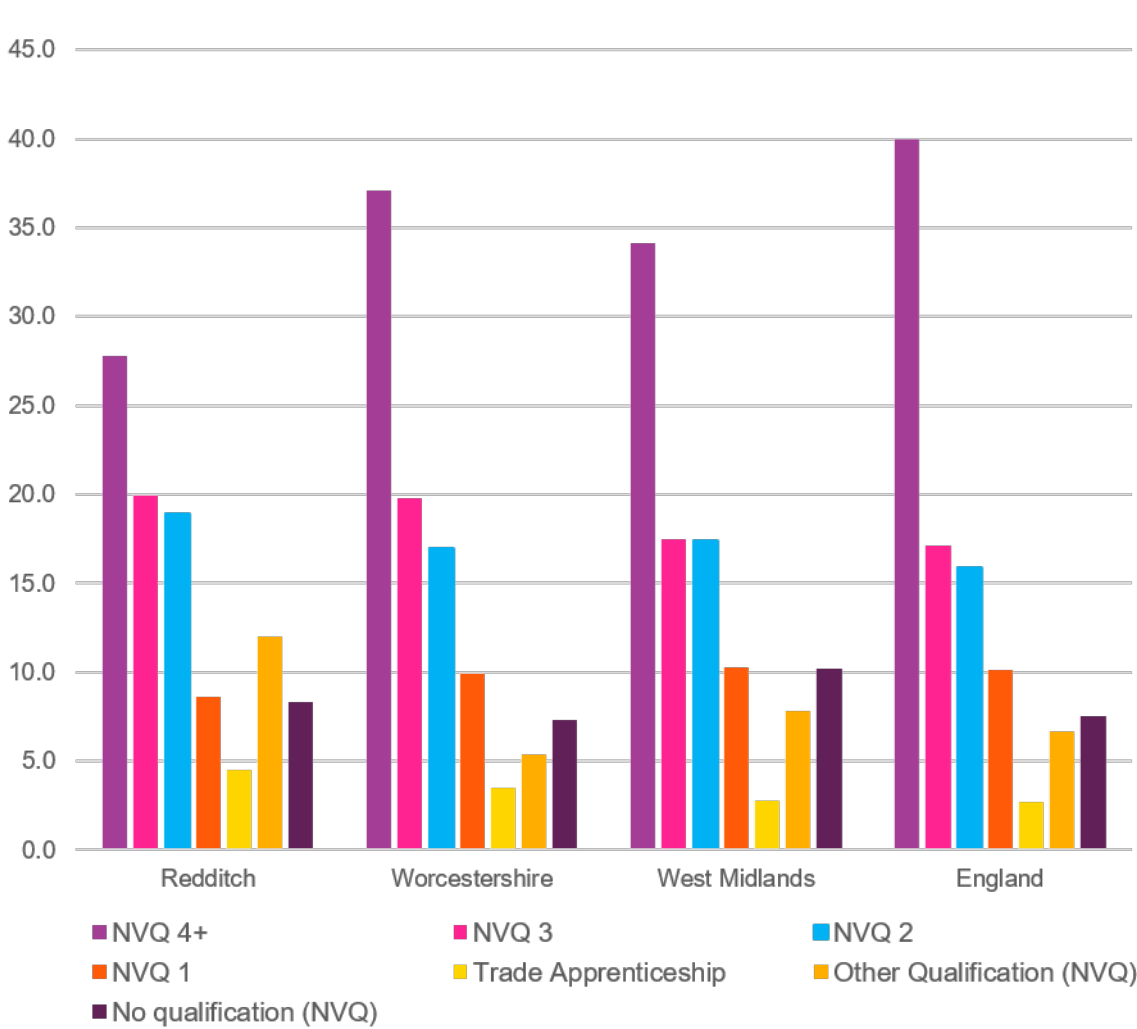
Figure 3.2: Highest level of qualification, as a % of working age population
Source | Annual Population Survey, ONS, 2019. LSOA data unavailable for Redditch Towns Deal study area therefore qualification data cannot be calculated at this level

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 England[4].

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 Redditch[5]. 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.
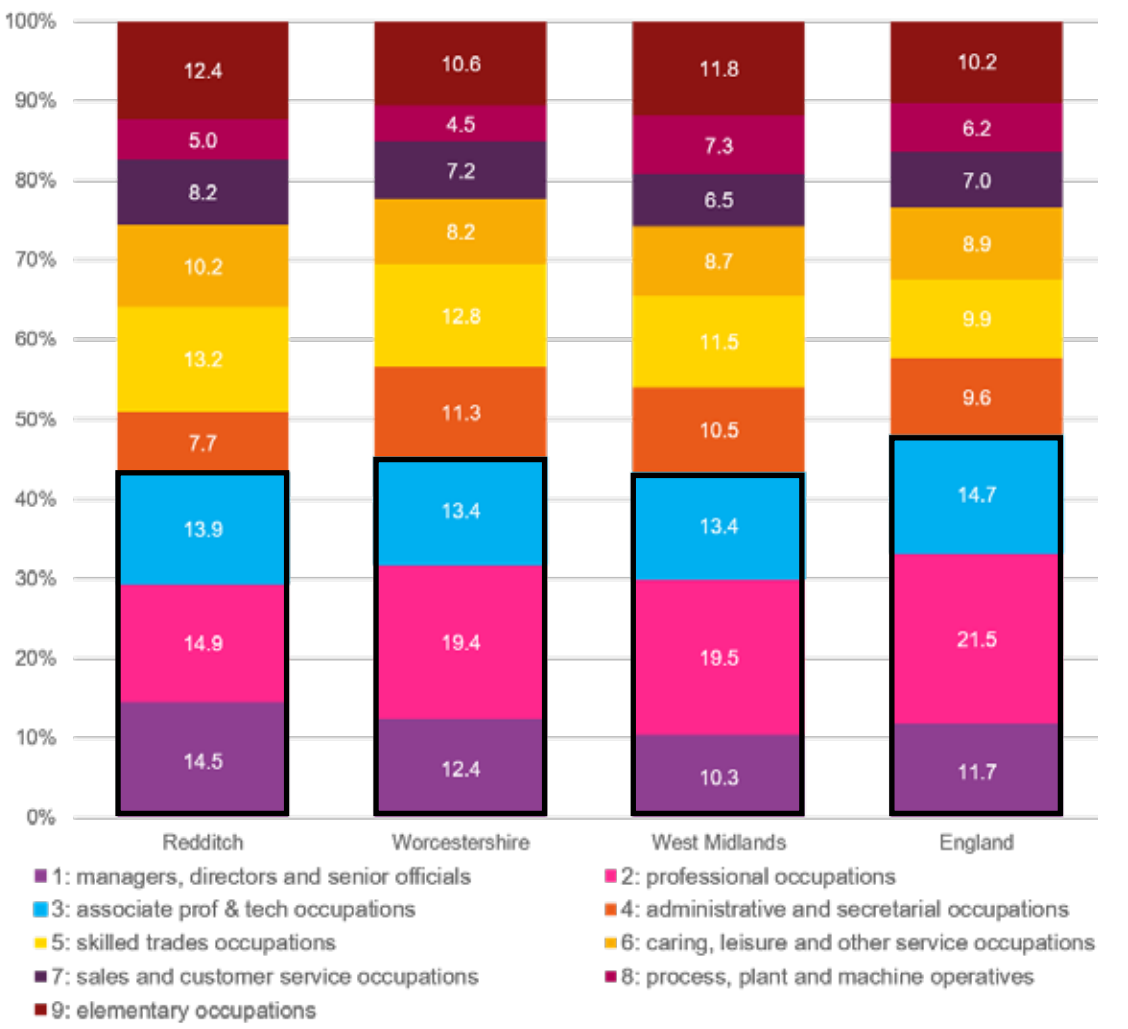

Figure 3.3: Occupational structure, as a % of all in employment
Source | Annual Population Survey, ONS, 2019

Strengths and Opportunities

Redditch has a higher NVQ2 and NVQ3 attainment than regional and national averages[6]. Provision of trade apprenticeships is also higher in Redditch with 4.5% of the working age population holding a trade apprenticeship compared to 2.7% nationally[7]. These figures are maintained by the strong vocational offering of Heart of Worcestershire College, situated in the centre of Redditch and a core of local companies passionately engaged in developing local skills.

Traditionally trade apprenticeships stem from, and support, the manufacturing industry. This is true today in Redditch, where 31% of the apprenticeships achieved in the 2019/20 academic year were in engineering and manufacturing technology[8], the second largest employment sector in Redditch Town and the largest in the borough[9]. Despite relative strength, stakeholder engagement highlights the need for more apprenticeships to be offered by local businesses[10]. Box 1 presents further detail of successful apprenticeship activities.

As across the UK there is an increasing need for digital skills, with employers demanding an ever-increasing level of digital fluency in order to deliver their products and services[11]. Research suggests that workers with specific digital skills lower their risk of being overtaken by automation and AI by 59% compared to those without[12]. Automation and AI represents both an opportunity and a threat to Redditch given the prominence of the manufacturing sector.

Opportunities could arise such as increasing efficiencies, resilience, competitiveness and productivity, making it 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 Worcestershire[13] identify both Advanced Manufacturing and ICT as local growth sectors with increasing demand for skilled labour[14]. 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.
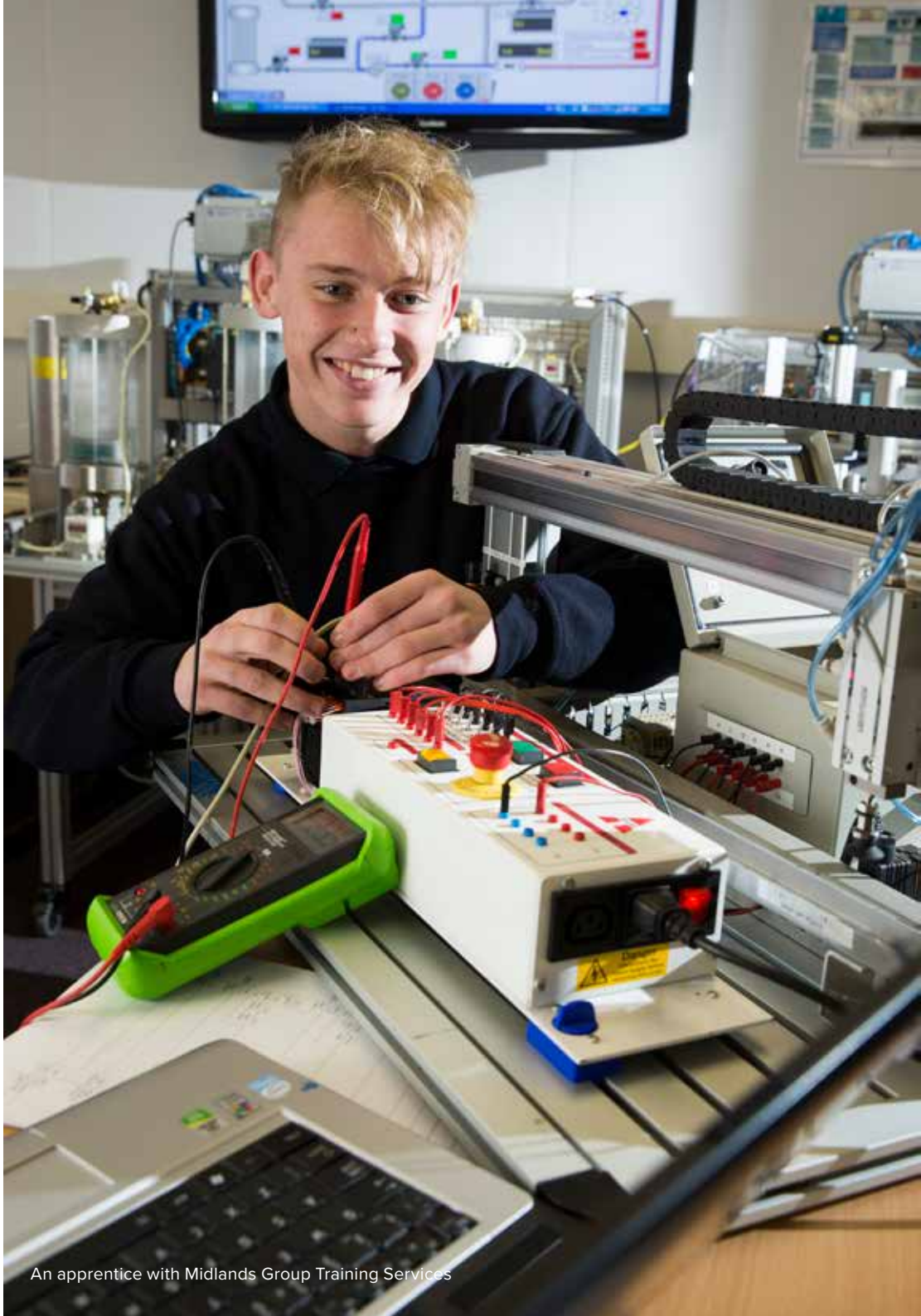
An apprentice with Midlands Group Training Services

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.

