

Public Document Pack



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

TUESDAY 21ST JULY 2026

AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

MEMBERS: Councillors S. Ammar, A. Bailes, J. Clarke, A. M. Dale,
C.A. Hotham, B. Kumar, R. E. Lambert, P. M. McDonald,
S. A. Robinson, J. D. Stanley and H. D. N. Warren-Clarke

AGENDA

1. **Election of Chairman**
2. **Election of Vice Chairman**
3. **Apologies for Absence and Named Substitutes**
4. **Declarations of Interest and Whipping Arrangements**

To invite Councillors to declare any Disclosable Pecuniary Interests or Other Disclosable Interests they may have in items on the agenda, and to confirm the nature of those interests.

5. **First Homes Policy Review - Pre-Scrutiny**

This report will be published in a supplementary pack following Cabinet agenda publication.

6. **Use of Artificial Intelligence within Bromsgrove District Council** (Pages 7 - 36)

7. **Local Government Reform (LGR) Update** (Pages 37 - 44)

Additional information will be published in a supplementary pack for this item.

8. **Bromsgrove Sports and Leisure Centre Update** (Pages 45 - 152)

9. **Worcestershire Health Overview and Scrutiny Committee - Election of Representative for 2026/27 and Update** (Pages 153 - 154)

10. **Finance and Budget Working Group - Membership Reports and Terms of Reference** (Pages 155 - 160)

11. **Cabinet Work Programme** (Pages 161 - 168)

12. **Overview and Scrutiny Board Work Programme** (Pages 169 - 172)

13. **Overview and Scrutiny Action Sheet** (Pages 173 - 174)

14. **To consider any urgent business, details of which have been notified to the Assistant Director Legal Democratic and Procurement Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting.**

15. **To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of item(s) of business containing exempt information:-**

RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of scheme 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below and that it is in the public interest to do so:-

Item No	Paragraph
16	3
17	3

16. **Levelling Up Fund Programme - Quarterly Update** (Pages 175 - 190)
17. **To confirm the accuracy of the minutes of the meeting of the Overview and Scrutiny Board held on 14th April and 16th June 2026** (Pages 191 - 208)

J. Leach
Chief Executive

Parkside
Market Street
BROMSGROVE
Worcestershire
B61 8DA

13th July 2026

**If you have any queries on this Agenda please contact
Sarah Woodfield**

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GUIDANCE ON FACE-TO-FACE MEETINGS

**If you have any questions regarding the agenda or attached papers,
please do not hesitate to contact the officer named above.**

GUIDANCE FOR ELECTED MEMBERS AND MEMBERS OF THE PUBLIC ATTENDING MEETINGS IN PERSON

Meeting attendees and members of the public are encouraged not to attend a Committee if they have if they have common cold symptoms or any of the following common symptoms of Covid-19 on the day of the meeting; a high temperature, a new and continuous cough or a loss of smell and / or taste.

Notes:

Although this is a public meeting, there are circumstances when Council might have to move into closed session to consider exempt or confidential information. For agenda items that are exempt, the public are excluded and for any such items the live stream will be suspended and that part of the meeting will not be recorded.



INFORMATION FOR THE PUBLIC

Access to Information

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- You can have access, upon request, to the background papers on which reports are based for a period of up to six years from the date of the meeting. These are listed at the end of each report.
- An electronic register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc. is available on our website.
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- Meeting Agendas
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BROMSGROVE DISTRICT COUNCIL

Overview and Scrutiny

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Use of Artificial Intelligence within Bromsgrove District Council

Relevant Portfolio Holder	Councillor Karen May
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Hannah Corredor
Report Author	Job Title: ICT Transformation Manager Contact: Mark Hanwell email:m.hanwell@bromsgroveandredditch.gov.uk Contact Tel: 01527 881248
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Council Priority	
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Overview and Scrutiny Board is asked to RESOLVE that:-

The Council's current use of Artificial Intelligence (AI) be noted.

2. BACKGROUND

- 2.1 Artificial Intelligence technologies are increasingly embedded within mainstream business applications, including Microsoft 365 Copilot and other automation tools. The Council is beginning to use AI to improve efficiency, reduce manual workload, and support data-driven decision making.
- 2.2 AI introduces governance challenges relating to data protection, transparency, bias, and accountability. In response, the Council introduced governance and controls, primarily through an AI policy in 2025. The policy requires the use of approved AI tools only, prevents the entry of sensitive data, requires staff review of all AI-generated outputs, confirms that AI is not used for autonomous decision-making. Further detail is below and in full in Appendix 2.

3. OPERATIONAL ISSUES

- 3.1 AI is currently used in a controlled manner, primarily through Microsoft Copilot, to support drafting, summarisation, research and administrative tasks. AI is used only as a support tool, and staff remain responsible for outputs. Currently Co-Pilot is available to all staff and members through the free version and 22 licenses have also been purchased that gives a more in-depth experience of AI.
- 3.2 We are monitoring the use of AI by our core suppliers to manage potential emerging risks. Most of our main departmental business IT systems do not currently include AI. Some suppliers are developing capabilities, but current use remains limited. Emerging

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examples include housing system note summarisation, and Enterprise Resource Planning (ERP) based AI productivity tools. Please see Appendix 1 for a detailed breakdown.

3.3 Suppliers of our main departmental business systems report that:

- AI is being actively explored across product roadmaps
- Capabilities are expected to increase, particularly in:
 - Cloud-based platforms
 - Workflow automation
 - User productivity tools

However:

- Timelines are often uncertain or not formally committed
- Most AI capability is still at an early or developmental stage

3.4 ICT have developed a system based on AI to help move Freedom of Information Requests (FOI) into the correct department for answering. The use of AI in this area has greatly reduced the amount of time this administrative step takes and has helped in the reduction of FOI requests, taking longer than the 20 days required by law. The response itself is not supported by AI and all responses are still checked by a person before being sent out to the requester.

3.5 In compliance with the Authorities AI policy introduced in 2025, only approved AI tools may be used, with strict controls preventing entry of sensitive data. All outputs must be reviewed by staff, and AI is not used for autonomous decision-making. The AI policy is included in Appendix 2.

3.6 Governance for the procurement of all new IT systems, including those using AI, is provided by the Systems and Data group. Purchase of a completely new system, or new modules to an existing system, require the completion of a business case that highlights costs, risks, benefits and other council use cases (particularly in the Worcestershire County).

3.7 Current governance controls included within the AI policy:

- Mandatory human review of all AI-generated output
- Clear accountability: the individual user is responsible for content produced
- Requirement to check accuracy and mitigate bias before use
- Escalation to line managers or ICT where uncertainty exists

Additionally:

- Guidance and training materials are being rolled out via corporate platforms
- A formal AI Acceptable Use Policy has been implemented to standardise practice across the organisation

4. FINANCIAL IMPLICATIONS

4.1 Whilst there are no financial requests directly attributed to this report, ongoing license costs and potentially staff training, will need to be considered on a case-by-case basis if the use of AI increases.

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4.2 Current costs for the use of Copilot

22 Copilot licenses at £190 each = £4,180 (annually)

5. **LEGAL IMPLICATIONS**

5.1 AI systems must comply with:

- UK General Data Protection Regulations (GDPR)
- Data Protection Act 2018

This includes:

- Ensuring personal data is processed lawfully, fairly and transparently
- Preventing the entry of personal, confidential, or sensitive data into AI tools unless explicitly authorised
- Undertaking Data Protection Impact Assessments (DPIAs) where AI processes personal data

5.2 Under UK GDPR, there are specific restrictions on:

- Fully automated decision-making
- Profiling that significantly affects individuals

5.3 Equality and Bias (Equality Act 2010)

AI systems can introduce unintended bias, which could lead to discrimination.

Legal risks include:

- Indirect discrimination through biased outputs
- Failure to meet the Public Sector Equality Duty

Mitigation requires:

- Human oversight
- Equality Impact Assessments (EqIA) where AI is used in service delivery
- Ongoing monitoring of outcomes

6. **OTHER - IMPLICATIONS**

Local Government Reorganisation

6.1 Partnering authorities within the county also use Microsoft Co-Pilot. There are no known implications for LGR.

Relevant Council Priority

6.2 AI will, in the near future, impact the operational delivery of all service areas and therefore the ability of the council to deliver on its priorities.

Climate Change Implications

6.3 **Positive Impacts**

AI has the potential to support the Council's climate objectives by:

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- Reducing paper usage
 - Through improved digital workflows and document automation
- Improving operational efficiency
 - Streamlining processes can reduce resource consumption (e.g. printing, travel, manual processing)
- Supporting smarter decision-making
 - Data-driven insights may enable more efficient use of energy, assets, and services

Negative Impacts

There are also environmental considerations associated with AI technologies:

- Energy consumption
 - AI systems, particularly cloud-based and large-scale processing, can be energy-intensive
- Increased reliance on data centres
 - Greater use of AI services contributes to demand on external infrastructure
- Indirect carbon impact
 - Increased digital processing and storage may increase overall carbon footprint if not managed

Current Position

At present:

- The Council's use of AI is limited and low impact, primarily focused on:
 - Productivity tools (e.g. Copilot)
 - Non-intensive processing tasks

Equalities and Diversity Implications

6.4 **Equality and Diversity Implications**

The use of Artificial Intelligence (AI) within the Council has potential implications for equality, fairness, and inclusion, which must be carefully managed.

Potential Risks

Bias and Discrimination

AI systems can reflect or amplify bias present in:

- Training data
- Algorithms
- Prompting or user input

This creates a risk of:

- Indirect discrimination
- Unequal service outcomes for protected groups

These risks are particularly relevant if AI is used in:

- Customer-facing services
- Case management or decision-support processes

Lack of Transparency

AI-generated outputs may:

- Not clearly explain how decisions or recommendations were produced
- Be difficult to evidence or justify

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This could impact:

- Fairness
- Public trust
- The Council's ability to demonstrate compliance with equality duties

Digital Exclusion

Increased reliance on AI and digital tools may:

- Disadvantage residents who:
 - Have limited digital access
 - Have accessibility needs
 - Require assisted or tailored communication

Current Position

At present:

- AI is used primarily for internal productivity purposes (e.g. drafting, summarisation)
- It is not used for automated decision-making or service delivery decisions
- All AI outputs are subject to human review and oversight

This significantly reduces current equality risks.

7. RISK MANAGEMENT

7.1 Overall Risk Position

The current risk level is considered manageable and controlled, as AI use is limited, non-decision-making, and subject to clear governance controls. However, risk is expected to increase over time as AI becomes more embedded in core systems and service delivery, requiring continued development of governance frameworks. This risk is currently captured in the Operational Risk register for IT.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 - Responses from application suppliers

Appendix 2 - AI Acceptable Use Policy

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Sue Baxter on behalf of Cllr Karen May	09/07/2027
Lead Director / Assistant Director	Hannah Corredor	17/06/2026

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Financial Services	Deborah Goodall	03/07/2026
Legal Services	Nicola Cummings	26/06/2026
Policy Team (if equalities implications apply)	Helen Mole	09/07/2026
Climate Change Team (if climate change implications apply)	Matthew Eccles	09/07/2026

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Appendix 1 – Responses from application suppliers

Responses from suppliers of departmental business systems on their current and planned inclusion of AI.

Supplier	Product	AI Use	Response
AccessPay	BACS Submissions	No	We are evaluating the use of AI as part of our product, however, currently no AI functionality is included. I have cc'd in your account manager as they would be able to provide roadmap information
AllPay	TotalConnect	No	After raising this query with our technical teams, they have advised that they don't have any current plans for AI in total connect. If you would like to stay up to date you can request roadmaps from your client development manager, as well as the roadmaps being updated on resources regularly.
Civica	Open Revenues	No	At present the OPEN Revenues software does not use AI. Civica is actively engaged with AI across all products, but I can't give you specific development details or timescales for OPEN Revenues, please contact your account manager if you require a copy of the product roadmap.
Civica	Xpress	No	We do not use AI in any form in the current Xpress on prem solution and have no intention of doing so. In terms of future plans, AI is being utilised in the development of our new cloud-based CEM product and within the product itself. AI will be focussed on saving administrator time on basic tasks (as is currently done in Xpress work queues currently but without the use of AI). It is early days, but we will start sharing some information at the User Group later this month and will communicate any plans for our use of AI as this evolves. The roadmaps are being rewritten across Civica to reflect any use of AI and we will share ours for EMS once it is available. With CEM we are aiming to be development complete by

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			December 26 and are working with a number of LA's who are helping to shape the product.
Idox	Uniform		No Response
MRI/Housing Partners	Jigsaw	Yes	We reached out to our internal team to confirm the current position regarding AI functionality within the software. We have been advised that the only active AI feature currently available is the Notes Summary functionality, which was introduced recently. With regard to future AI developments, there may be additional AI functionality planned for upcoming releases. To find out more about what is currently included on the product roadmap, we would recommend contacting your Account Manager, who will be able to provide further details and discuss any planned developments and anticipated timescales.
Frontier	Chris21/HR21	No	I don't believe there is any AI currently, but anything surrounding this subject is best discussed with your relationships manager, so I have asked Sharon to drop you a line
TechnologyOne	ERP	No, but yes in next release	TechnologyOne has launched <i>PLUS</i> in 2026A. You would have to upgrade to at least 26A to take advantage of our AI products. <i>PLUS</i> includes: • Insights & monitoring • Stay informed when budgets are breached, contracts are nearing expiry, or tasks become overdue, so nothing critical slips through the cracks. • Everyday productivity • See <i>what's in focus today</i>, get reminders for critical actions, and receive suggestions on what to tackle next to keep work moving. • Agentic AI • Ask Plus about your outstanding tasks, action them, create purchase requisitions, create work orders and more using AI as your TechnologyOne business process assistant

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Windcave	Card Payment Processor	No	At this time, we do not utilise AI features within our APIs, products, or services. While our roadmap is not something we can publicly share, I can confirm that there are currently no plans to implement AI functionality. That said, we would be interested to learn more about the type of AI features you are looking for. If you're able to share additional details, I would be happy to pass this feedback on to the relevant teams to help inform future planning
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Appendix 2 - AI Acceptable Use Policy

AI Acceptable Use Policy

Version 1.2

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Document Control

Organisation	Bromsgrove and Redditch Councils
Owner	ICT Transformation Manager
Protective Marking	Not protected
Review date	One year from last approval

Version History

Revision Date	Reviser	Version	Description of Revision
20250321	Mark Hanwell	0.1	Policy drafted
20250521	Julie Hemming-Smout	1.0	Policy finalised
20250724	Julie Hemming-Smout	1.1	Slight amendment after going to members (BDC)
20251210	Julie Hemming-Smout	1.2	Slight amendment after going to members (RBC)

Document Approvals

Sponsor Approval	Name	Date	Version Approved

Policy Governance

The following table identifies who within the Council is Accountable, Responsible, Informed or Consulted with regards to this policy. The following definitions apply:

- **Responsible** – the person(s) responsible for developing and implementing the policy.
- **Accountable** – the person who has ultimate accountability and authority for the policy.
- **Consulted** – the person(s) or groups to be consulted prior to final policy implementation or amendment.
- **Informed** – the person(s) or groups to be informed after policy implementation or amendment.

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Policy Compliance

- 1.1 Non-compliance with this policy could have a significant effect on the efficient operation of the Council and may result in financial penalties, damage to our reputation, failure to meet our legal obligations, and an inability to provide necessary services to our customers. Contravening or failing to act within the spirit of the policy, might be seen as a breach of discipline and may lead to disciplinary procedure.
- 1.2 If you do not understand the implications of this policy, seek advice from your line manager who, if concerned, may contact ICT for further advice.

Acknowledgement

- 1.3 This policy has been developed based on guidance prepared by Socitm (UK):
 - www.socitm.net
- 1.4 Disclosure: Sections of this policy were generated with the assistance of an Artificial Intelligence (AI) based system to augment the effort. AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.

Document Distribution

This document will be distributed via NetConsent to all Council employees, all temporary staff and all contractors. For those without access to NetConsent the Policy can be signed and returned to the Information Management Team.

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1. Introduction

- 1.1 Artificial Intelligence (AI) is several different technologies working together to enable machines to sense, comprehend, act, and learn with human-like levels of intelligence. AI is a transformative technology, which is already revolutionising many areas of our lives. Whether we know it or not, we all interact with AI every day - whether it's in our social media feeds and smart speakers, or on our online banking. AI, and the data that fuels our algorithms, help protect us from fraud and diagnose serious illness and this technology is evolving every day.
- 1.2 Generative Artificial Intelligence (GenAI), such as ChatGPT and CoPilot, augments human capabilities and possibilities. Based on public data-trained models, GenAI algorithms can generate new and creative information/data like the original content produced by humans. GenAI is a type of AI that, as this name suggests, generates new content. This contrasts with other types of AI, like discriminative AI, which focuses on classifying or identifying content that is based on pre-existing data.
- 1.3 AI-based technologies, can now be used to create pictures, write papers, write application code, draft articles and social media posts, and generate videos and audio recordings simply by writing a few sentences. However, while these capabilities help accelerate the creation of knowledge-based content, there are risks. For example, AI-generated results could deceive or mislead readers because of bias, data quality issues, malicious intent, lack of diverse thoughts, and a simple lack of ethics in disclosing the source of the content. Therefore, while the results may be excellent, the information generated must be weighted cautiously, as AI output is based on available data at the time and how it was trained. This is no different than information received from a human and should be treated as another source of information that should be weighed in with other viewpoints and sources.
- 1.4 AI has the potential to transform Bromsgrove District and Redditch Borough Councils (the Council) by improving efficiency, increasing citizen engagement, and providing data-driven insights.
- 1.5 This policy is designed to establish guidelines and best practices for the responsible and ethical use of AI within the Council. It ensures that our employees are using AI systems and platforms in a manner that aligns with the authority's values, adheres to legal and regulatory standards, the Council's existing information governance and security policies, and promotes the safety and well-being of our stakeholders.

2. Policy Statement

- 2.1 Use of AI must be in a manner that is responsible and ethical, avoiding any actions that could harm others, violate privacy, or facilitate malicious activities. Use of AI should promote fairness and avoids bias to prevent discrimination and promote equal treatment and be in such a way as to contribute positively to the Council's goals and values.
- 2.2 Users may use AI for work-related purposes subject to adherence to the following guidelines. This includes tasks such as generating text or content for reports, emails, presentations, images and communications.
- 2.3 Particular attention should be given to transparency, governance, vendor practices, copyright, accuracy, confidentiality, disclosure and integration with other tools.

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3. Scope

- 3.1 This policy applies to all employees, elected members, contractors, agents and representatives and temporary staff working for or on behalf of the Council, hereinafter referred to as “users”.
- 3.2 This policy applies to all users with access to AI, whether through Council-owned devices or BYOD (bring your own device) in pursuit of Council activities.
- 3.3 There are multiple AI systems available to purchase. However, ICT maintain a list of approved systems. To receive an up-to-date list, please contact ICT.

4. Transparency and Accountability

- 4.1 Users must be transparent about the use of AI in their work, ensuring that stakeholders are aware of the technology's involvement in decision-making processes.
- 4.2 **Information Asset Register (IAR):** The IAR is a list of personal and non-personal information assets held by the Council. Where systems, services and platforms utilise AI technology, this should be included in the IAR, for AI governance and compliance efforts.
- 4.3 **Data Protection Impact Assessments (DPIA)s:** The use of AI to process personal data will, in the vast majority of cases, likely result in a high risk to individuals' rights and freedoms, and will therefore trigger the legal requirement for the undertaking or updating of a DPIA. This will be assessed on a case-by-case basis. If the result of an assessment indicates residual high risk to individuals that cannot be sufficiently reduced, the Council must consult with the Information Commissioner's Office (ICO) prior to starting the processing.
- 4.4 **Privacy Notices:** A privacy notice should provide clear and transparent information to individuals about how personal data is collected, used or otherwise processed, and to what extent personal data are, or will be, processed. Where systems, services and platforms utilise AI technology, this should be disclosed in the relevant privacy notice.
- 4.5 **Publication Scheme:** The aim of a publication scheme is to foster openness in government and increase transparency and improves public access to the information the Council holds, this includes AI systems.
- 4.6 **Content Disclosure:** For content produced solely via AI, (for example CoPilot and ChatGPT), disclosures are critical for people to know and understand how to interpret, analyse, and respond to the information they consume. Employees are responsible for the outcomes generated by AI systems and should be prepared to explain and justify those outcomes.

For example, here is a high level disclosure that could be used and associated with written content so the person consuming the content knows how to best handle the information they are consuming:

Disclosure: The following content was generated entirely by an Artificial Intelligence (AI) based system based on specific requests asked of the AI system. AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.

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5. Automated Decision Making

- 5.1 AI can make decisions more quickly and accurately than humans by automating certain processes. The right to explanation and human review of algorithmic decision-making is an important part of the UK GDPR.
- 5.2 Legally you can only carry out this type of processing if you can rely on one of the three exceptions:
 - a. Explicit consent of the individual (Article 6(1)(a) of Regulation (EU) 2016/679 legislation - this must be a positive indication (and therefore there must be an alternative option)
 - b. Performance of a contract with the individual (Article 6(1)(b) of Regulation (EU) 2016/679 - e.g. credit checks or recruitment shortlisting)
 - c. Authorised by law i.e. there is a law enabling us to make automatic decisions about whatever it is we're trying to decide.

Or there is human involvement in the decision making i.e. the decision is reviewed by a human to sense check (please consult with Information Management if processing special category data).

- 5.3 Automated decision-making should not be used without prior information being provided to the user (e.g. through use of a Privacy Notice). A detailed disclosure is therefore required that alerts consumers to the fact that they are being subjected to an automated decision, explains the basic logic the algorithm employs and lists the personal data that flow into the automated decision-making process and explains any right to appeal. Examples of where this disclosure should be provided include:
 - a. Online forms
 - b. Online portals
 - c. Applications

6. Procurement

- 6.1 A question(s) of AI must be included in the Invitation to Tender (ITT)
- 6.2 A clause will be included in the contract to state we prohibit suppliers from using artificial intelligence technologies without express consent.

7. Third-party Services

- 7.1 When utilising third-party AI services, systems or platforms, users must ensure that the providers adhere to the same ethical standards and legal requirements as outlined in this policy.

Staff should not participate in meetings where AI tools are in use, for example ReadAI and Otter. Those who are attending external meetings hosted by someone else, should ask whether AI tools are in use. If they are, you should ask the host to have the tool switched off for the duration of the meeting. If they decline, remove yourself from the meeting, or if this is not an option, ensure you do not discuss

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anything confidential and that you do not mind sharing with unknown companies/agencies in any country.

Some of these tools are not UK GDPR compliant and have not been approved by the Cyber Security Board or the System & Data Group.

The only approved tool currently, is the transcription and recording option provided by MS Teams.