Apprentices with Midlands Group Training Services

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.

Key Issues

Redditch has an enterprise deficit. Business births in the Borough are relatively low compared to the national average, and much lower than the region[15]. 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 space[16].

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 involvement[17].

There is currently no focal point for enterprise, collaboration and innovation in the town. Basepoint in neighbouring Bromsgrove for example provides managed office spaces to meet needs of local start-ups and small to medium sized businesses[18]. Redditch has no similar offer in the town centre[19].

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.

Strengths and Opportunities

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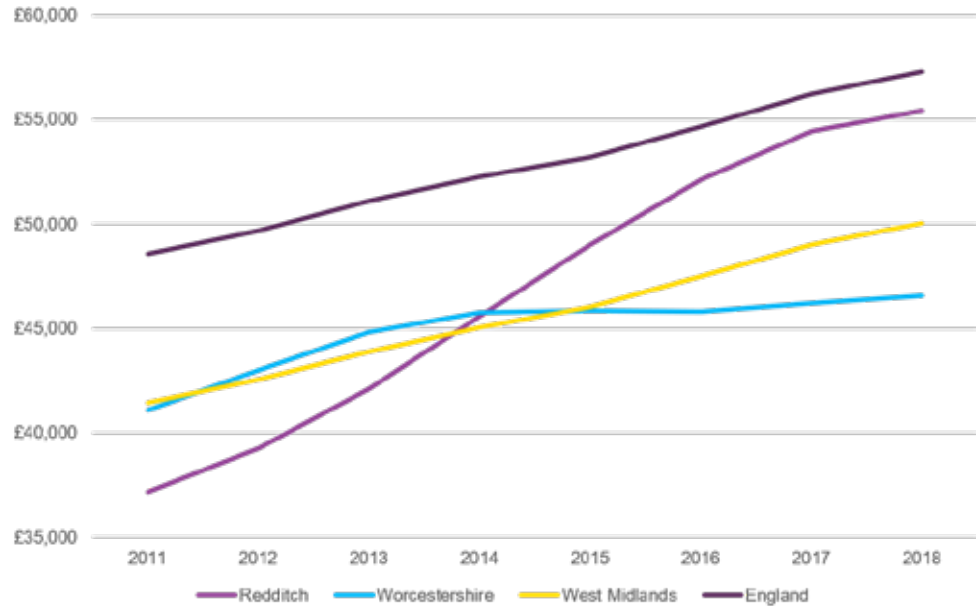

Figure 3.4: Labour Productivity (output per worker)
Source | GVA (B) per filled job, 2011 - 2018, ONS

Table 3.1 analyses the employment and economic output change in Redditch Borough from 2016 to 2018, in order to understand the rapid growth in productivity[20]. Seven sectors below have experienced a productivity increase.

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

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.

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

Table 3.1: Productivity changes 2016-2018
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.

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 location[22].

Ultrafast broadband (300 Mbit/s) is provided to 81% of premises in Redditch compared to 56% in the UK[23]. Ultrafast broadband is important for business that depend significantly on IT infrastructure[24].

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 response[25].

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.

There is an opportunity to tap into the highly productive local

The latest automated manufacturing technology at Mettis Aerospace in Redditch

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

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 .

Box 2: Redditch Innovation Highlights

Redditch is home to a cluster of pioneering innovative businesses for the West Midlands and nationally including:

- Mettis Aerospace, based in Redditch, is conducting the world's first Wi-Fi 6 trial which works in tandem with 5G to increase network reliability. "We're delighted that the trials have now been successfully completed and Wi-fi 6 is ready for carrier network development. We are proud to have supported the trials of Wi-Fi 6 as part of our programme to develop Mettis into an advanced, digital factory" (Dave Green, Head of IT, Mettis Group).

- 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 Stadium[26]; this equates to £15,000 a year saving in energy bills[27]. 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 control[29].

- 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.

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.

Key Issues

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.
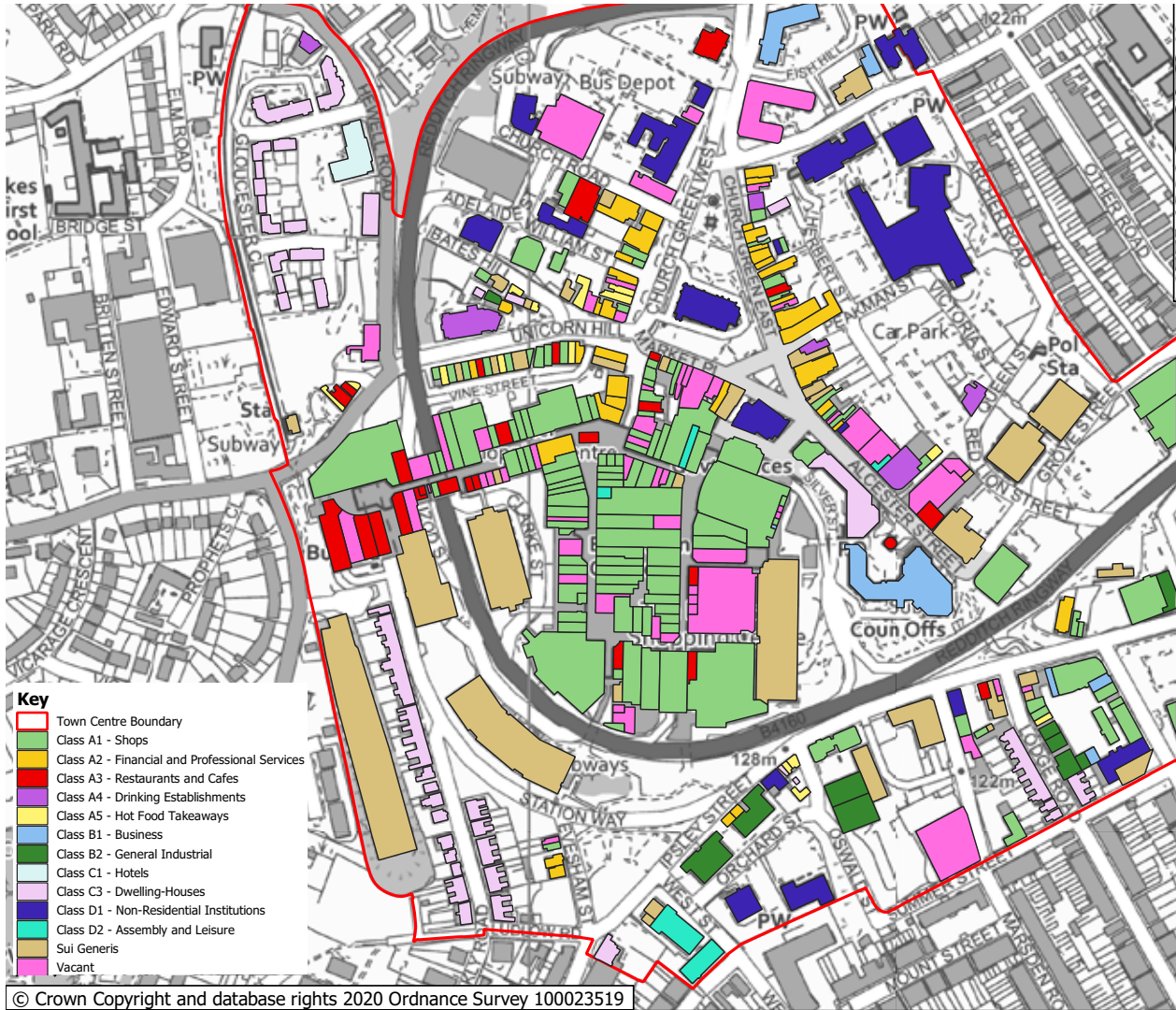

Figure 3.5: Vacancy Map, October 2020
Source | Redditch Borough Council

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 centre[32].

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.

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 night[33]. Insufficient late-running public transport was a recurring theme in the stakeholder engagement highlighted as a barrier to staying out late in Redditch [34]. 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.

Crime:

The level of local crime is flagged as particular concern in Redditch and is believed by community consultees to be contributing to low visitor numbers to the town[35]. Previous public consultations highlighted antisocial behaviour and drug presence as factors that deter people from visiting the centre. For example, Redditch in 2018/19 had nearly 2,000 Anti-Social Behaviour related incidents, this was the highest of all Local Authorities in North Worcestershire[36]. Homelessness and begging were additional factors mentioned by the public as reasons for reduced visits[37].

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

-Male (resident of Winyates), age 46

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

-Female (resident of F, 44, Winyates West), age 74

"The town used to be wonderful but its not worth going up now."

-Female (resident of Winyates Green), age 74

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 2017[38], began to consider the role of the public sector estate in Redditch Town Centre. The report identified that the public sector estate in the town mainly comprises of low quality, inefficient and underutilised assets which are located upon prominent town centre redevelopment sites. The report also identified that the redevelopment of the assets and their re-provision could result in annual running cost savings of between £350,000 and £700,000 pa. This highlights the inefficiency of the public sector asset base and the need for regeneration. Key assets included in this analysis were the Town Hall, Library and police station,

Ageing assets in Redditch

Strengths and Opportunities

Investing in new outdoor spaces for events and dining is one of two investment ideas that people in Redditch said would make the biggest difference to their lives[39]. 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 economy[40].

An outdoor space to hold events in Church Green

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.

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%).

The types of deprivation that Redditch performs relatively poorly compared to the rest of England include[41]:

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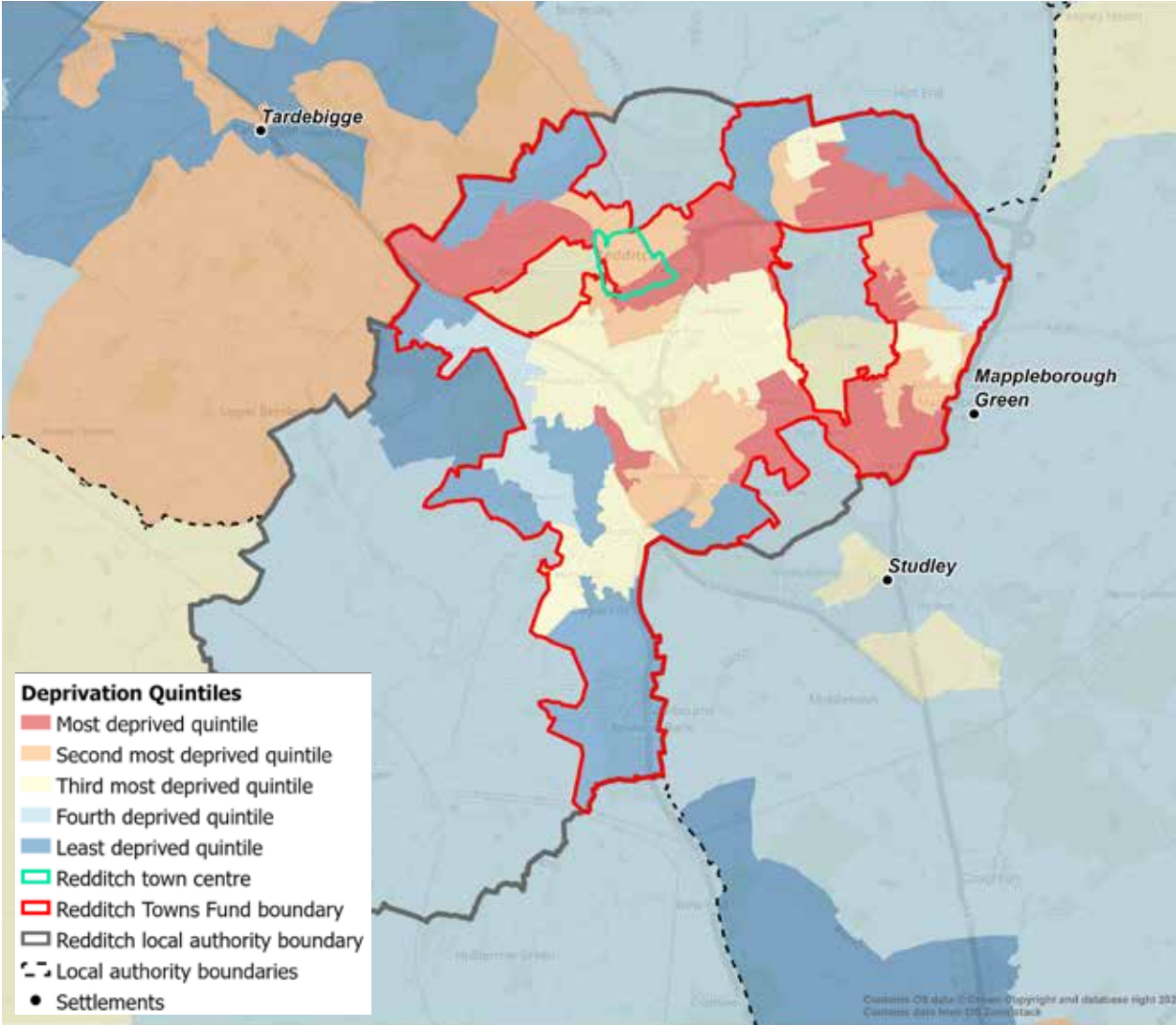- Employment (25% population in the most deprived quintile)

Figure 3.6: Population broken down by deprivation quintiles, 2019
Source | Indices of Multiple Deprivation, Ministry for Housing, Communities and Local Government (MHCLG), 2019

Deprivation Quintiles
- Most deprived quintile
- Second most deprived quintile
- Third most deprived quintile
- Fourth deprived quintile
- Least deprived quintile
- Redditch town centre
- Redditch Towns Fund boundary
- Redditch local authority boundary
- Local authority boundaries
- Settlements

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 Index[42]. 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.

St Stephen's Church, one of Redditch's heritage assets

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.

Key Issues

Private Vehicle Use

Redditch is dominated by private vehicle use. Redditch experiences relatively little congestion due to the New Town road development which sufficiently accommodates current car usage[43]. In Redditch, 71% of journeys to work are made by car, 11 percentage points higher than the national average[44]. Private vehicle usage means worsened air quality and environmental damage in the form of CO2 and NOX emissions.

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 Lichfield[45]. Despite this, train travel is relatively low compared to national average[46]. 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 centre[47].

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 instead[48].

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[47] and 2% by cycle to work compared to 3% nationally. A lack of cycle lanes, poorly maintained footpaths and insufficient lighting contributed to these figures. Stakeholder feedback cited the lack of appropriate infrastructure making them feel unsafe when walking or cycling[48].

"...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."

-Female (resident of Redditch), age 45

"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."

-Male (resident of Astwood Bank), age 55

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 pandemic[49].

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

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

Bus travel as a means to travel to work is on national/regional trend in Redditch[50]. 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.

Redditch Borough Council, electric vehicle

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

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.

COVID-19 Economic Impacts

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

- Retail[51] [52] – Accelerated decline of the high street, increased demand for experiential leisure. Increased need for repurposing of town centres. Increased prevalence of online retail.
- Workplace patterns[53] [54] – 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 economy[55]. Impacts of increased unemployment[56]. 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 rate[57] 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 measures[59].
- 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.

Table 3.2 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.

	England Share of GVA	Effect on England output relative to baseline	Redditch Share of GVA	Effect on Redditch output relative to baseline	Location Quotient Redditch
Manufacturing	9.6%	-55%	19.5%	-55%	2.04
Wholesale, retail and motor trades	10.7%	-50%	17.2%	-50%	1.60
Information and communication	7.6%	-45%	10.6%	-45%	1.41
Administrative and support activities	5.6%	-40%	8.1%	-40%	1.44
Health	7.2%	+50%	8.6%	+50%	1.19
Arts, entertainment, recreation and other services	3.6%	-60%	6.9%	-60%	1.92

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

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 areas shown adjacent.

Industry in Redditch which may be impacted by EU Exit

Enhanced education provision

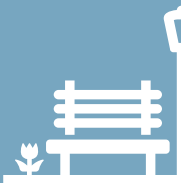Enterprise and innovation support

Recovery and renewal post COVID 19

Outdoor events and dining spaces

Re-purposed town centre

Improved public realm

Improved rail provision

Improved active travel

Environmental car travel

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.

DIGITAL
5G test bed
Digitalisation & automation
Digital manufacturing
Smart factories & homes
Digital skills

CREATIVE
Re-purposed town centre
Leisure and cultural destination
Attractive place to do business, work and live

UNLOCKING REDDITCH

GREEN
New forms of mobility
Electric & hydrogren
Decarbonisation
Modernisation of heating infrastructure

CONNECTED
Transport interchange
Rail, bus, cycling, walking
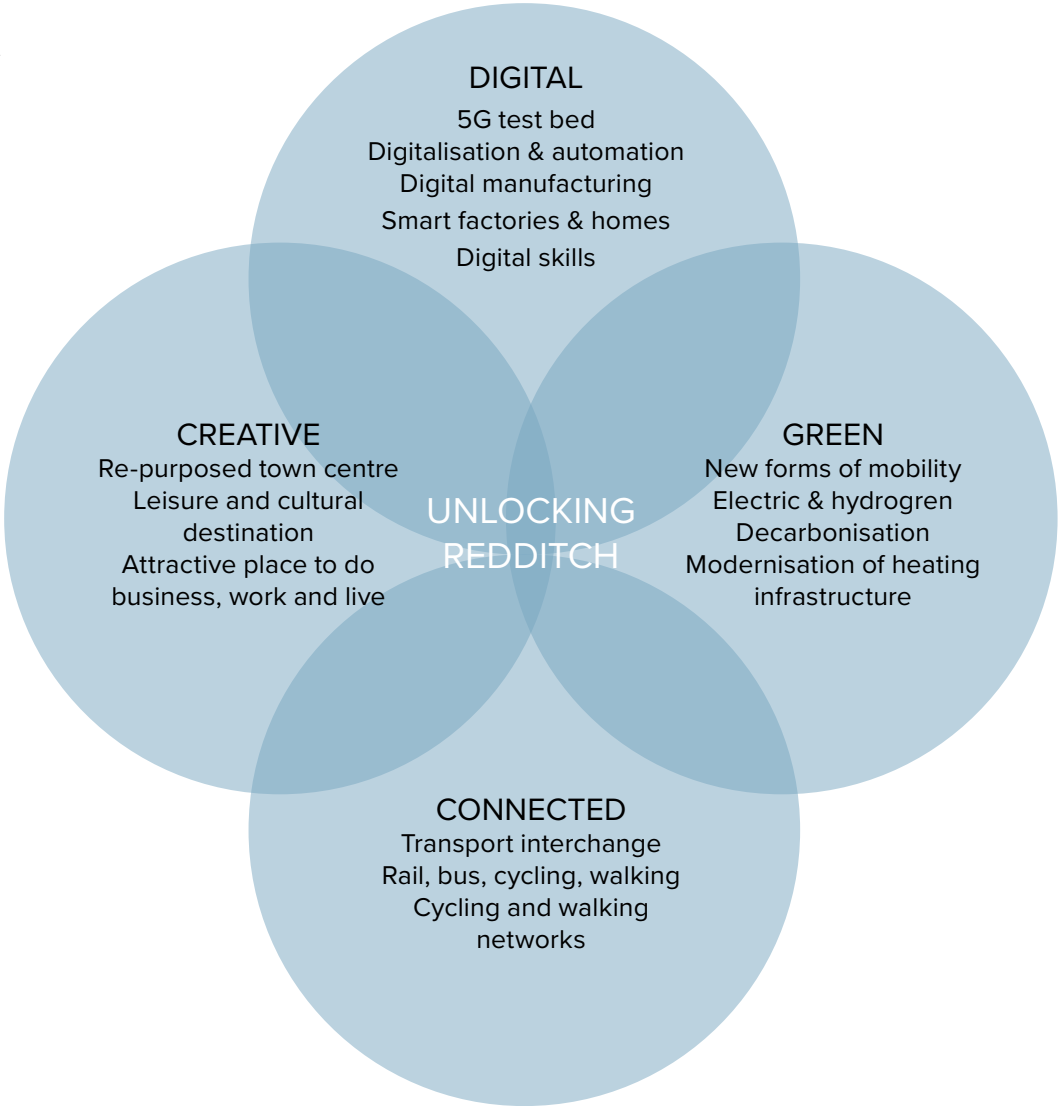Cycling and walking networks

Figure 4.1 Redditch Town Vision
Source | Redditch Town Board / North Worcestershire Economic Development and Regeneration

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 5G
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

Table 4.1: Redditch TIP Vision Themes

Heller Manufacturing; Source: Pesmedia

Local government green vehicle

The first waste collection vehicles with diesel-electric hybrid drive developed by Faun Zoeller (UK).

Redditch rail station entrance

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.

The Town Deal Board has steered this collaborative work to produce a TIP that truly strives for transformational change in the town.

Redditch Town Deal Board Membership:

Shaker-Group (Chair), Redditch Community Forum (Vice Chair), Redditch Borough Council, Worcestershire LEP, West Midlands Combined Authority, North Worcestershire Economic Development & Regeneration, Faun Zoeller (UK) Ltd., Mettis Aerospace, YMCA, Worcestershire County Council, Greater Birmingham & Solihull LEP, West Midlands 5G Company, Midlands Group Training Services, Redditch Business Leaders, MP for Redditch

5.2 Redditch 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:

- 2,500m^2 of high quality affordable commercial floor space
- Business incubation and innovation support
- Provision of 102 electric vehicle charging points and 2 e-bike charging hubs (providing capacity for up to 30 e-bikes at a time)
- 450kWp of renewable energy generation capacity
- 150 tonnes of carbon saving
- Provision of 5,500m^2 of new public realm and 600m^2 of improved public realm
- New 800m^2 2-storey station building
- 7,400m^2 of land for new development
- Delivery of 1,394 sqm of commercial floorspace
- 750 sqm public space
- New food and beverage units
- 5 new/ improved public spaces encompassing approximately 9,571m^2 of urban realm

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.

Stakholder 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.