- 7.2 Any use of AI technology in pursuit of Council activities should be done with full acknowledgement of the policies, practices, terms and conditions of developers and vendors.
- 7.3 Vendors will be required to inform the council of all use of AI technology in their systems and services.

8. Confidentiality and Data Protection

- 8.1 Employees must adhere to the Council's Information security policies and Systems & Data Guidelines when using AI systems. They must ensure that any personal or sensitive data used by AI systems is anonymised and stored securely.
- 8.2 Confidential and personal information must not be entered into an AI tool such as ChatGPT, where information may enter the public domain. Users must follow all applicable data privacy laws and organisational policies when using AI. If a user has any doubt about the confidentiality of information, they should not use AI.
- 8.3 Users should consult the [ICO's Guidance on AI and Data Protection](#) and use [the ICO's AI and DP Risk Toolkit](#) which provides further practical support to organisations to reduce the risks to individuals' rights and freedoms caused by AI systems.

9. Copyright

- 9.1 Users must adhere to copyright laws when utilising AI. It is prohibited to use AI to generate content that infringes upon the intellectual property rights of others, including but not limited to copyrighted material. If a user is unsure whether a particular use of AI constitutes copyright infringement, they should contact the legal advisor or the Information Management Team before using AI.

10. Ethical Use

- 10.1 AI must be used ethically and in compliance with all applicable legislation, regulations and organisational policies. Users must not use AI to generate content that is discriminatory, offensive, or inappropriate. If there are any doubts about the appropriateness of using AI in a particular situation, users should consult with their supervisor or ICT.

11. Equality, Bias and Fairness

- 11.1 Users must actively work to identify and mitigate biases in AI systems. They should

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ensure that these systems are fair, inclusive, and do not discriminate against any individuals or groups.

11.2 An Equality Impact Assessment ([Equality and Diversity - Equality Impact Assessments - All Documents](#)) must be completed to ensure, and be able to show, that the use of AI systems will not result in discrimination that:

- causes an individual subject to the decision to be treated worse than someone else because of one of these protected characteristics; or
- results in a worse impact on someone with a protected characteristic than someone without one.

12. Human-AI Collaboration

12.1 Users should recognise the limitations of AI and always use their judgment when interpreting and acting on AI-generated recommendations. AI systems should be used as a tool to augment human decision-making, not replace it.

12.2 A human review of decisions made by AI systems can be an important step to validate the decision proposed by the AI system.

13. Integration with other tools

13.1 API (Application Programming interfaces) and plugin tools enable access to AI and extended functionality for other services to improve automation and productivity outputs. Users should follow OpenAI's [Safety Best Practices](#) guidelines:

- Adversarial testing
- Human in the loop (HITL)
- Prompt engineering
- "Know your customer" (KYC)
- Constrain user input and limit output tokens
- Allow users to report issues
- Understand and communicate limitations
- End-user IDs.

13.2 API and plugin tools must be rigorously tested for:

- Moderation – to ensure the model properly handles hate, discriminatory, threatening, etc. inputs appropriately.
- Factual responses – provide a ground of truth for the API and review responses accordingly.

14. Ensuring data quality for AI and checking outputs

14.1 AI is dependent on good quality data and accurate algorithms. It is important to implement auditing of the datasets used by AI, both for accuracy and consistency, by reviewing and spot-checking of the results generated.

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15. Accuracy

- 15.1 All information generated by AI must be reviewed and edited for accuracy prior to use. Users of AI are responsible for reviewing output and are accountable for ensuring the accuracy of AI generated output before use/release. If a user has any doubt about the accuracy of information generated by AI, they should not use AI.

16. Training and Education

- 16.1 Users who use AI systems should receive appropriate training on how to use them responsibly and effectively. They should also stay informed about advances in AI technology and potential ethical concerns.

17. Guidelines for content produced by AI

- 17.1 Content solely produced via AI, such as ChatGPT and CoPilot, must be identified and disclosed as containing AI generated information.

 Do use	• Do use AI for presentations • Do use AI for analysing public data • Do use a footnote advertising AI has been used to generate information for this document • Do use AI responsibly and ethically	 Don't use	• Don't use AI for confidential information • Don't use AI to store public records • Don't use AI for private customer records	 Be	• Be careful when analysing data that the AI is only using the data you have provided / specified • Be careful the use of AI does not breach copyright or intellectual property rights • Be aware of AI risks around confidentiality, accuracy, bias and security
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18. Risks – link risks and DPIA together above

18.1 Legal compliance

Data entered into AI may enter the public domain. This can release non-public information and breach regulatory requirements, customer or vendor contracts, or compromise intellectual property. Any release of private/personal information without the authorisation of the information's owner could result in a breach of the UK GDPR and the amended version of the Data Protection Act 2018. Use of AI to compile content may also infringe on regulations for the protection of intellectual property rights including the Copyright Act 1956. Users should ensure that their use of any AI complies with all applicable laws and regulations and with Council policies.

18.2 Bias and discrimination

AI may make use of and generate biased, discriminatory or offensive content. Users should use AI responsibly and ethically, in compliance with Council policies and applicable laws and regulations.

18.3 Security

AI may store sensitive data and information, which could be at risk of being breached or hacked. The Council must assess technical protections and security certification of AI before use. If a user has any doubt about the security of information input into AI, they should not use AI.

18.4 Data sovereignty and protection

While an AI platform may be hosted internationally, information created or collected in the United Kingdom of Great Britain and Northern Ireland (UK), under data sovereignty rules, is still under jurisdiction of UK laws. The reverse also applies. If information is sourced from AI hosted overseas for use in the UK, the laws of the source country regarding its use and access may apply. AI service providers should be assessed for data sovereignty practice by any organisation wishing to use their AI.

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Appendix A: Example Staff Privacy Notice AI Statement

Purpose for processing

The Council's Human Resources (HR) and Organisational Development (OD) Service collects and processes personal data relating to our employees to manage our working relationship with you both directly and through our commissioned private sector processors.

This includes employment law and standards, administration of employee benefits, and all aspects of recruitment and employee management, staff engagement, feedback and compliance. We are committed to being transparent about how we collect and use your personal data and to meeting our obligations under data protection legislation.

These processing activities undertaken include:

- manage the HR and payroll functions so you receive correct remuneration and benefits and in order to administer your HR employment records
- monitoring and reporting of workforce statistics
- compliance with regulatory and inspection regimes (e.g. Local Government Ombudsman), including providing statistics
- prevention and detection of crime
- protection of the public funds we administer, including prevention and detection of fraud
- monitoring and reporting of access to and use of Council owned/rented buildings and car parks and ensure compliance to associated policies

We may also use automated decision-making or profiling techniques, including AI algorithms, to assess certain aspects of your employment, such as performance evaluations or training needs. These automated processes are designed to support fair and objective decision-making.

Your information rights

You are entitled to a copy, or a description, of the personal data we hold that relates to you, subject to lawful restrictions. Please go to our [Make a Data Protection Request](#) page to find out how to make a request or contact the Information Management Team information.management@bromsgroveandredditch.gov.uk

You may also be entitled to have incorrect or incomplete data amended, object to the processing (in some circumstances), the right to obtain human intervention with regards to automated processing (including profiling), and the restriction or erasure of your personal data where the data is no longer necessary for the purposes of processing depending on the service and legal basis. Please contact Information Management to exercise these Information Rights.

Please see our overarching [Privacy Notice](#) for further contact details and if you have a complaint about your information rights.

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Appendix B: Example transparency information about use of AI

This information is to be included on the website and referenced in the Publication Scheme.

As part of our commitment to transparency and openness, we provide information about our systems that utilise artificial intelligence (AI). This information aims to promote understanding and awareness of the AI systems we employ, their purpose, and their potential impact.

Purpose of AI Systems

Our AI systems are designed to enhance and automate various processes within our organisation. These systems utilise advanced algorithms and machine learning techniques to analyse data, make predictions, or assist in decision-making.

Categories of AI Systems

1. Intelligent Process Automation: These AI systems automate repetitive and rule-based tasks, improving efficiency and reducing manual effort across various departments.
2. Data Analytics and Insights: These AI systems analyse large volumes of data to derive meaningful insights, identify patterns, and support data-driven decision-making.
3. Natural Language Processing (NLP): These AI systems process and understand human language, enabling intelligent text analysis, sentiment analysis, and language translation.
4. Image and Video Analysis: These AI systems employ computer vision techniques to analyse images and videos, facilitating object recognition, facial recognition, and content classification.
5. Recommendation Systems: These AI systems utilise machine learning algorithms to provide personalised recommendations to users based on their preferences and behaviour.

Impact of use of AI systems

1. General Description: A high-level overview of the purpose, functionalities, and intended use of each AI system category mentioned above.
2. Data Sources and Processing: Information about the data sources used by AI systems, data processing methodologies, and data security measures implemented to protect sensitive information.
3. Ethical Considerations: Explanation of the ethical considerations taken into account during the development and deployment of AI systems, including fairness, bias mitigation, and privacy protection.
4. Human Oversight and Intervention: Details on how human oversight is integrated into the AI systems, including validation, monitoring, and intervention protocols to ensure system performance and address potential risks.
5. Impact Assessment: Reports or summaries assessing the impact of AI systems on various aspects such as productivity, efficiency, quality, and potential societal

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implications.

Disclaimer

The information provided is subject to change and is accurate to the best of our knowledge at the time of publication. We reserve the right to update or modify the information as necessary.

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Appendix C: Example Privacy Notice text for systems using automated decision-making

This information is required to be inserted at the start of any process that includes automated decision-making affecting individuals that is not always reviewed or checked by a human:

- a. ensure that this text is added at the front of any system using automated decision making (this could be done by a box that expands when the user hovers over it - privacy info on demand) **and**
- b. add in a consent box at the end of this text for the individual to tick to say they agree **and**
- c. understand what the alternative option is for individuals who don't want to rely on an automated decision - this could be to make sure that the processing performed without consent is subject to a human review before finalising the decision.

The appeal right for someone to review the fully automated decision will still be needed regardless of the option to go down the fully-automated route.

Automated Decision-Making

Certain aspects of the decision-making process are automated, based on algorithms and artificial intelligence technologies. The following information is intended to provide transparency about the process and ensure you have an understanding of how the automated decision is made.

1. Purpose: The automated decision-making process is employed to *[state the purpose of the decision-making process, e.g., assess applications, determine eligibility for a service, etc.]*.
 2. Logic: The algorithm utilises *[describe the basic logic or factors considered by the algorithm, such as historical data, statistical analysis, or specific criteria]* to evaluate the information provided and generate a decision.
 3. Personal Data: The following personal data are used in the automated decision-making process: *[list the types of personal data that flow into the decision-making process, such as name, age, address, employment history, credit score, etc.]*.
 4. Data Sources: The personal data used in the decision-making process may be obtained from *[describe the sources of data, such as user-provided information, public records, credit bureaus, etc.]*.
 5. Accuracy and Reliability: We take utmost care to ensure that the data used in the automated decision-making process is accurate and reliable. We regularly update our data sources and employ data quality measures to minimise errors.
- ☐ I understand part of this process will include automated decision making and consent to this.
- ☐ I understand that I have the right to appeal or object to the decision, and the right to obtain human intervention in the decision.

Right to Appeal

Details of the Right to Appeal should be provided on a webpage providing information on our use of AI/automated decision-making as it will be the same for all systems. A hyperlink should be provided to the text from the declaration statement above.