Previous stakeholder engagement

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

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

Project Delivery & Governance
- 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

Private & Community Stakeholders
- Redditch Residents
- Redditch Business Improvement District (BID) Steering Group
- Redditch Business Leaders
- Redditch Churches Together
- RBC Sports Development team
- Redditch Community Forum
- Redditch Chamber of Commerce
- YMCA Worcestershire
- Bromsgrove and Redditch Network (BARN) – support organisation for voluntary and community services
- Faith groups

Public Sector Consultees
- Redditch Councillors & MP
- Greater Birmingham and Solihull LEP & Worcestershire LEP
- Redditch Borough Council Employees
- Heart of Worcestershire College
- Worcestershire Health and Care Trust
- Hereford and Worcester Fire and Rescue Service
- Department for Work and Pensions (DWP)
- West Mercia Constabulary
- NHS Redditch and Bromsgrove Clinical Commissioning Group (RBCCG)
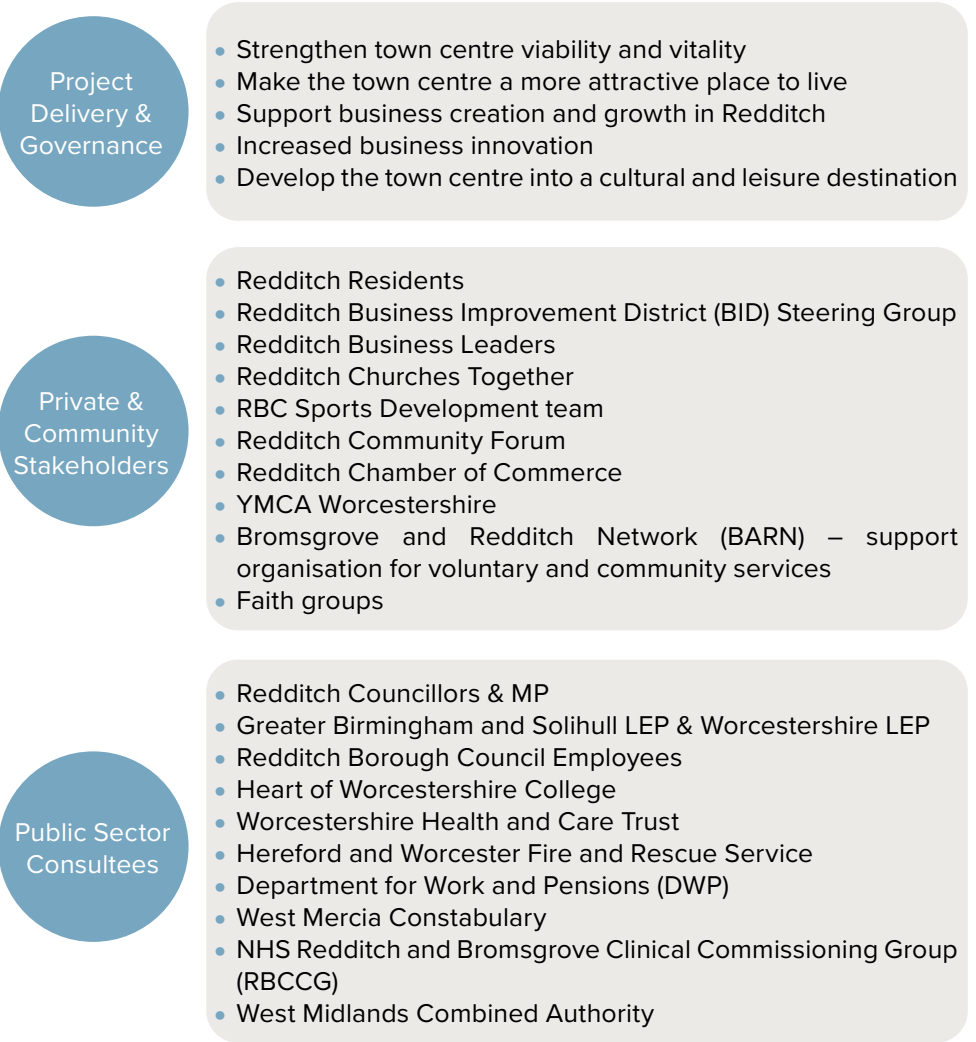- West Midlands Combined Authority

Figure 5.1: Key Redditch Stakeholders
Source I Mott MacDonald

TIP Specific Enagement

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.

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.

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.

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, which is detailed 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.

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

-Male, (Headless Cross, Travel business owner) age 45

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

-Male (resident of Astwood Bank) age 40

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

-Male (resident of Abbeydale), age 45

"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."

-Male (resident of Oakenshaw), age 56

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.

Redditch TIP Project Long List c.60 projects → Redditch TIP Project Medium List 11 projects → Redditch TIP Project Final Short List 5 projects

Figure 5.2: Project Prioritisation Stages

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, stakeholder engagement and 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.

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:

Stage 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.

Stage 2 - Assessment Stage: 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.
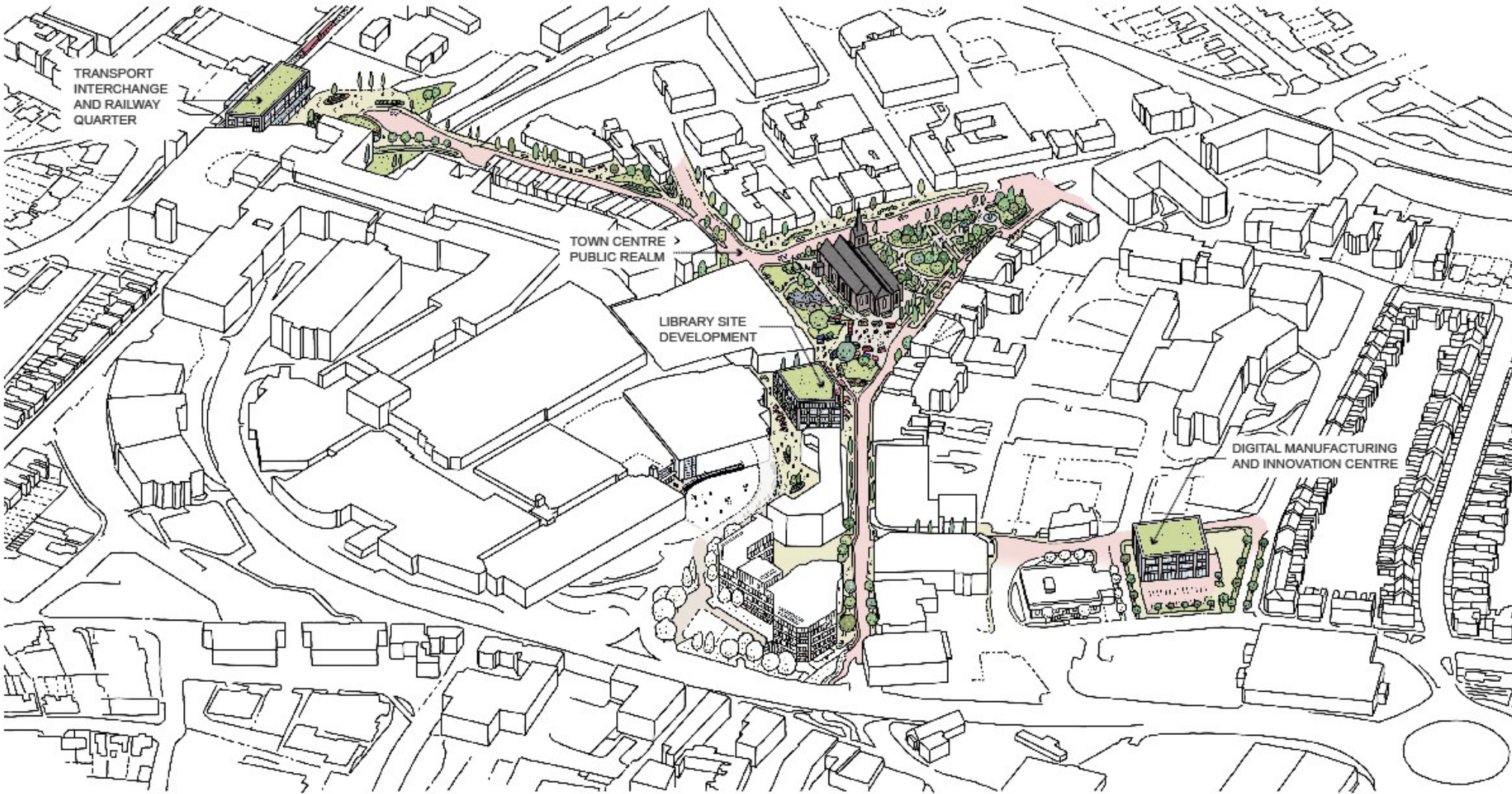
Figure 5.3: Phase One Town Centre interventions funded by the Towns Fund
Source | AR Urbanism
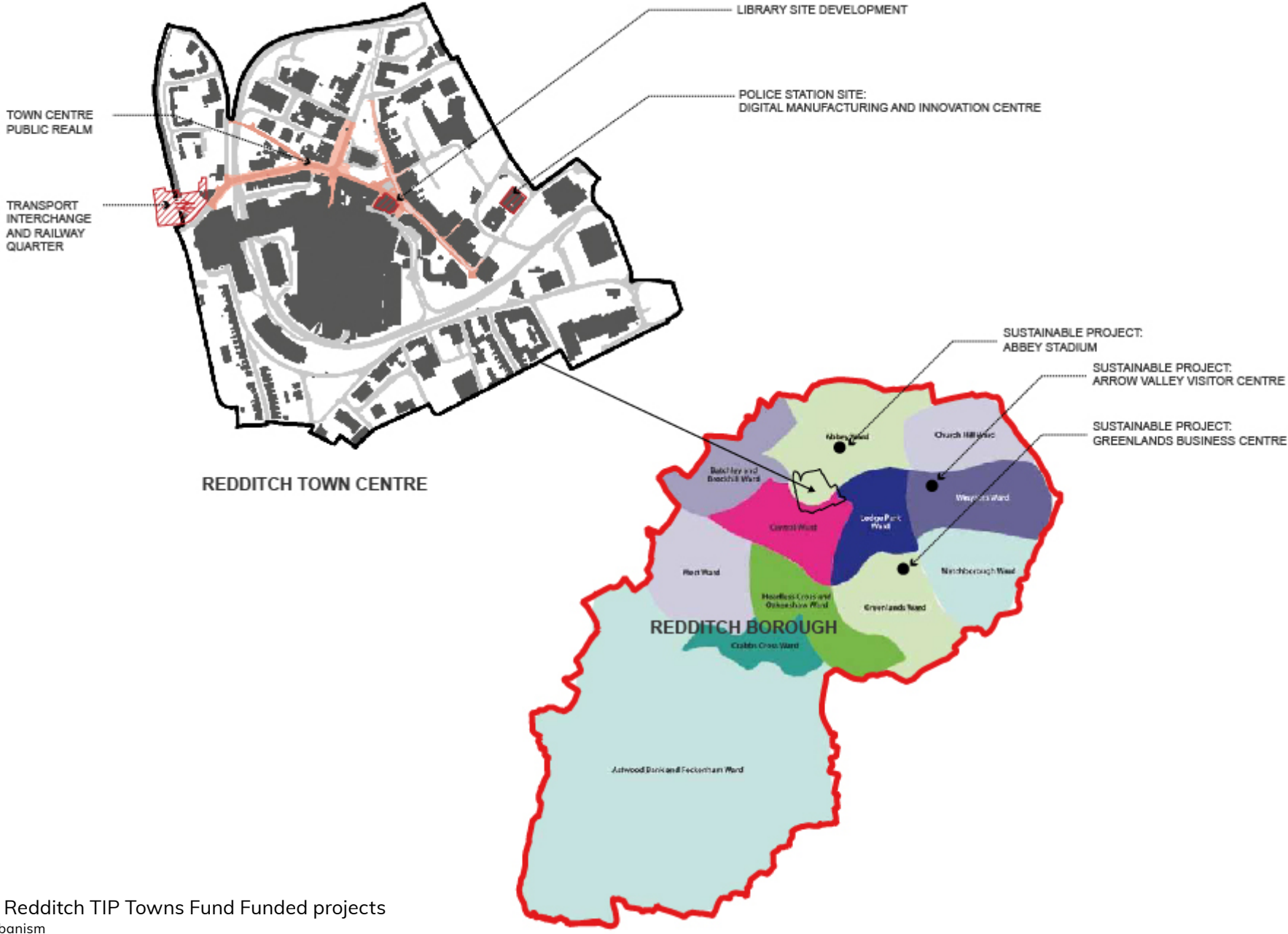
Figure 5.4: Redditch TIP Towns Fund Funded projects
Source | AR Urbanism

Sustainable Projects

This is a package of interventions which build on previous sustainable improvements within the Borough. The use of sustainable development principles to grow Redditch whilst at the same time enhancing economic, social and environmental spheres is of fundamental importance.