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1. Review Mechanism: We understand the importance of fair and transparent decision-making. If you disagree with the outcome of the automated decision, you have the right to request a review or reconsideration of the decision.
2. Appeal Process: To exercise your right to appeal, please *[provide instructions on how consumers can initiate the appeal process, including any contact details, forms, or procedures]*.
3. Human Intervention: Our appeal process involves human intervention to reassess the decision and take into account any additional information or circumstances that may have an impact on the outcome.

Please note that the right to appeal is subject to *[state any limitations or conditions, such as specific timeframes for initiating an appeal, eligibility criteria, or any applicable legal requirements]*.

We are committed to ensuring fairness, transparency, and accountability in our automated decision-making processes. If you have any questions, concerns, or require further information about the automated decision-making process or your right to appeal, please contact *[provide contact details for further assistance]*."

Please customise this statement to fit your specific context, taking into account any legal requirements and ensuring that the information provided accurately the automated decision-making processes and appeals mechanism.

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Appendix D: Example ITT / SQ Question regarding use of AI

Example questions for use in the Invitation to Tender (ITT) / Selection Questionnaire (SQ) regarding the use of AI in products and services.

1. **AI Utilisation:** Does your application or solution incorporate any artificial intelligence (AI) technologies or features? Please provide details regarding the specific AI functionalities, algorithms, or techniques used within your application.
2. **AI Capabilities and Benefits:** How does the integration of AI within your application enhance its capabilities and deliver value to users? Please describe the specific benefits or advantages that AI brings to your solution, such as improved accuracy, automation, predictive capabilities, personalised experiences, or any other relevant aspects.
3. **Data Requirements:** Specify the data inputs required for your AI-powered functionalities to operate effectively. Describe the nature of the data sources, including data formats, volume, and any dependencies or prerequisites for successful AI processing.
4. **Training and Model Updates:** Explain how the AI models or algorithms within your application are trained and updated over time. Provide information on the frequency and process of model updates or retraining to ensure optimal performance and accuracy. Clarify whether user data is utilised for ongoing model improvement and outline any privacy considerations related to this aspect.
5. **Explainability and Transparency:** Detail the steps taken to ensure transparency and explainability in the AI-driven decisions or outcomes generated by your application. Describe how users can understand the rationale behind AI recommendations, predictions, or actions, and any mechanisms in place to provide relevant explanations or context.
6. **Ethical Considerations:** Outline the ethical considerations and safeguards implemented within your application's AI functionalities. Discuss how your solution addresses potential biases, fairness, privacy, or any other ethical challenges associated with AI utilisation. Provide details on any third-party audits, certifications, or guidelines adhered to in ensuring ethical AI practices.
7. **Integration and Compatibility:** Specify the compatibility of your application's AI features with existing systems, infrastructure, or platforms within our organisation. Describe any potential integration requirements, dependencies, or limitations that need to be considered for seamless adoption and usage.
8. **Support and Maintenance:** Describe the support and maintenance services provided for the AI components of your application. Outline the availability of technical assistance, updates, bug fixes, and any ongoing support to ensure the smooth operation and performance of the AI features.

Note: The above question serves as a starting point to ascertain whether the tendered applications incorporate AI technologies. It should be customised to suit the specific requirements and objectives of the tender, aligning with the desired information about the AI utilisation within the applications being evaluated.

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Appendix E: Example clause for use in contracts regarding use of AI in products and services

Example clause for use in the contracts:

"Prohibition of Supplier's Use of Artificial Intelligence Technologies without Express Consent

1. The supplier acknowledges and agrees that, without obtaining the express written consent of the Council, they shall not use any artificial intelligence (AI) technologies within the products, services, or solutions delivered under this contract.
2. "Artificial intelligence technologies" refer to any algorithms, machine learning models, or automated decision-making systems that utilise AI methodologies to analyse data, make predictions, automate tasks, or perform other AI-related functionalities.
3. The supplier shall not deploy or integrate AI technologies within their deliverables or services without the explicit written permission of the Council. This includes, but is not limited to, incorporating AI into software applications, utilising AI-powered analytics, or employing AI- driven automation.
4. If the supplier intends to use AI technologies within the scope of this contract, they must submit a formal request to the Council detailing the purpose, functionality, data requirements, and potential impact of the proposed AI utilisation. The Council reserves the right to review, evaluate, and grant or deny permission for such AI usage at its sole discretion.
5. Any unauthorised use of AI technologies by the supplier, including accidental or incidental use, without the express consent of the Council shall be deemed a material breach of this contract.
6. In the event that the supplier receives consent for the use of AI technologies, they shall be responsible for ensuring compliance with all applicable laws, regulations, and ethical considerations governing the use of AI, including but not limited to data protection, privacy, fairness, and transparency.
7. The Council reserves the right to monitor and audit the supplier's use of AI technologies to verify compliance with the terms and conditions outlined in this clause. The supplier shall cooperate fully with any such monitoring or auditing activities.
8. This clause shall survive the termination or expiration of the contract and shall remain in effect until otherwise agreed upon in writing by the Council.

By entering into this contract, the supplier acknowledges that they have read, understood, and agreed to comply with the terms and conditions outlined in this clause regarding the use of artificial intelligence technologies without express consent."

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Please note that this example clause should be reviewed and customised to align with the specific requirements and legal framework of the Council. It is advisable to seek legal advice to ensure compliance with relevant laws and regulations related to the use of AI technologies.

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Appendix F: Areas that training on the use of AI could cover

1. Understanding AI Fundamentals

Users should receive training on the fundamental concepts of artificial intelligence, including machine learning, algorithms, and automated decision-making. This training should provide an overview of how AI systems work, their limitations, and potential biases that may arise.

2. Responsible Use of AI

Training should emphasise the importance of using AI systems responsibly and ethically. Users should be educated on the potential impact of their actions when utilising AI technologies and be aware of the ethical considerations involved, such as fairness, transparency, privacy, and bias mitigation.

3. Effective Utilisation of AI Systems

Users should be trained on how to effectively utilise AI systems to achieve their intended goals. This training may include instruction on how to input data correctly, interpret AI-generated outputs, and leverage the capabilities of the AI system to improve decision-making or automate tasks.

4. Evaluating AI Results

Users should learn how to critically evaluate the outputs and results generated by AI systems. Training should cover methods to verify the accuracy and reliability of AI-generated information, validate predictions or recommendations, and identify potential errors or inconsistencies.

5. Staying Informed on AI Advances

Users should be encouraged to stay up-to-date with advancements in AI technology. This can be achieved through ongoing training, webinars, conferences, or access to educational resources that highlight the latest developments, best practices, and emerging ethical concerns related to AI.

6. Ethical Considerations and Social Impact

Training should address the broader societal impact of AI and the ethical considerations associated with its use. Users should be educated about the potential consequences of biased or discriminatory AI systems and the importance of promoting fairness, inclusivity, and accountability in AI applications.

7. Privacy and Data Protection

Users should receive training on the privacy and data protection aspects related to AI systems. This includes understanding the types of personal data being processed, data storage and security measures, and compliance with relevant privacy regulations. Users should also be aware of their responsibilities in handling sensitive data when interacting with AI systems.

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8. Reporting and Feedback

Users should be educated on how to report issues or concerns related to AI systems. Training should provide clear channels for users to provide feedback, report biases, or highlight potential ethical issues they encounter while using AI systems.

It is essential to provide periodic refresher training sessions and resources to ensure that users stay well-informed about responsible and effective AI system usage. The training program should be tailored to the specific AI systems in use and the needs of the user community.

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Report title

Relevant Portfolio Holder	Councillor Kit Taylor
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Hannah Corredor
Report Author	Job Title: Assistant Director Corporate Services and Transformation Contact email: Hannah.corredor@bromsgroveandredditch.gov.uk
Wards Affected	All
Ward Council(s) consulted	N/a
Relevant Council Priority	Local Government Reorganisation
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. RECOMMENDATIONS

Overview and Scrutiny RESOLVE that:-

- 1) Note the reaffirmed of decision making and implementation timeline.
- 2) Note the updates to the governance matters.

2. BACKGROUND

Stage one: Inviting unitary proposals	Received November 2024
Stage two: Submission of formal unitary proposals.	Completed November 2025.
Stage three: Statutory consultation (MHCLG)	5 th of February to 26 th of March 2026.
➤ Stage four: Decision to implement a proposal	Decision expected by 16 th of July 2026
Stage five: First Transition Period	The first transition period runs from when the SCO comes into force, up to the inaugural elections to the new council. We expect to form informal committees in August 2027, voluntary committees in September 2027, and formal

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Making secondary legislation – the Structural Changes Order (SCO).	voluntary committees by the end of 2027 when the SCO passes through parliament.
Stage six: Second transition period	The second transition period runs from the inaugural elections to the Shadow Authority expected May 2027, up to vesting day – referred to as the reorganisation date in the SCO – April 2028.
Stage seven: New unitary authority goes live	April 2028.

- 2.1 At the time of writing, the decision had not yet been shared, however, it is expected week commencing 13th of July, and so officers may be able to provide a more up to date briefing for the committee at the meeting.
- 2.2 Work on Local Government Reorganisation continues at pace through the established programme governance, with all core workstreams meeting regularly and reporting into a monthly Chief Executives' Board. The latest meeting on 25th of June confirmed that activity across key areas including Finance, HR, ICT, Legal, Communications, Services and the Programme Management Office is progressing, with the majority of workstreams reporting ongoing delivery against plan and developing the detailed datasets and analysis required for transition. Work to assess the alignment of HR terms and conditions and prepare asset and financial information is underway and continued development of the Data Hub to support consistent, assured information.
- 2.3 Members will also note a growing focus on capacity planning, resourcing and recruitment at programme level, reflecting the increasing scale and technical complexity of the preparatory phase as activity moves from high-level planning into detailed implementation design. Recruitment is currently live for an LGR Programme Director (external), Programme Manager and Programme Support Officer (both internal). The LGR Programme Director will be a member appointment. Funding for recruitment is split across all seven authorities in Worcestershire.
- 2.4 The Worcestershire Leaders Board have indicated their support for establishing arrangements for a Voluntary Joint Committee(s) as soon as possible. It is anticipated this will be put forward for formal approval at the Full Council meeting in September.

3. OPERATIONAL ISSUES

Preparations for the decision announcement

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- 3.1 The Chief Executive attended a Teams briefing on 23 June 2026 led by the Minister of State for Local Government and Homelessness, Alison McGovern MP. The Minister advised that the Government remains committed to delivering local government reorganisation and confirmed that the programme remains on schedule. An announcement on the Worcestershire proposals is still anticipated before the Parliamentary summer recess on 16 July 2026. The rationale for LGR decisions will be explained when announced, and the outcome of the stakeholder consultation will be provided at the same time. For Worcestershire there were 1,972 consultation responses overall.
- 3.2 During the briefing, the Minister outlined principles that will inform decision-making on local government reorganisation proposals. These included the creation of strong unitary councils aligned to recognised economic and community geographies, capable of working effectively with Strategic Authorities through devolution arrangements. The Minister also emphasised the importance of streamlined decision-making, support for housing growth and regeneration, and the delivery of more integrated and effective public services for residents.
- 3.3 Preparations continue to be coordinated across the seven authorities in anticipation of the decision. Staff briefings are scheduled throughout the week commencing 13th of July, and a full schedule of communications and content has been agreed with group leaders. Plans focus on ensuring that members and staff are informed at the earlier possible moment. Guidance for managers has been provided to ensure they are enabled to support staff on receipt of decision.