£ **Towns Fund Ask: £1,100,000**

Match Funding: £350,000

Abbey Stadium

The proposed interventions are categorised as:

Energy Efficient Buildings:

RBC are looking to deliver carbon reductions and reduction in energy consumption to improve the efficiency of its assets, for instance through further solar pv and battery storage at Abbey Stadium, Arrow Valley Countryside Centre and Greenlands Business Centre.

Works to include:

- Abbey Stadium Leisure Centre – (municipal sports and leisure facility)
- Extension to roof mounted solar PV scheme and battery storage (c.£120k),
- Replacement of the Arrow Valley sports hall roof (c.£80k)
- Installation of a car park canopy housing solar PV and battery storage(c.£600k).
- Greenlands Business Centre - (supports business start-up and Adult Learning)
- Installation of roof mounted solar PV scheme and battery storage (c.£70k)
- Arrow Valley Countryside Centre – (community space and cafe in municipal parkland)
- Installation of roof mounted solar PV scheme and battery storage (c.£40k)

Low carbon travel and transport

- Installation of EV Charging Points
  - Top-up Charging – both 50Kw & 7kW to suit in key locations where residents regularly travel to (car park, leisure facilities etc) (c.£180k)
  - Residential Charging – where residents do not have driveways, in RBC owned car-parks (c.90k)
  - Workplace Charging – at RBC owned workplaces (c.£50k)
  - Fleet Charging (and Vehicle to Grid) – for electric fleet at RBC Depot (c.£40k)
- E-Bike charging and hire stations
  - Arrow Valley Countryside Centre (c.£25k)
  - Abbey Stadium Leisure Centre (c.£25k)

10% contingency added to costs above for overall project cost.

Project Rationale

The package of interventions supports the Town Deal Vision by helping Redditch to be Green and Creative. The heart of proposals are sustainable development principles to grow Redditch whilst enhancing economic, social, and environmental outcomes.

Without Towns Fund support, the Council will continue to facilitate growth in green technologies. However, grant opportunities are typically small, enabling only piecemeal solutions. Private sector initiatives would struggle to reach the scale and strategic approach allowed for by Towns Fund proposals as they are driven by shorter-term commercial realities. Larger scale intervention as part of the Towns Fund programme will enable sustainable infrastructure provision to be installed more strategically.

This project offers an excellent opportunity to:

- Support green technology growth - accelerate adoption of green technology in Redditch and surrounding areas. This will help meet WLEP Energy Strategy objectives (e.g. reducing carbon emissions, promoting low carbon transport and active travel).
  - EV charging points - 83% of 2020 RBC Climate Change survey respondents supported continued Council work to increase local EV charging points. As travel to work in Redditch is dominated by cars due to efficient New Town highways infrastructure (71% of journeys to work), supporting cleaner car travel is particularly important in Redditch. EV charger demand is hard to estimate as change over time is shaped by car-ownership, battery sizes and distances travelled. Expansion aims to support 2025 industry demand predictions (10% of strategically located car park spaces (e.g. shopping centres).
  - Buildings - There is pressing need to upgrade buildings to ensure they are fit for purpose considering climate change. Abbey Stadium, Arrow Valley Countryside Centre, and Greenlands Business Centre have considerable energy demands and potential to generate renewable energy, giving resilience against increasing electricity prices whilst realising sustained carbon reductions.
  - E-bike hire and charging facilities would facilitate low carbon connectivity across Redditch. E-bikes are more cost effective than car travel potentially offering clean alternatives for low income households.
  - Particularly innovative elements of the proposals include the solar carport and smart management battery storage that are at early adopter stage. The public sector will help demonstrate commercial viability of this new technology, encouraging wider adoption.

- Financial efficiencies - The intervention would support the longevity of these buildings due to energy cost savings. An 'invest to save' approach will be adopted. Savings will be used to deliver an improved business environment for the organisations occupying these buildings.
- Stimulate local/UK low carbon economy - According to the West Midlands Local Industrial Strategy, Low Carbon & Environmental Tech is the most productive sector in the UK and WMCA. GBSLEP's sectoral GVA per employee was £132,000 (2015 figures). Growth in the sector offers opportunities to support high value/wage job growth. As clean energy provision grows, proposals may help to retain a higher proportion of the income generated locally through asset operation and maintenance. This project will actively promote Redditch as a supporter of low carbon technology and innovation and increase the attractiveness of the town to low carbon business thereby creating new local jobs
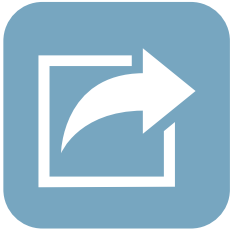
Outputs

- Provision of 102 electric vehicle charging points
- Two additional e-bike charging and hire stations (for up to 30 e-bikes at a time)
- 450Kwp of renewable energy generation capacity

Outcomes

- 150 tonnes of carbon savings
- Improved perception of place by residents, visitors and businesses
- Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces

Bird e-scooter – the first at scale UK trial launched in October 2020 in Redditch

Digital Manufacturing and Innovation Centre

The project will provide 2,500 sqm of state-of-the-art business incubation, innovation and co-working space in a purpose built landmark building in Redditch Town Centre.

The project will provide digital innovation support to increase the resilience, productivity and competitiveness of businesses predominantly within the manufacturing industry, which is the largest employment sector (22%) and contributor to the borough's GVA (16%). It will also support the delivery of digital skills needed to support the adoption of digital technologies by the local manufacturers and enable the existing and future workforce to develop the skills sets relevant for the 21st century economy.

"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."

£   Towns Fund Ask: £8,000,000

Barnsley The Seam Digital Campus, an Innovation Centre studied to develop Redditch proposals

> "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

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

> "Skills and training are seen as the most important enablers"
>
> -Application of digital technologies to innovation in manufacturing, Institute for Manufacturing, University of Cambridge

> "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 & 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

The project's objectives are to: provide open access and specialist support to local entrepreneurs and companies, particularly in the manufacturing sector, that want to test and develop 5G-enabled services and applications (provision of a 5G test bed); provide access to a range of high-quality business and innovation services and space to nurture, mentor and facilitate businesses development and growth; to provide new businesses, predominantly, but not exclusively, within the manufacturing sector with a range of flexible workshop and office accommodation to enable them to prosper and grow; develop a base of local workforce and young talent equipped with the skills needed in a 21st century digitalised economy; to create an investment destination / eco-system that facilitates adoption of digital technologies, particularly in the manufacturing sector.

The centre will deliver the following outputs and outcomes:

- Provision of specialist digital technologies to meet the needs of specific sectors, particularly manufacturing and ICT
- Infrastructure to support 5G and full fibre connectivity
- Increased amount of shared workspace and innovation facilities
- Increased number of start-ups and/or scale- ups utilising business incubation, acceleration and co-working spaces
- Increased utilisation of digital channels, by businesses, to access and/or supply goods and services
- Increased share of young people and adults who have relevant skills for employment and entrepreneurship.

Redditch town's employment is largely in manufacturing and retail (43.8% of all employment, compared to 27.8% in Worcestershire). Over 1/3 total GVA in Redditch comes from these two sectors. Both sectors are highly under threat from automation, digitisation and AI. Yet digital is the vital 'golden thread' for Redditch with digital technology enabling manufacturing industries to improve productivity and develop new business models.

There is need to diversify and strengthen the local economy. Key issues limiting Redditch's potential include:

- Residents under-achieving in attainment of skills required for technology innovation with lower NVQ4+ qualification attainment than the national average.
- An enterprise deficit with business births in the Borough low compared to regional and national averages.
- Lack of new business space (particularly office space) hindering organic business growth and start-ups. There is currently no focal point for enterprise, collaboration and innovation in the town.
- 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."

Opportunities:

- The project will help Redditch businesses integrate technology into their offer to drive productivity to increase resilience and competitiveness.
- (1) Productivity - Redditch showed strong productivity performance since 2011. Building on this through adoption of digital technologies would generate higher levels of productivity. McKinsey assess that firms will derive significant economic value from using AI in supply chains and manufacturing (e.g. using robots powered by machine learning). As discussed, in Section 3 of the TIP, boosting productivity by 3% would generate an additional £13m per year in output in Redditch.
- Industry specific education delivered by the Centre's proposed education provider will offer local employers' access to a local skilled workforce.
- (2) Resilience - There is opportunity to improve business resilience by developing more reconfigurable, intelligent and resilient systems within the production network and supply chain. A key impact of the pandemic may be greater utilisation of data by firms to guide real-time decisions, thereby increasing demand for machine learning and robotics.
- (3) Competitiveness - The Centre will enable local SMEs to become more competitive by harnessing the benefits of digitisation and automation without excessive risk and cost of implementing systems designed for large companies. Almost all 421 Redditch manufacturing are SMEs (<250 employees).
- The logistics sector is an example of the opportunity. Location is a Redditch strengths as an attractive place for distribution and logistics companies, as demonstrated by Amazon's new national distribution centre at the Redditch Eastern Gateway to be completed end of 2021. Integrating AI into the logistics

sector could boost productivity with Goldman Sachs expecting AI to reduce logistics costs by at least 5% generating opportunities for profit and higher paid/skilled employment.

- There will be sizeable inward investment opportunities to seize (e.g. Bain, a consultancy, estimate that between now and 2030 American firms will invest $10 trillion in automation).
- Ultimately, the Centre's aim is to support local businesses become more competitive in an increasingly competitive global economy.
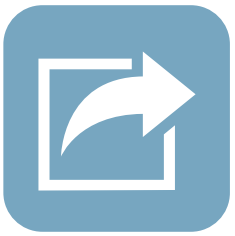
Outputs

- 2,500 sqm of shared workspace.
- Two schemes to support enterprise productivity and growth
- Seven grant programmes of grant to support local SMEs or employers in key sectors

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
- Enhanced business births, deaths and survival rates

Project 3

Town Centre Public Realm

Church Green, Evesham Walk and Unicorn Hill together form the heart of Redditch's Town Centre Public Realm. Unfortunately, over the years these cherished streetscapes has become tatty, uninviting, and more worryingly, underused.

£ Towns Fund Ask: £3,000,000
Match Funding: £550,000

Public realm in need of improvement

This proposed major investment will see these three important thoroughfares transformed into a series of modern, attractive and multifunctional public spaces which will together act as Redditch's 'shop window', showcasing everything the town has to offer by supporting vibrant public events, a thriving street dining and trading scene as well as improving access to the wide range of services provided in the Town Centre for all. The investment will include high quality street furniture, waymarking and repurposing of underused space to ensure that this scheme unlocks its maximum economic and social potential. The completed scheme will provide a valuable focus for civic pride in Redditch, acting as an essential catalyst for the wider regeneration of Redditch Town Centre, stimulating private sector investment and helping the town to recover and thrive beyond the COVID-19 pandemic.

New public realm proposed

Project Rationale

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, strengths and challenges. Much of the built environment in the town centre is underused and poorly connected to adjacent areas including the rail and bus station, particularly by active travel modes(walking and cycling). This scheme will act to provide an attractive 'canvas for public life' in Redditch, by creating an environment highly attractive for people to live, work and invest, integrating the town centre much more successfully with neighbouring areas. This scheme is an essential component and catalyst for the wider Redditch Town Centre regeneration initiative, which aims to significantly increase density, population and vitality of the town centre. Without the project, the Redditch urban realm will continue to decay.