Continues development of the Structural Changes Order

- 3.4 MHCLG has now moved to the next phase of the process, which is the development of the Structural Changes Order (SCO). The SCO is the secondary legislation that will establish the new local government arrangements, including governance, electoral arrangements and implementation structures.
- 3.5 As previously reported, Worcestershire councils submitted a collective response to MHCLG in May 2026 setting out a shared position on a number of matters requiring determination through the SCO. This included a preference for the creation of new unitary council(s), rather than a “continuing” or preparing council model, implementation through a Joint Committee model, with two councillors per predecessor council, and electoral arrangements that align, where possible, with existing local election cycles.

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- 3.6 **Election cycle:** Worcestershire's response sought alignment with existing parish and town council election cycles. Since that time, MHCLG has indicated that its current preferred approach would be elections to the new authority or authorities in May 2027, followed by a one-year shadow period and a subsequent four-year term, creating an initial five-year electoral cycle. Worcestershire Chief Executives have highlighted that this approach would create a mismatch with parish election arrangements. MHCLG has also confirmed that existing councillors elected until May 2027 would have their terms extended through the legislation that will establish the new councils and would be eligible to stand for election to the new authority whilst continuing to serve on predecessor councils during the transition period if elected.
- 3.7 **Wards and councillor numbers:** Worcestershire's submission proposed warding arrangements based around existing county divisions, with councillor numbers reflecting a doubling of representation per division. MHCLG has now requested further information on warding arrangements by 17 August 2026 and discussions are continuing. Whilst the principle works relatively straightforwardly in Bromsgrove, additional consideration is being given to arrangements within Redditch where four-member wards would arise under a direct application of the model. Alternative warding configurations are therefore being explored for Redditch which better reflect advice from MHCLG and the Local Government Boundary Commission for England. The overall number of councillors would remain consistent with the proposals submitted to Government in November 2025.
- 3.8 **Boundary reviews:** MHCLG has advised that electoral boundaries can be reviewed after the first election to the new authority or authorities. This would allow longer-term warding arrangements to be considered once the new councils are established.
- 3.9 **Charter Trustees:** A report is due to be considered by Full Council on 15 July 2026 in relation to Charter Trustees for Bromsgrove. This follows a recommendation from the Electoral Matters Committee that the Council request provision to be included in the Structural Changes Order for the appointment of Charter Trustees for the unparished areas of Bromsgrove. The purpose of this request is to ensure that arrangements can be put in place for relevant civic and ceremonial property, including civic regalia, to be held locally by Charter Trustees during the Local Government Reorganisation process and while any future Community Governance Reviews are considered. If parish or town councils are created for the relevant areas in the future, the Charter Trustees would

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be dissolved. Any civic and ceremonial property held by the Charter Trustees would then transfer to the relevant parish or town council.

- 3.10 **Returning Officer arrangements:** Worcestershire's joint response to MHCLG proposed that the Returning Officer role is assigned to the Head of Paid Service at Redditch Borough Council under a single unitary model, or split between Redditch and Wychavon under a two-unitary model. Confirmation of these arrangements will be expected post-decision through a draft SCO.
- 3.11 Further clarity has also been provided on the anticipated legislative timetable. Whilst Worcestershire previously highlighted concerns that a prolonged timetable could affect implementation planning, MHCLG has advised that development of the Structural Changes Order will continue over the summer, with progression of the Order anticipated in early autumn and laying before Parliament before Christmas 2026. This will provide greater certainty regarding the governance and implementation arrangements required to support transition towards vesting day in April 2028.
- 3.12 This work continues to be coordinated through the county-wide Programme Management Office and LGR governance arrangements described in previous reports.

Future Local Governance Arrangements

- 3.13 Alongside the development of the Structural Changes Order, work is still progressing to consider future local governance arrangements for Bromsgrove in the context of Local Government Reorganisation. This follows the decision of Full Council on 20 May 2026 to establish a cross-party working group to undertake preparatory work in relation to future local governance within Bromsgrove District.
- 3.14 The local governance engagement exercise is now live and is available on the Council's website at: www.bromsgrove.gov.uk/local-futures
- 3.15 The engagement exercise is intended to help understand what is important to local communities, how residents identify with their local area, and how they see future local governance and community voice working in the context of Local Government Reorganisation. The exercise will inform the working group's consideration of whether there is a case for commencing a formal Community Governance Review in due course. If a formal Community Governance Review is commenced, the statutory requirements of that process, including formal consultation, would still need to be followed.

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- 3.16 The engagement exercise has been publicised through the Council's social media channels and information has been sent directly to all parish councils and relevant community groups. A poster has also been produced, with a focused drive to display posters throughout unparished areas of Bromsgrove Town Centre and Rubery to raise awareness and encourage residents to take part.
- 3.17 The engagement exercise will close on 09 August 2026. Following the close of the exercise, the Local Governance Working Group will meet on 20 August 2026 to consider the responses received, alongside further updates on other local governance arrangements, including Neighbourhood Area Committees. The results of the engagement exercise, together with any findings and recommendations from the Working Group and Electoral Matters Committee, are expected to be reported to Full Council in October 2026.
- 3.18 Discussions regarding an LGR Task and Finish group, as requested by the O&S Committee, are currently on hold which the direction of the governance review is confirmed.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of LGR will be assessed as part of the ongoing programme. Current work is focussed on establishing baseline financial information across all authorities to support the development of a robust financial model for the new authority or authorities. This includes:
- Asset valuation and capital receipts
 - Contract data
 - Budgeted revenue expenditure, income, borrowing and investment
 - Council Tax data and forecasts
- 4.2 Final proposals for the two proposed models in Worcestershire include transition costs arising from such areas as programme management, IT integration, workforce change and harmonisation of policies and systems. These costs will be refined following the stage four decision expected in July, as design work progresses.
- 4.3 Opportunities for medium term savings are expected through service consolidation, reduced duplication and streamlined governance but will be dependent upon the final decision and implementation plan. Financial risk will include demand driven service delivery and Exceptional Financial Support legacy implications, again dependent

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upon the final unitary model and the approach to aggregation / disaggregation necessitated.

- 4.4 No decisions have yet been taken on Council Tax harmonisation, future fees and charges structures or the treatment of reserves. Further modelling and member consideration will be necessary, and all financial planning will be subject to statutory requirements and agreement.
- 4.5 It will be necessary to deliver a balanced budget for vesting day. All material financial decisions taken by existing councils during the transition period will be subject to assurance processes to ensure undue liabilities are not created for the new authority or authorities.

5. LEGAL IMPLICATIONS

- 5.1 Legal implications will continue to arise as LGR progresses. This committee will be updated as and when necessary.

6. OTHER - IMPLICATIONS

Local Government Reorganisation

- 6.1 This is the subject of this report.

Relevant Council Priority

- 6.2 N/a

Climate Change Implications

- 6.3 N/a

Equalities and Diversity Implications

- 6.4 Significant equalities implications will arise from the redesign and redistribution of services across the County. Reports will be brought here once planning progresses to a stage where these can be considered.

7. RISK MANAGEMENT

- 7.1 LGR is listed as a Corporate Risk in the Corporate Risk Register, owned by the Chief Executive Officer and lead by the Assistant Director of Corporate Services and Transformation. A copy of the LGR

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risk as reported on the Corporate Risk Register is included in the appendix below.

8. APPENDICES and BACKGROUND PAPERS

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Taylor	05/06
Lead Director / Assistant Director	Hannah Corredor	08/07
Financial Services	James Walton	13/07
Legal Services	Claire Felton	13/07
Policy Team (if equalities implications apply)	Hannah Corredor	
Climate Change Team (if climate change implications apply)	N/a	08/07

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Overview and Scrutiny Update – Bromsgrove Sport & Leisure Centre

Relevant Portfolio Holder	Councillor Shirley Webb
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Rachel Egan – Assistant Director Regeneration & Property Services
Report Author	Job Title: Chris Wells Contact Christopher.wells@bromsgroveandredditch.gov.uk Contact Tel: 01527 534008 email:
Wards Affected	All
Ward Councillor(s) consulted	
Relevant Council Priority	
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended.	

1. RECOMMENDATIONS

Overview and Scrutiny Board is asked to note the work ongoing detailed in this report and to RESOLVE that:

The update on the performance and contract management of Bromsgrove Sport and Leisure Centre be noted.

2. BACKGROUND

- 2.1 Everyone Active was awarded the contract to operate Bromsgrove Sport & Leisure Centre following a competitive tender process. The contract commenced in 2017 and runs for a period of 21 years. The Council retains responsibility for contract management, performance monitoring, and ensuring that the service aligns with the Council's leisure, culture, and community strategies.

3. **Contract Management and Performance Monitoring**

- 3.1 The Council undertakes formal contract management meetings on a quarterly basis with Everyone Active's Regional Manager and Centre Manager and action notes are taken. These meetings provide a structured forum to review performance, address operational issues, and agree actions where required. Everyone Active produces Quarterly Performance Reports, which cover the following areas:

Overview and Scrutiny Board 2026

21st July

- a) Colleague changes and training
- b) Customer feedback, social media, and marketing activity
- c) Accidents and incidents
- d) Cleaning standards and operational performance
- e) Membership levels and facility utilisation
- f) Planned and reactive maintenance
- g) Activity and wellbeing delivery
- h) Environmental and energy performance

3.2 Performance is monitored against contractual requirements these are:

- **Number of gym members** – This is the total number of fitness members registered during that quarter.
- **Swim Lesson Occupancy** – This is percentage capacity of all swimming lessons offered.
- **Number enrolled on swimming lessons** – This is the total number of children enrolled in swimming lessons during the quarter.
- **Total number of visits** – This is all visits from both members and non-members during the quarter.
- **RIDDOR reportable events** – Any accidents that required being RIDDOR reporting. These are for deaths, serious injuries and injuries that create over 7 days of absence.

Support to deliver relevant Council strategies is also discussed, with follow-up actions agreed and tracked including where improvements are required.

3.3 The tender submission by Everyone Active was done in 2017 during a different leisure industry climate, pre-Covid and with a reduced local competition market, this was matched by ambitious targets around the number of members and overall users of the centre as well as financial performance at a level far greater than were achieved by the Dolphin Centre. These targets have not been met and while there have been mitigating circumstances in relation to COVID and also an 11 week pool closure in early 2023, these issues are both now historic and we are working hard with Everyone Active to achieve these levels and generate the management fee payable to the Council at the level of the contract. Everyone Active has employed a further full time sales member taking the team to 2 full time members to drive memberships,

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they are pushing their reach for new members through events and marketing and are having a real focus on gaining customer feedback.

Engagement and Two-Way Communication

- 3.4 There is an established two-way communication process between the Council and Everyone Active, enabling both parties to raise issues, share ideas, and respond to customer feedback. Operational matters raised by Members or residents are fed into the quarterly review process where appropriate.

Specific Issues Raised

Parking Permits

- 3.5 Car Parking costs have been raised by members and potential members of the Leisure Centre in the past, although the Centre Manager confirmed that the concerns have declined since the introduction parking becoming free after 6pm and the offer of a free 30-minutes of parking.

Cleanliness

- 3.6 Cleanliness and overall operational performance are standing agenda items within quarterly reviews. The Council has worked proactively with Everyone Active to address specific areas identified through inspections and customer feedback. Feedback indicates continued improvement over the past 12 months, and performance in this area will remain subject to close monitoring to ensure high standards are maintained.

Locker Costs

- 3.7 Current locker charges are as follows:
- a) Wet side: £0.25 single-use token
 - b) Dry side: £1 coin (returnable)
- 3.8 These charges are in line with industry standards for comparable leisure facilities.
- 3.9 There is a move in some centres towards padlock style lockers, and this change could be made for all or a percentage of the lockers. A full cost would need to be confirmed, but a recent change at another site of a similar size was £6000.