Opportunities:

- 1) 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. Active travel is an unpopular method for travelling to work in Redditch; walking and cycling make up only 11% of journeys to work, compared to 15% in England. Provision of this infrastructure requires public funding as a public good.

- 2) Crime - Appropriate public realm design within the Borough can help reduce crime, the fear of crime and create a greater sense of place. The level of local crime has been flagged as a particular worry for residents and data shows that Redditch crime is more prevalent in the centre. The number of crimes such as violent and sexual offences, possession of weapons and vehicle crimes and public order crimes in the immediate vicinity of the public realm interventions were 384 between Dec 19-Nov 20. Improvements in public realm can reduce anti-social behaviour therefore addressing these issues.

- 3) High street perception & investment - Poor quality public realm (perception and reality) can have a dramatic impact on footfall, visitors numbers, and visitor 'dwell' times. There is a perception that Redditch does not have a high street however there is a well-established primary shopping centre focused around the Kingfisher Shopping Centre. This project will improve the attraction of the town centre for people to live and work, and business to invest. This will help to stimulate high-quality residential and commercial redevelopment across the town centre. There are more than 10 vacant units that lie adjacent the public realm scheme, creating an unwelcoming environment for investment. The project will help make the units more attractive for occupiers.

- 4) Project complementarity – Public realm improvements would provide complementarities to other projects proposed for regeneration. 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. Combined, these improvements will create a continued feeling of a vibrant town centre and fit within the wider public realm proposals.
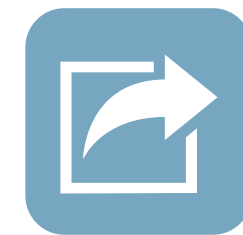
Outputs

- Delivery of 5 new/improved public spaces amounting 9,571 sqm of urban realm

Outcomes

- Increase in footfall in the town centre
- Improved perceptions of Redditch by residents and visitors
- Increase in land values

Project 4

Transport Interchange and Railway Quarter

This project will transform Redditch, creating an integrated multi-modal transport interchange as a modern attractive gateway bringing together the Railway Quarter and Town Centre as one seamless place for visitors and residents and maximising the town's benefits as the final destination on the Cross-City railway from Birmingham.

£ **Towns Fund Ask: £8,500,000**
Match Funding: £1,280,000

Proposal for Redditch Rail Station

Redditch Rail Station today

Towns Fund grant funding is sought to progress a new two-storey station building and improved public realm meeting modern facility standards and public expectations and supporting pedestrian access to, from and within the Town Centre.

The project will deliver:

- A new two-storey station building providing a step-change in amenities, accessibility and passenger capacity.
- DfT Category C ('Important Feeder') capacity and standards meeting Redditch's 1.1 million p.a. passenger numbers (pre-COVID 19), replacing today's inadequate Category D facilities.
- Capacity for 2020-2035 passenger growth of 8-22% in a range of post-COVID 19 scenarios.
- Expanded public and waiting room space, new catering and retail facilities and modern amenities to meet passenger numbers and all users' access needs.
- A station building optimising digital technology with excellent fibre provision fundamental to the continued use and future development of Redditch Station and surrounding Quarter.
- A multi-modal Redditch Interchange including rail and bus services, car parking, taxi drop off/pick-up, cycle access and safe storage, and direct, well-signed pedestrian routes within and between the Railway Quarter and Town Centre.
- Creation of new open space in front of the station, providing improved connectivity, integrating the station and Town Centre, and joining up to the other public realm enhancements proposed in the Town Deal bid.
- Providing an enhanced, modern and attractive sense of arrival and customer experience for commuters and visitors
- A safe, secure environment for users and staff throughout the Interchange, car park, station building and platforms.
- Accessibility for all users, with truly inclusive design as a core objective and value of the scheme, covering all of the enhancements described above, enabling any user to make full, independent use of the new built environment.
- Provision for incremental rail infrastructure expansion supporting more frequent future services and closer integration with the Kingfisher Centre.

Project Rationale

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'.

The Development Strategy and subsequent public consultation identified that the railway station presents as an unwelcoming, unattractive destination for visitors. Those arriving by train have no sense of arrival, with a small station, immediately facing the rear of a four-story shopping centre, little wayfinding with minimal public-realm pedestrian access into the Town Centre, and inadequate facilities in the context of modern standards and expectations.

These factors are contributors to Redditch residents utilising rail far less for commuting than regional and national averages (2% of commuters compared to 3% in West Midlands and 6% in England).

There are currently no proposals from infrastructure owner Network Rail in its Control Period 6 2019-2024 Strategy to upgrade the station or its immediate environs, meaning that without the Towns Fund intervention, the current low-quality station environment would persist and deteriorate.

Opportunities:

- Improved perception - The project would create an attractive, modern, spacious and open sense of arrival at Redditch as a destination in its own right - a new gateway to and from the town for visitors and residents.
- Transformed facilities - The new, enlarged station built over two levels will offer well-designed, integrated access between platforms, parking, bus interchange and leisure and retail facilities, fully accessible toilets and baby-changing facilities, and customer-appropriate digital infrastructure.
- Safe, independent accessibility for all – The scheme provides a key opportunity to bring new facilities with the highest accessibility standards, maximising passenger safety and full, easy, independent access for all to railway services and Redditch Town Centre.
- Connectivity – Creation of a modern station supporting increased passenger numbers combined with leading edge connectivity will be a more attractive proposal to both the traditional and private mobile network operators, future proofed for potential new wrap-around facility and service providers looking to invest for the benefit of rail operators, rail users and businesses operating in the Railway Quarter.
- Enabling future enhancements – The project is the first phase of work planned to improve Redditch Railway Station. Without the major, transforming elements it provides, future schemes supporting enhanced train services such as a second platform, extended platform lengths for longer trains, additional parking and bus interchange proposals cannot be provided.

Project complementarity - Improvements to public realm outside the station are considered to provide complementarities to the other Towns Fund projects. The library site redevelopment will encompass further public realm improvements near Church Green and the wider Town Centre Public Realm project focusing on key thoroughfares. This will create continuity of feeling of a vibrant town centre ensuring that the new station meets its potential as a gateway to Redditch.
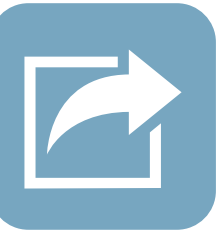
Outputs

- New, revived, or upgraded train and stations - 800 sqm
- Improved interchange connectivity between transport modes
- New or upgraded cycle or walking paths - 600 sqm
- Delivery of new public spaces - 5,500 sqm
- Land release for new development uses - 7,400 sqm

Outcomes

- Number of trips by purpose and main mode (forecast growth to be between 8% and 22% increase in a range of post-COVID 19 scenarios to 2035)
- Improved perceptions of the place by residents/businesses/visitors
- Increased commuter flows

Project 5

Redevelopment of Redditch Library Site

The town's designation as a New Town in the 1960s and limited investment since has to led issues in the urban realm that need to be addressed. One key area of focus for investment in Redditch Town Centre is the Church Green area. Church Green forms a highly characterful and attractive centrepiece to the town centre yet access between the area and the Kingfisher Shopping Centre is poor, limiting the use of the visits by shoppers.

£ **Towns Fund Ask: £4,200,000**

Illustration depicting the new Redditch Library development site

Kingfisher shopping centre in Redditch Town Centre

Project Rationale

The town's designation as a New Town in the 1960s and limited investment since has to led issues in the urban realm that need to be addressed. One key area of focus for investment in Redditch Town Centre is the Church Green area. Church Green forms a highly characterful and attractive centrepiece to the town centre yet access between the area and the Kingfisher Shopping Centre is poor, limiting the use of the visits by shoppers.

Prior consultations have shown that investment is required in the Church Green area to improve the public realm and functionality of this area.

Key findings from public consultations include:

- "The Kingfisher Shopping Centre needs to be far better connected to Church Green area as this should be the heart of the town."

- "Entrances to the area and shopping centre should be improved as most people enter through car parks which is worrying. The demolition of the library to create a plaza area which is aesthetically pleasing including a variety of usages is supported."

- "There is a need for a cafe culture whilst making the most of our buildings heritage around Church Green."

- "There is a lack of places to meet up in the centre in the evening, particularly family friendly spaces. No area for community events and activities"

Opportunities:

- Kingfisher Shopping Centre - This proposal has potential to transform the space around the Kingfisher Shopping Centre to help drive footfall and improve connectivity to the existing outdoor market and the wider Church Green area. The proposed new square would stimulate the conversion of the blank surrounding facades, including part of the Kingfisher Centre and the former Royal Hotel, currently operating as a nightclub.

- Leisure/Cultural activities – Delivery of a new leisure/commercial space proposed to book-end the new square will help to define the historic street frontage, which is important to preserve the character of the Church Green Conservation Area. This frontage will 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. This will particularly help the Redditch evening economy which will improve perceptions of safety after dark.

- Commercial floorspace - Approximately 1,394 m² of refurbished and new commercial space would be created around the new square to further encourage increased footfall and dwell time as well as facilitating creation of new jobs.

- Project complementarity - Improvements to the public realm is considered to provide complementarities to the other projects proposed for regeneration. For example, the Town Centre Public Realm project encompasses further public realm improvements across key routes through the town centre 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.
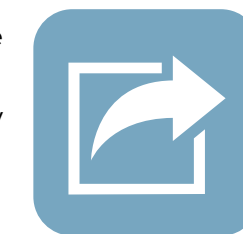
Outputs

- Delivery of new public spaces - c.750 sqm
- Delivery of commercial space on the library site – 1,394 sqm

Outcomes

- Improved perceptions of the place by businesses
- Increased 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.

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)

Table 5.5: Logic Model - Redditch Town Investment Plan

Redditch Town Deal Targets for 2030	Inputs	Outputs	Outcomes	Impacts Short term	Medium term	Long term
Digital Town	Capital / Revenue investment Public/political stakeholder engagement Private Sector Engagement	**Redditch Digital Manufacturing and Innovation Centre** • 2,500m² of high quality affordable commercial floor space • Business incubation and innovation support	• 100 enterprises utilising high quality, affordable and sustainable commercial spaces • Capacity for 30 start-ups to utilise business incubation, acceleration and co-working spaces	• Growth in AI and 5G take-up by local businesses • Increase in capacity and accessibility to new and improved skills facility • Enterprises and start-ups have access to facilities and floorspace to operate	• Growth in productivity • Increasing the number of enterprises and start-ups in the digital and innovation sectors • Increase in number of learners gaining relevant digital skills/experience for employers	• Increase in employment levels, especially in industries linked with digital and innovative technology • Change in perception of Redditch as a more attractive town to live, visit, work and invest • Greener town with new forms of mobility supported, lower carbon emissions and modern heating infrastructure
Green Town	Leadership from Redditch BC Project management Business Case development including technical and feasibility work	**Sustainable Projects Programme** • Provision of 102 electric vehicle charging points and 2 e-bike charging hubs. • 450kWp of renewable energy generation capacity • 150 tonnes of carbon saving	• Carbon savings estimated at 150 tonnes per annum • Enterprises utilising high quality, affordable and sustainable commercial spaces • Commercial value of new technologies demonstrated	• Generation of renewable energy leading to lower energy costs • Modal shift towards sustainable travel – EV vehicles and increased number of local journeys made by cycling • New technology adopted	• Health benefits as a result of increased cycling provision • Increased uptake of electric vehicles due to improved capacity and availability of supporting infrastructure	• Improving air quality and protecting the natural environment • Change in perception of Redditch as a more attractive town to live, visit, work and invest • Growth in local/regional low carbon tech sector
Connected Town	Support / direction from MHCLG team Legal and commercial advice and support	**Redditch Transport Interchange and Railway Quarter** • Provision of 5,500m² of new public realm and 600m² of improved public realm • New 800m² 2-storey station building • 7,400m² of land for new development	• Improved interchange connectivity between transport modes • Easier flow of pedestrians into town centre (especially Kingfisher Shopping Centre) increases footfall. • Improved facilities and amenities at the station	• Increased proportion of commuter journeys made by rail • Increased land values around the station • Increased number of local trips made by active modes (cycling/walking)	• Increased number of visitors to Redditch and increased visitor spend • New commercial/residential development around station	• Change in perception of Redditch as a more attractive town to live, visit, work and invest • Increase in private sector investment and growth
Creative Town	Coordination with other emerging policies and strategies (Local/regional/national) Project operators, private sector tenants, skills providers	**Redevelopment of Redditch Library Site** • Delivery of 1,394m² of commercial floorspace • 750m² public space • New food and beverage units	• Improved perceptions of place • Increase in land value in immediate vicinity of Library Site • Employment created	• Increased footfall to town centre (incl. Kingfisher Shopping Centre) • Increased leisure/cultural opportunities and events • Increased vibrancy, particularly after dark	• New commercial investment in neighbouring retail units reducing vacancy rate • Increased land values	• Change in perception of Redditch as a more attractive town to live, visit, work and invest
		Redditch Town Centre Public Realm • 5 new/ improved public spaces encompassing approximately 9,571m² of urban realm	• Increase in footfall in the town centre • Improved perceptions of Redditch by residents and visitors • Increase in land values	• Improved streetscape and urban furniture • Increased number of local journeys made by walking/cycling • Greater feeling of safety amongst residents	• Improved physical health as a result of increased walking/cycling provision • Increased private sector investment supporting uptake of vacant commercial	• Change in perception of Redditch as a more attractive town to live, visit, work and invest