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4. FINANCIAL IMPLICATIONS

4.1 Financial Performance and Risk

The Council operates open-book accounting with Everyone Active and closely monitors financial performance against agreed projections. Key points include:

- a) The management fee schedule was agreed as part of the original tender.
- b) The Council works closely with Everyone Active to support recovery towards contracted financial levels where required.
- c) Ongoing collaboration focuses on achieving income targets and enabling continued growth to ensure the facility can sustain the agreed management fee arrangements.

The Council recognises the importance of monitoring financial performance to manage risk, both at a local facility level and across the wider operator group. Detailed information on budget and out turn can be found in Appendix 2.

The contract is a full repair and maintenance lease with no costs to the Council and whilst there has been a Deed of Variation in place since 2022 to the Management Fee detailed in Appendix 3, it is important to note that the council has not incurred any additional expenditure to support the building or the operator since Year 2 of the contract (2018/19).

5.0 LEGAL IMPLICATIONS

- 5.1 The contract with SLM Everyone Active runs until March 2038

6. APPENDICES and BACKGROUND PAPERS

- a) Appendix 1: Last four Quarterly Performance Reports
- b) Appendix 2: Accounts 2024/25 compared with the five-year budget projection (*Restricted*)
- c) Appendix 3: Contractual and Financial Information (*Restricted*)

Overview and Scrutiny Board 2026

21st July

7. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Shirley Webb	13/07/26
Lead Director / Assistant Director	Rachel Egan AD Regeneration and Property	8/07/2026
Financial Services	James Walton	8/07/2026
Legal Services	Claire Green	01/07/2026
Policy Team (if equalities implications apply)	N/A	
Climate Change Team (if climate change implications apply)	N/A	

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Bromsgrove Contract Quarterly Performance Monitoring Report

Q1 | April '25 – June '25

Everyone Active working in partnership
with Bromsgrove District Council



everyone
ACTIVE

Voted No.1

Accreditations & Partners

Page 51



1. Introduction

The first quarter of 2025/26 has been a period of meaningful progress and continued community impact at Bromsgrove Sports & Leisure Centre. Across April to June, the Centre has demonstrated resilience, adaptability, and a clear commitment to excellence in service delivery, staff development, and environmental responsibility. Despite wider sector challenges, Bromsgrove has continued to strengthen its role as a hub for health, wellbeing, and social value within the community.

Q1 brought significant changes to the team, including the appointment of new leadership and the successful integration of new colleagues. Training compliance remains strong, with induction completion rates well above regional averages and several staff achieving key professional qualifications. Notably, colleagues undertook specialist training such as Pool Plant Operator and Level 2 Climbing certifications, ensuring both safety and high-quality delivery of services. While refresher and cleaning training rates are slightly below target, clear progress is underway. These collective efforts reflect a motivated and skilled workforce that is well-prepared to deliver excellent service to members.

Engagement levels have remained encouraging, with more than 380 customer surveys completed – a notable increase from the previous quarter. Customer satisfaction remained high overall, with 94.5% rating their experience as satisfactory or above. Staff support and the welcoming environment continue to be key strengths, alongside the popularity of group exercise classes and swimming provision. Areas for improvement have also been clearly identified, including cleanliness in high-use areas, programme coverage for Pilates and yoga, and improvements to digital booking systems. These insights are now shaping targeted actions to enhance member satisfaction and retention moving forward.

Safety remains a cornerstone of operations, with the Centre recording 13 accidents in Q1 – a small increase compared to the previous quarter but still below both site and group averages. Importantly, no RIDDOR-reportable events were recorded. Compliance performance also strengthened, with operational checks improving to 97.7% and statutory inspections achieving 100%. This reflects a strong commitment to safe, compliant, and well-managed facilities.

Bromsgrove continues to deliver exceptional social value, with £611,708 generated in Q1 – equivalent to £131 per participant. Activity levels remain strong, with 57% of users meeting or exceeding national physical activity guidelines, and targeted programmes supporting residents with long-term health conditions, disabilities, and recovery needs. Initiatives such as GP referral schemes, Easter HAF sessions, and disability-inclusive programmes highlight the Centre's ongoing commitment to ensuring health and wellbeing opportunities are accessible to all.

Sustainability remains a key priority, with meaningful reductions in energy consumption achieved across electricity and gas use in Q1. These improvements directly contributed to carbon savings, further embedding Bromsgrove's position as a leader in environmentally responsible facility management. Continued investment in monitoring, staff engagement, and energy-efficient technologies will help sustain these gains in future quarters.

Overall, Q1 has provided a strong platform for the year ahead. While challenges such as cleanliness and programme expansion remain, the Centre is well positioned to address these areas while building on its strengths. Through staff development, community engagement, operational excellence, and sustainability, Bromsgrove Sports & Leisure Centre continues to demonstrate its value as a cornerstone of health, wellbeing, and inclusion in the community.

2. Colleague Changes and Training

We are pleased to share a positive update on colleague training and team development as we reflect on the first quarter of the year. The team has experienced growth, change, and a series of exciting training initiatives which continue to strengthen our service delivery and operational resilience.

Team Updates

We were delighted to welcome **Georgia Lindsay** as Team Leader from Southam. Georgia brings with her a wealth of experience gained across several of our Stratford sites within Everyone Active, and her knowledge and leadership skills have already made an impact. Georgia replaces **Matt Sanders**, who left the company to pursue a new career as a coach driver, and we thank him for his contribution during his time with us.

In addition, **Manuel** has successfully completed his induction into the Duty Management team and has quickly settled into his role, providing valued support across the centre. **Tom Smith** has also joined us as a casual Food & Beverage Assistant following a successful work experience placement in partnership with the Heart of Worcestershire College. This partnership continues to provide opportunities for young people to gain first-hand experience, and further details of our work with the college can be found in the Activity and Wellbeing section of this report.

On the other side of the ledger, we said goodbye to two colleagues during this period. **Thomas Marks**, who worked with us as a Duty Manager and Personal Trainer, has moved on to pursue full-time employment in welding, while our apprentice **Lily** departed following a short period of absence. We wish both of them well in their future careers.

Training Progress

Our performance against regional benchmarks for training compliance remains strong overall, with some areas identified for continued focus.

- **Company Induction:** Bromsgrove achieved a 96% completion rate, significantly ahead of the West Region average of 91%. Only 4% of inductions are yet to be started, highlighting the commitment of new starters to engage positively with the programme.
- **Annual Refresher:** Completion currently stands at 58%, compared to a regional average of 74%. This dip reflects the unusually high re-enrolment numbers due in June 2025, which temporarily impacts the percentage. We remain confident that completions will climb back to expected levels as the year progresses.
- **Cleaning Induction:** Bromsgrove achieved a 76% completion rate, just short of the 83% West Region average. Progress has been strong in recent months, and we are

continuing to encourage completions to reach and ultimately exceed the regional benchmark.

Individual Achievements

We are also proud to highlight several individual milestones in training and professional development:

- **Georgia Lindsay** successfully completed her Pool Plant Operator Certification, further enhancing her technical and operational expertise.
- **Angie Goldsby** has enrolled on an Operations Level 5 qualification with Lifetime, demonstrating her commitment to professional growth and future leadership.
- In June, we delivered an **Arrampica Level 2 Climbing Course**, with six colleagues either renewing or attaining their Level 2 certification, ensuring we continue to provide a safe and high-quality climbing wall offering to our customers.

Looking Ahead

The combination of new colleagues, continued professional development, and strong induction compliance sets us up for a successful year ahead. While there is still progress to be made in refresher and cleaning training completion, the overall picture is very encouraging. The team remains motivated and engaged, and we are confident that the investment in training and development will continue to strengthen both our team culture and the service we provide to our community.

3. Customer feedback and Social Media Content and Marketing

3a. social media and Marketing

Between April and June 2025, our Facebook page remained active and engaging, with **62 posts** published over the quarter.

- **Reach & Visibility:** Our content reached **28,585 people** across the three months, helping to maintain a strong presence in the local community.
- **Views & Engagement:** Posts generated **42,559 views** and **229 total engagements**, including **200 reactions**, **11 comments**, and **18 shares**.
- **Clicks & Conversions:** Content drove **741 total clicks**, of which **34 were direct link clicks**, supporting customer awareness and service signposting.

This quarter's activity demonstrates a consistent posting frequency and healthy community interaction. While reach and engagement levels remain steady, opportunities exist to increase direct link clicks by incorporating stronger call-to-actions and more service-focused content. From August we will also have a dedicated **Social Media Champion** at site (Georgia Lindsay), which will continue to help drive that online presence and improvement.

3b. Customer feedback survey!

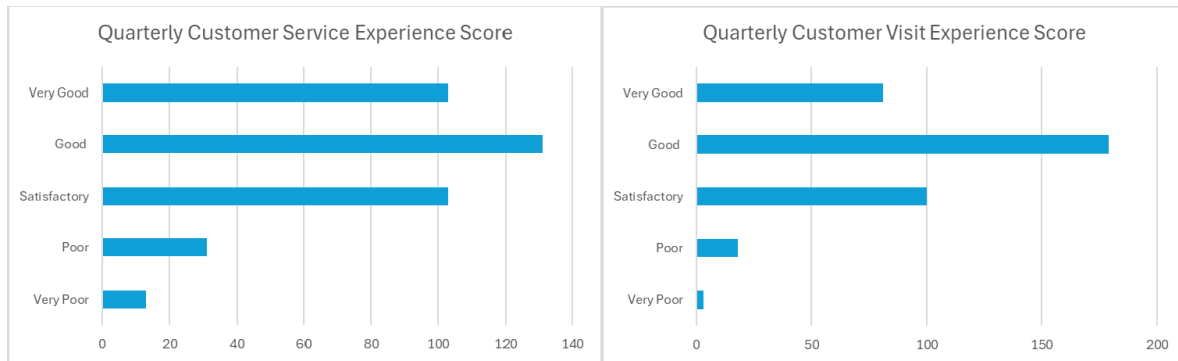
During this quarter, we experienced a notably strong level in participation in our monthly feedback survey. The survey is sent to all visitors who engaged in activities at the centre during that month.

Survey Participation:

- Total surveys completed: **381 for Q1**
- Again, more engagement compared to the previous quarter engagement against Q4 - where 208 surveys were completed.

Satisfaction Ratings:

- **Overall Satisfaction:** Customers who rated as satisfactory or greater Dropped to 94.5% from **96.2%** in the previous quarter.
- **Customer Service Experience:** **88.5%** of respondents expressed satisfaction with the customer service they received during their visit. An increase from 87.5% in Q4
- **Overall Service Score:** **6.77 out of 10**, which fell by 0.16 points per survey completion.



Overall Summary

Customer feedback from Q1 reflects a strong level of engagement with the centre's core offerings, particularly in fitness classes, swimming sessions, and gym usage. Most users continue to report positive experiences, particularly in how staff support their activity goals and the value they perceive from their memberships.

The feedback has also provided valuable insight into key improvement opportunities that can help drive even higher satisfaction in the coming months.

Key Strengths

- **Activity Delivery**
 - Group fitness classes and swimming lessons were widely praised, with the majority of respondents rating their experiences as *Good* or *Very Good*.
 - Fitness instructors and lifeguards received positive recognition for their professionalism and energy.
- **Supportive Environment**
 - A high number of responses noted the staff's *helpfulness and guidance* in supporting personal fitness goals.
 - Continued appreciation for the welcoming and inclusive atmosphere within the centre.
- **Perceived Value**
 - Many members indicated they feel their membership offers *good value for money*, especially when engaging regularly in classes and swimming.