5.7 Redditch's strategic plan and spatial strategy

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 Town Centre Public Realm – A Vital Regeneration Catalyst
  - 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 5.6.
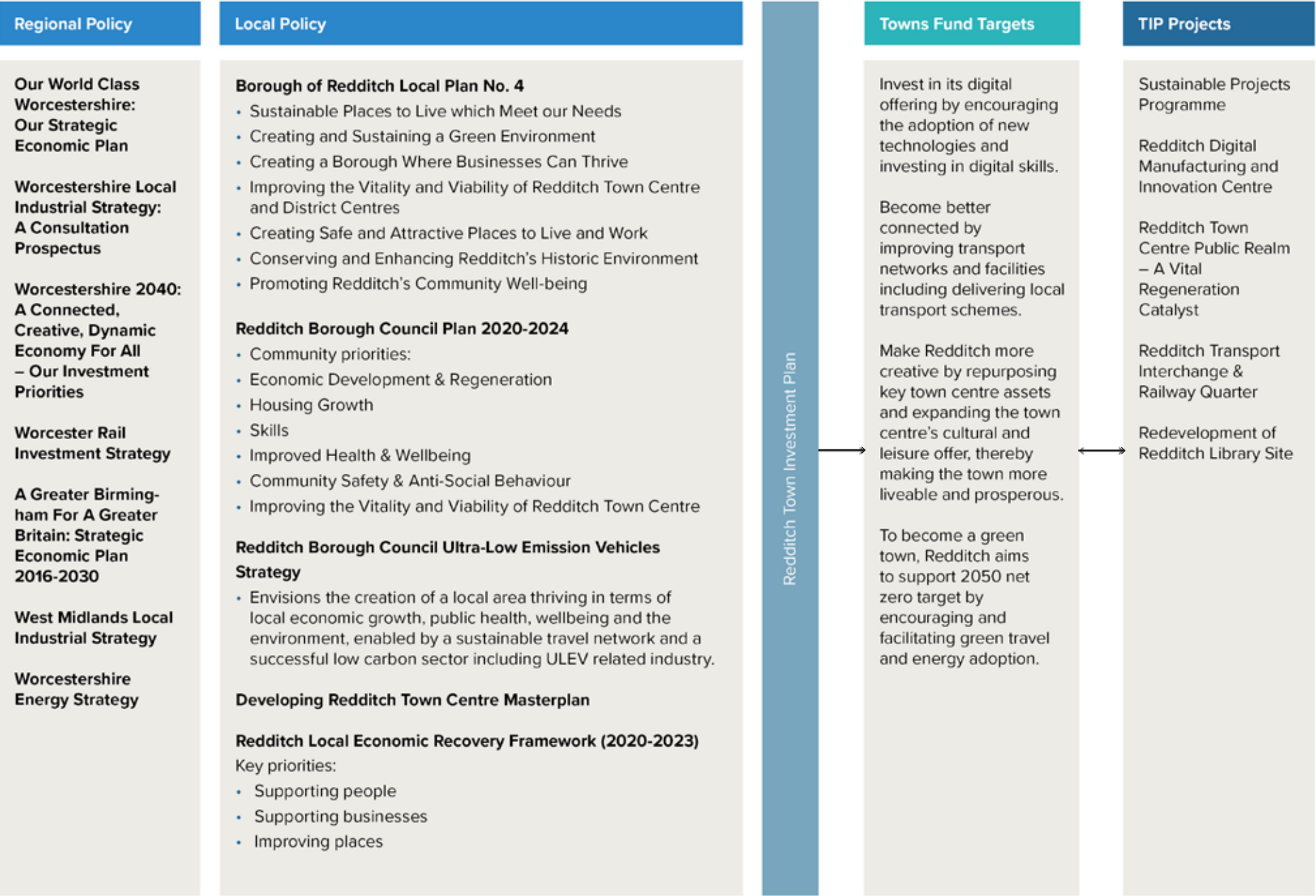
Regional Policy	Local Policy		Towns Fund Targets	TIP Projects
Our World Class Worcestershire: Our Strategic Economic Plan **Worcestershire Local Industrial Strategy: A Consultation Prospectus** **Worcestershire 2040: A Connected, Creative, Dynamic Economy For All – Our Investment Priorities** **Worcester Rail Investment Strategy** **A Greater Birmingham For A Greater Britain: Strategic Economic Plan 2016-2030** **West Midlands Local Industrial Strategy** **Worcestershire Energy Strategy**	**Borough of Redditch Local Plan No. 4** • Sustainable Places to Live which Meet our Needs • Creating and Sustaining a Green Environment • Creating a Borough Where Businesses Can Thrive • Improving the Vitality and Viability of Redditch Town Centre and District Centres • Creating Safe and Attractive Places to Live and Work • Conserving and Enhancing Redditch's Historic Environment • Promoting Redditch's Community Well-being **Redditch Borough Council Plan 2020-2024** • Community priorities: • Economic Development & Regeneration • Housing Growth • Skills • Improved Health & Wellbeing • Community Safety & Anti-Social Behaviour • Improving the Vitality and Viability of Redditch Town Centre **Redditch Borough Council Ultra-Low Emission Vehicles Strategy** • Envisions the creation of a local area thriving in terms of local economic growth, public health, wellbeing and the environment, enabled by a sustainable travel network and a successful low carbon sector including ULEV related industry. **Developing Redditch Town Centre Masterplan** **Redditch Local Economic Recovery Framework (2020-2023)** Key priorities: • Supporting people • Supporting businesses • Improving places	Redditch Town Investment Plan	Invest in its digital offering by encouraging the adoption of new technologies and investing in digital skills. Become better connected by improving transport networks and facilities including delivering local transport schemes. Make Redditch more creative by repurposing key town centre assets and expanding the town centre's cultural and leisure offer, thereby making the town more liveable and prosperous. To become a green town, Redditch aims to support 2050 net zero target by encouraging and facilitating green travel and energy adoption.	Sustainable Projects Programme Redditch Digital Manufacturing and Innovation Centre Redditch Town Centre Public Realm – A Vital Regeneration Catalyst Redditch Transport Interchange & Railway Quarter Redevelopment of Redditch Library Site

Figure 5.6: Strategic policy alignment with Redditch TIP projects
Source I Mott MacDonald

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 well-being of the rest of the Redditch, but also for the Borough's ability to attract investment.

The Redditch Towns Board 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 The Town Centre 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 5.7 presents the design objectives underpinning the spatial strategy.
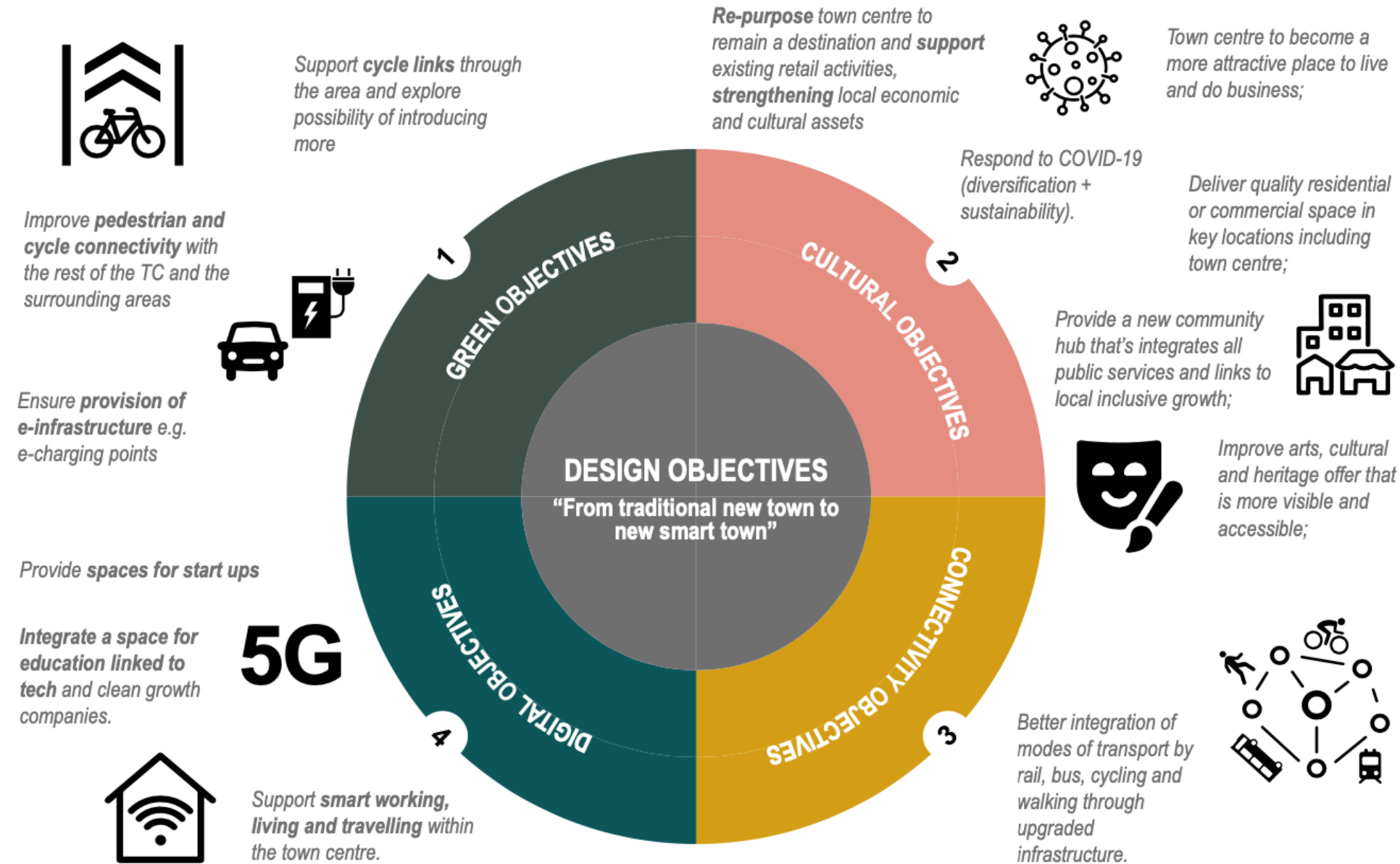
Church Green in Redditch Town Centre

Figure 5.7: Design Objectives Redditch Town Centre Spatial Strategy/Masterplan
Source | AR Urbanism

The Spatial Strategy sets out the long-term vision for the Borough and the Town Deal plays a pivotal role in kick-starting the delivery of the strategy by enabling the implementation of a first phase of key interventions. These interventions are focused on the Town Centre regeneration and aligned with the phased approach set out in the spatial strategy. Figure 5.8 presents the long-term Redditch Spatial Strategy.