Opportunities for Improvement

While overall satisfaction remains strong, several areas were consistently highlighted as needing attention:

Cleanliness & Maintenance

- A notable increase in feedback regarding the **cleanliness of changing rooms, showers, and spa areas**, especially during May and June.
- Customers would welcome more visible cleaning routines and improved maintenance turnaround times, particularly in high-traffic areas.

Programme Coverage & Scheduling

- Members are keen to see **Pilates and yoga sessions reinstated or expanded**, especially on weekends and evenings.
- There is also demand for a **broadener range of aqua-based activities** and improved **lane management** during swimming sessions.

Booking & Accessibility

- Several users found the **app and website** challenging to navigate, with difficulties in:
 - Booking for family members or children
 - Late cancellation fairness
 - Understanding the distinction between different swim session types

Looking Ahead

This quarter's feedback demonstrates that Bromsgrove Leisure Centre continues to deliver value and quality across its core services. By responding to the areas identified above, there is a clear opportunity to further enhance the member experience, increase retention, and ensure that the centre remains a leading choice for health and wellbeing in the community.

Actions underway or under consideration include:

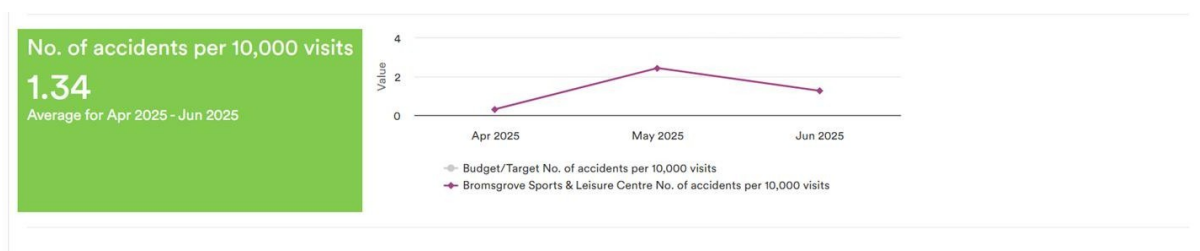
- A review of **cleaning schedules and standards**
- Recruitment or scheduling solutions for **in-demand classes**
- Discussions with the digital team regarding **improvements to the booking experience**

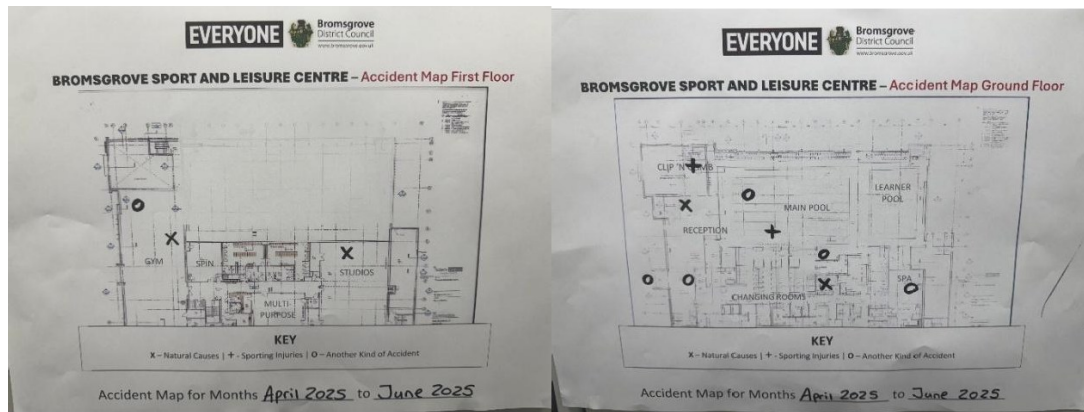
4. Accidents and Incidents Report

In the recent quarter, Bromsgrove Sports & Leisure Centre recorded **13 accidents**, a slight increase from the previous quarter. This includes **11 customer accidents** and **2 minor colleague accidents**.

When measured per **10,000 visits**, the accident rate stands at **1.34**, a slight increase from **1.18** in Q4. We do however, remain below the site average for April 2024-March 2025 which was an average of **1.90 accidents per 10,000 visits** compared to the group average of **1.83** for the same period.

Ongoing monitoring of safety metrics will continue to support further improvements and maintain high safety standards.





5. Cleaning Summary & Operations

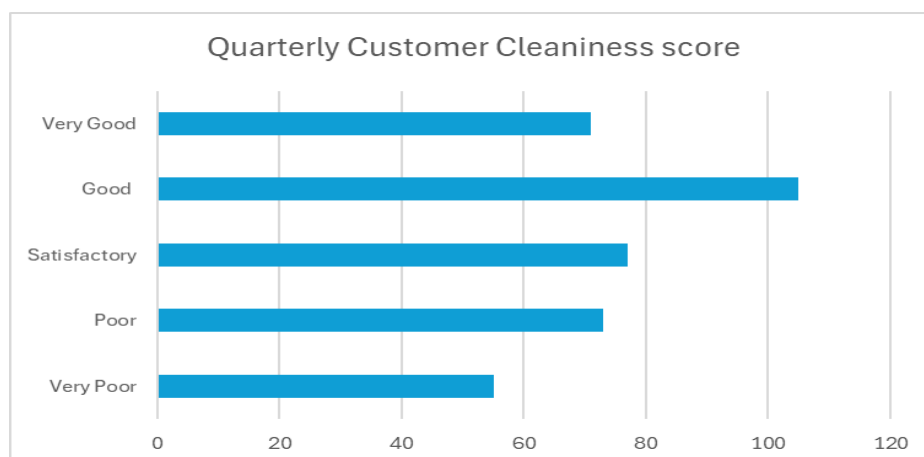
Maintaining high standards of cleanliness remains a core priority for Bromsgrove Sport and Leisure Centre, as it directly influences both member satisfaction and the overall quality of the facility environment.

During Q1, **66.4% of members surveyed expressed satisfaction with the centre's cleanliness**, compared to **77.4% in Q4**. While this reflects a decrease in reported satisfaction, daily task completion rates reached **78%**, highlighting strong engagement and accountability from the cleaning team. This consistent execution has contributed to visibly improved hygiene standards across the site.

Customer feedback highlighted particular concerns in high-use areas, including:

- Increased feedback on the cleanliness of changing rooms, showers, and spa areas, especially during May and June.
- Requests for more visible cleaning routines and quicker maintenance turnaround times.

In response, revised cleaning protocols have been introduced, supported by sustained team performance and closer monitoring of daily routines. These measures are already contributing to stronger hygiene standards and will form the basis of our continued focus on service improvement in the quarters ahead.



Throughout the first quarter, Bromsgrove Sport and Leisure Centre sustained a strong focus on operational health and safety. We successfully completed **97.32% of scheduled safety checks**, representing a modest improvement on the previous quarter (94.45%). While this result falls slightly short of the **regional average of 97.5%** and the company-wide **target of 100%**, it nevertheless demonstrates our continued commitment to providing a safe, compliant, and well-managed environment for both colleagues and facility users.

Despite changes within the team, diligence in upholding robust health and safety practices remained high. Consistent monitoring processes were applied, ensuring compliance with both internal standards and statutory requirements. These efforts are central to proactively identifying risks, maintaining regulatory compliance, and improving the overall effectiveness of our safety management system.

Performance Dashboard

A visual performance dashboard has been included in this report to benchmark Bromsgrove's Q1 results against company standards, group-wide averages, and regional comparators. This insight allows us to highlight strengths, identify gaps, and direct attention to areas requiring focused improvement.

Objectives, Targets & Results (2025/26 vs. 2024/25)

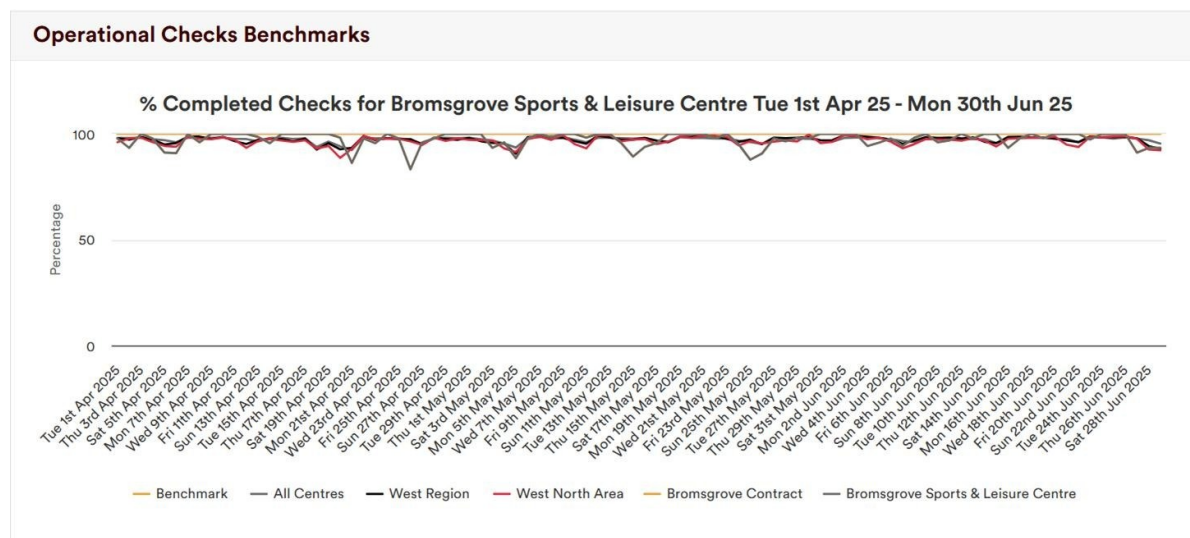
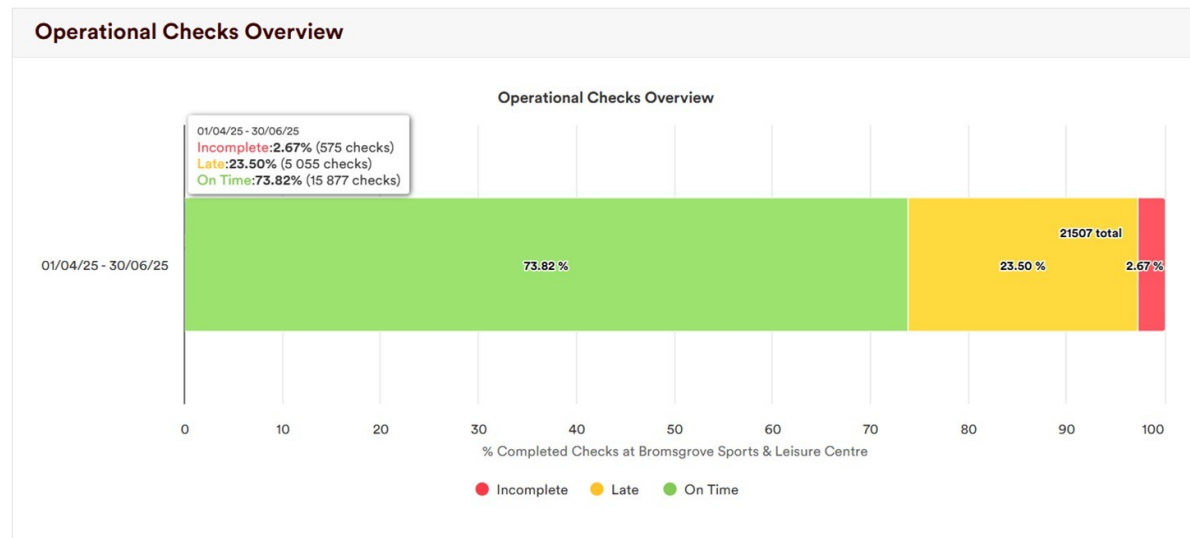
In addition to scheduled safety checks, we monitor our progress against a suite of **Health & Safety Objectives and Targets**. These measures ensure a balanced focus on compliance, accident prevention, and continuous improvement:

1. **Legislative Requirements** – We recorded **no breaches, complaints, or prosecutions**, maintaining full compliance with legal obligations.
2. **Colleague Accidents** – Colleague accident rates reduced to **0.87% in Q1 2025/26**, an improvement on the **1.86% recorded in 2024/25**, reflecting safer working practices.
3. **Customer Accidents** – Customer accident frequency per 10,000 visits fell to **1.34 in Q1 2025/26**, compared to a **2024/25 average of 1.90**, highlighting improved safety for facility users.
4. **Operational Checks** – Compliance improved to **97.72%**, up from **96.65% in 2024/25**, demonstrating continued progress towards the 100% target.
5. **Systems Statutory Compliance** – Performance remains consistent at **92.9%**, with targeted improvement actions in place.
6. **PL/EL Compensation Claims** – No claims were recorded, maintaining a strong record of risk control.
7. **Statutory Inspections & Servicing** – Achieved **100% compliance**, ensuring all required statutory checks and contractor servicing were completed.