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.
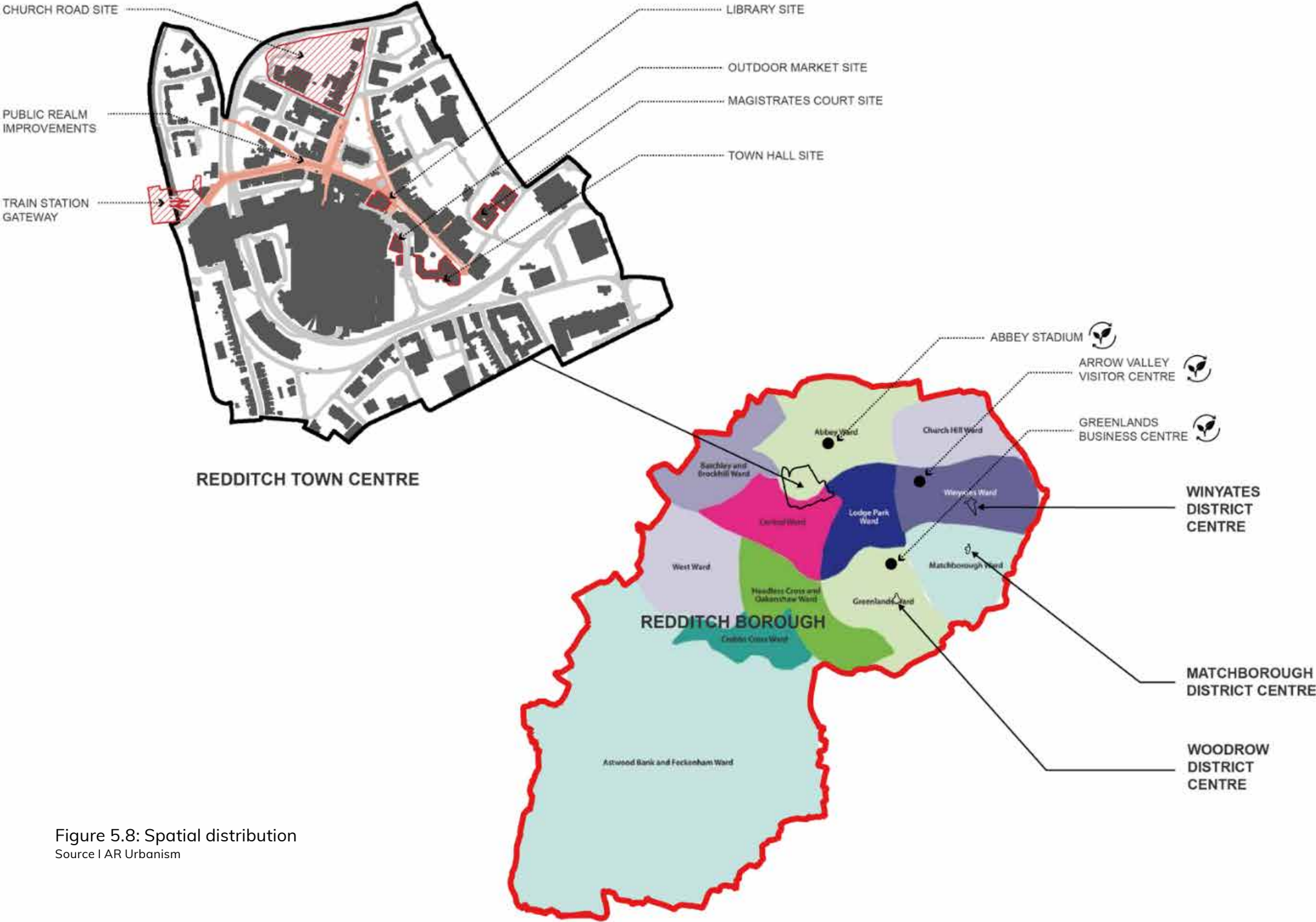

Redditch Rail Station, due to be upgraded

REDDITCH TOWN CENTRE

Figure 5.8: Spatial distribution
Source | AR Urbanism

Figure 5.9 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 organization of urban mobility and the design of the town.
- 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.
- Maximise opportunities for greening -soft landscape design to enhance the environment visually and improve air quality as well as integrating sustainable urban drainage systems.
- 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.

Narrow pedestrian link to the Kingfisher Shopping Centre

Figure 5.9: Design Principles - Redditch Town Centre Spatial Strategy/Masterplan
Source I 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.

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

Note: TC - Town Centre; DC - District Centre

Table 5.2: Phasing of Key Interventions
Source I NWEDR

Figure 5.10: Redditch Town Centre Projects
Source I AR Urbanism

6. Approach to Delivery

6.1 Town Deal 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.

Project	Town Fund Capital Ask	Town Fund Revenue Ask	Total Town Fund Ask	Match Funding (£)
Sustainable projects	1,100,000	0	1,100,000	350,000
Digital Manufacturing and Innovation Centre	7,800,000	200,000	8,000,000	0
Town Centre Public Realm	3,000,000	0	3,000,000	550,000
Transport Interchange and Railway Quarter	8,500,000	0	8,500,000	1,280,000
Redevelopment of Redditch Library Site	4,200,000	0	4,200,000	0
Programme management	0	£ 200,000	£200,000	0
Total	**24,600,000**	**£400,000**	**25,000,000**	**2,180,000**

Table 6.1: Project Financial Summary and Spend Profile

Project	Total TF ask (£)	Year 1 (20/21)	Year 2 (21/22)	Year 3 (22/23)	Year 4 (23/24)	Year 5 (24/25)	Year 6 (25/26)
Sustainable projects	1,100,000	0	0	300,000	400,000	400,000	0
Digital Manufacturing and Innovation Centre	8,000,000	0	0	500,000	2,500,000	4,000,000	1,000,000
Town Centre Public Realm	3,000,000	0	0	500,000	1,500,000	1,000,000	0
Transport Interchange and Railway Quarter	8,500,000	0	250,000	300,000	300,000	5,650,000	2,000,000
Redevelopment of Redditch Library Site	4,200,000	0	0	500,000	2,000,000	1,700,000	0
Programme management	£200,000	0	0	50,000	50,000	50,000	50,000
Total	**25,000,000**			**2,150,000**	**6,750,000**	**12,800,000**	**£3,050,000**

Table 6.2: Town Deal Spend Profile

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 Private sector co-funding

A targeted programme of soft market testing to assess the level of private sector interest in investing in the TIP interventions in particular and the longer term development prospects is outlined in Appendix M.

6.4 High Level Delivery Plan.

The next steps for delivering the five projects are set out in Table 6.2.

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.
- Soft market testing
- Project designs.
- Stakeholder engagement plans.
- Delivery plans.
- Monitoring and evaluation plan

Where possible, opportunities to start work on preparing planning applications in parallel with business case development will be explored on a project basis.

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

Key Milestones	Deadline
TIP submission	22 January 2021
Purchase of Police Station site (future Digital Manufacturing and Innovation Centre site) - Accelerated Fund	March 2021
Innovation centre soft market testing (centre operator)	May 2021
Heads of Terms Agreement	June 2021
Innovation centre soft market testing (occupiers)	July 2021
Library site redevelopment soft market testing (delivery partners/vehicles)	July 2021
Library site redevelopment soft market testing (occupiers)	September 2022
Stakeholder engagement	March 2022
Detailed projects and business case development	May 2022
Agree final projects and funding (Funding Agreement)	July 2022
Delivery of TIP interventions	August 2022 - March 2026

Table 6.2: Key Milestones

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.
Digital Manufacturing and Innovation Centre	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 process.
	Initial discussions with a potential operator / anchor tenant are taking place in December 2020 and January 2021.
Town Centre Public Realm	This scheme will be delivered using an existing, proven delivery vehicle, which is led by Worcestershire County Council but supported by RBC. This approach is to establish a project board, with a clearly defined reporting structure, to oversee the project with the works being delivered by WCC's retained contractor.
	This approach has been undertaken on numerous public realm schemes across the County and has proved to be successful. This existing approach and framework will mean that project risks will be low and well managed. The same professional team that are currently delivering new public realm in Redditch at this moment in time will be utilised to oversee this project.
	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.
Transport Interchanges and Railway Quarter	Worcestershire County Council is the scheme promoter and it has SLC Rail as a retained advisor to support with the necessary expertise with regard to the rail processes and requirements. Any rail elements will adhere to Network Rail's Governance for Railway Investment Projects (GRIP) process which SLC Rail is experienced in delivering.
	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.
Redevelopment of Redditch Library Site	The delivery of this scheme will be overseen by RBC, in partnership with Worcestershire County Council. A project manager will be appointed to oversee the procurement of a consultant team to finalise the designs and to secure planning consent at the site.
	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.

Table 6.3: Approach to Delivery
Source I North Worcestershire Economic and Regeneration

6.5 Governance Structures

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

- Developing and delivery team, delivery arrangements and agreements
- Developing agreed projects in detail and undertaking any necessary feasibility studies
- Helping develop detailed business cases
- Monitoring and evaluating the delivery of individual Towns Fund projects
- Submitting regular monitoring reports to Towns Fund
- Receiving and accounting for the Town's funding allocation
- Ensuring that decisions are made by the board in accordance with good governance principles
- Ensuring transparency requirements are met
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- Liaising with potential private investors in identified local projects and schemes

Programme Governance

The Governance model is set out in Appendix I.

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

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

Key project monitoring and assurance steps are as follows:

- 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. Acknowledgments

We would like to thank everyone who has contributed to the development of the TIP and our Towns Fund investment programme. This includes our public, private, community and third sector partners, all those who submitted project ideas, and our team of strategic advisors. We would also like to thank all those who contributed images to this document. We recognise that the publication of the TIP is only the first step in helping us to realise our vision for Redditch, but it will not be the only step. As we set out to 'create a better place', we need to ensure that we continue to engage with partners, listen to new ideas and initiatives aligned with our vision and priorities, and ensure that the TIP continually evolves and can be supported by Towns Fund and other future funding opportunities.

REDDITCH BOROUGH COUNCIL
making a difference
www.redditchbc.gov.uk

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KIRCHHOFF GRUPPE
ZOEL

Kingfisher
Redditch

North Worcestershire
edR
Economic Development & Regeneration
Bromsgrove · Redditch · Wyre Forest
The natural environment for business

Worcestershire
Local Enterprise Partnership

Greater Birmingham
& Solihull
Local Enterprise Partnership

REVITALISE
REDDITCH
Business Improvement District

worcestershire
county council

YMCA

Shaker
GROUP

Endnotes

1   Town and Country Planning association, www.tcpa.org.uk/redditch

2   Annual Population Survey, ONS, 2019

3   Annual Population Survey, ONS, 2019

4   Annual Population Survey, ONS, 2019

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

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8   Apprenticeships Home (Department for Education)

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10   Redditch Towns Deal Community Consultation, November 2020

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12   Ibid

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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

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

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

31   Where will covid-19 leave the retail and leisure market at the end of 2020? The local data company 2020

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.

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

37   Redditch Towns Deal Community Consultation, November 2020

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39   Redditch Towns Deal Community Consultation, November 2020

40   Research in Kidderminster shows the linkages between public realm im provements 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)

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44   Origin destination statistics, Census 2011, ONS

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        July 2020. Available at: https://www.wmca.org.uk/media/4240/state-of-the-
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61   Location Quotient is a ratio resulting from the division of a location's pro
        portion 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.