Commitment to Continuous Improvement

These results reflect steady progress across all key health and safety areas, with notable improvements in colleague and customer accident rates, as well as operational checks. Areas where performance is just below target, particularly statutory compliance, are being addressed through targeted actions within our **Quality Action Plan (QAP)**.

We remain committed to achieving **100% compliance** on all scheduled safety checks and statutory requirements, while continuously developing a positive health and safety culture across the site. This includes maintaining transparency, driving accountability, and embedding a culture of continuous improvement to safeguard both colleagues and customers.



					BROMSGROVE SPORT AND LEISURE CENTRE					
HEALTH & SAFETY OBJECTIVES, TARGETS & RESULTS					2024-2025					
	Objectives	Source of Data	Target	Previous Year Results	Performance - Current year to date				Year Performance Results	Actions for improvement added to QAP
					Q1	Q2	Q3	Q4		
1	To meet legislative requirements	External complaints, enforcing authorities notices and prosecutions	No Health & Safety breaches or prosecutions	N/A	N/A					
2	To minimise, reduce and eliminate colleague accidents and injuries	Accident reports EQMS	Reduce percentage of colleague accidents # of accidents (Divided by) # of colleagues (107) x100	0.87%	1.86%					
	To minimise total number of customer accidents per 10,000 visits	Accident reports EQMS	Reduce number of customer accidents per 10,000 visits	1.90 Average for Apr 2024 - March 2025	1.34 Average for Apr 2025 - Jun 2025					
4.	EQMS Operational checks Compliance	EQMS Performance Dashboard	100%	96.65%	97.72%					
5.	H&S Systems Performance Statutory Compliance	Performance Review Reports	100%	92.9%	92.9%					
6.	PL/EL Compensation Claims	Broker & Insurer/ RHSQM	Increase % of repudiated Claims	N/A	N/A					
7	Statutory Inspections & Servicing	Contractors	100% compliance	100%	100%					

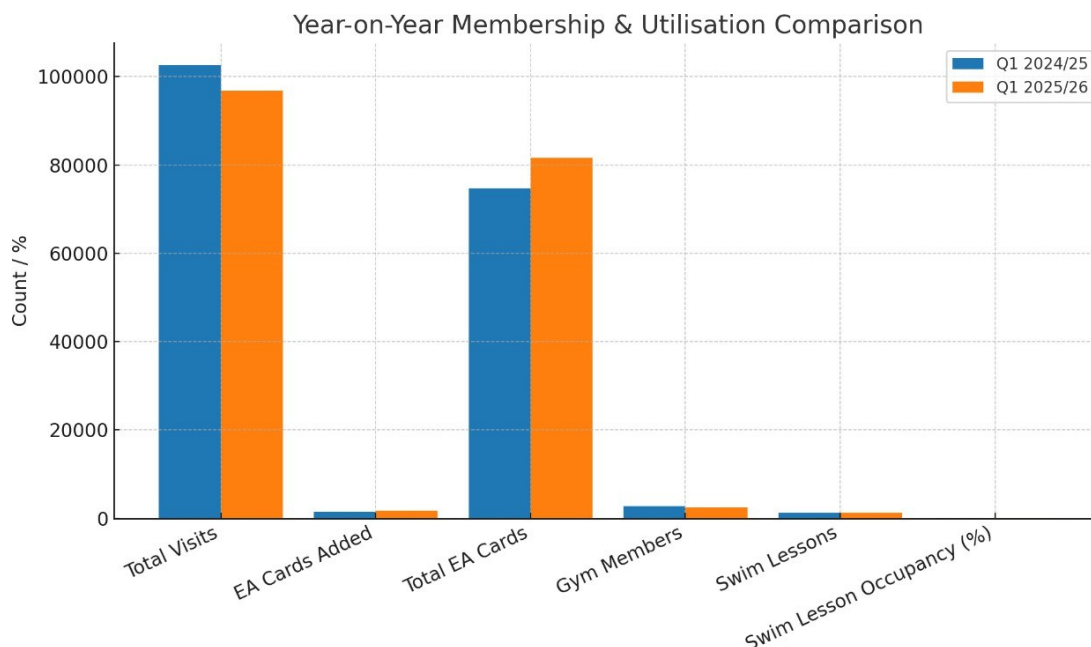
6. Membership and Utilisation

During the first quarter, Bromsgrove Sport and Leisure Centre continued to demonstrate a strong community presence and commitment to enhancing member experience, despite the wider economic challenges currently influencing leisure sector trends nationally. Our approach remains focused on delivering **value, flexibility, and accessibility** through our YOU+, YOU+ ULTIMATE, and MOVE+ membership packages, supported by tailored concessions to ensure the centre remains inclusive and welcoming for all.

Year-on-Year Membership & Utilisation Trends (appendix 1)

Total visits for the quarter stood at **96,859**, representing a **5.6% decrease (-5,713)** compared to the same quarter last year. While this reflects a softening in overall utilisation, there were encouraging signs of growth in engagement:

- **EA Cards:** 1,709 new cards were issued this quarter, 220 more than last year, bringing the total to **81,613 cards in circulation**, up **6,922 year-on-year**.
- **Gym Memberships:** Current membership stands at **2,460**, a reduction of 287 compared to last year.
- **Swimming Lessons:** 1,206 children were enrolled in the scheme, down by 63 learners year-on-year, with lesson occupancy at **72%**, slightly below the previous 78%.
- Importantly, there were **no RIDDOR-reportable events**, demonstrating safe operations across the facility.



Key Insights

Membership retention and satisfaction remain strong indicators of centre performance. YOU+ memberships accounted for **5% of new sales** in Q1, and attrition averaged **5.89%**, slightly better than the regional average of 6.07%. Notably, our **average length of stay is**

20.92 months, well above the regional benchmark of 15.19 months, reflecting loyalty and positive member experience.

Group exercise remains popular, with classes averaging **66.5% attendance per session** (regional average: 67.88%). Encouragingly, **26% of attendees were unique visits**, demonstrating the variety and reach of our class programme. From a customer perspective, survey feedback was very positive, with **88% of respondents reporting that activities at the centre improved their health and wellbeing**.

Strategic Focus Moving Forward

Looking ahead, our priority is to build on the strengths of our enhanced YOU+ membership range, which provides members with greater wellness support, digital access, and service variety. Alongside efforts to strengthen swim lesson uptake and stabilise gym membership, these developments will ensure the centre continues to offer excellent value while supporting community health, wellbeing, and engagement.

7. Maintenance programme

2025/26 PPM schedule - As part of our long-term strategy, all PPM schedules have now been inputted into our EQMS-FM system. This will allow us to have everything all in one place, allowing better management of future maintenance and service planning across the business.

Please see attached: EQMS PPM Schedule 2025-26

8. Activity and Wellbeing Development

The first quarter of the year has been an active and inspiring period at Bromsgrove Sports & Leisure Centre, with a wide range of programmes and initiatives supporting community health, fitness, and wellbeing. Attached is our Activity and Wellbeing update report for 2025/26 Q1.

A key highlight was the growth of the **GP Exercise Referral and Physical Activity Voucher Schemes**. With 24 free memberships issued and a 400% rise in participants, these initiatives have successfully encouraged previously inactive residents to take their first steps toward a healthier lifestyle. One standout story was Aimee, who progressed from complete inactivity to attending multiple weekly sessions and following a tailored gym programme, gaining confidence and improving her overall health.

For families, the **Easter HAF sessions** provided children with engaging opportunities to swim, climb, and learn about healthy eating while enjoying a hot meal. Attendance was strong, with nearly 80% of places filled. Young people also benefitted from daily **Junior Gym sessions**, encouraging lifelong healthy habits. Water safety remained a priority, with over 2,000 children across local schools participating in **Drowning Prevention Week** activities led by the Swim Manager, Phoebe.

Community wellbeing programmes continued to expand. The **Good Boost Aqua sessions**, using AI-designed therapeutic exercises, grew in popularity with regular attendees reporting clear benefits. The centre also strengthened its role as a hub for people with long-term health conditions, working closely with physiotherapists and stroke rehabilitation teams to offer free memberships during rehab. Disability support remained a core focus, with 739 attendances recorded and popular initiatives such as **Escape Pain, Keep on Moving**, and disability swim sessions. The **“Soak and Social”** Thursday swim and café for people with chronic pain continued to thrive, with more than 150 attendances this quarter.

The wellbeing of staff was also celebrated during **Mental Health Awareness Month in May**, with fitness sessions, wellness days, a spa morning, and social coffee gatherings. Alongside this, colleague training and apprenticeships were prioritised, ensuring staff development and professional growth remain central to the centre’s ethos.

Overall, Bromsgrove Sports & Leisure Centre has delivered a busy and impactful first quarter, staying true to its mission of placing community wellbeing at the heart of everything it does. Through exercise programmes, family activities, health partnerships, and staff development, the centre continues to create meaningful opportunities for people of all ages and abilities to live healthier, happier lives.

BROMSGROVE HWB MEMBERSHIPS Q1 25/26

48

PARKINSON'S
MEMBERSHIPS

104

PA VOUCHER
SCHEME

41

CARERS

3

CARED FOR CHILDREN
MEMBERSHIPS

14

SPORTING
CHAMPIONS

1

CARE EXPERIENCED
MEMBERSHIPS



everyone **ACTIVE**

Bromsgrove Sport and Leisure Centre – Social Value Impact (Apr–Jun 2025) Full report attached.

From April to June 2025, Bromsgrove Sport and Leisure Centre generated an impressive £611,708 in attributable social value, benefiting 4,686 participants. This equates to £131 per person and a full social value of £1.73 million when including all leisure centre users.

The centre plays a significant role in improving both physical and mental health and individual wellbeing. Over the period, £533,635 of value came from increased life satisfaction and wellbeing, while £78,073 resulted from reduced health risks and conditions. Participation has contributed to measurable reductions in risks for chronic illnesses such as type 2 diabetes, cardiovascular disease, dementia, depression, and hip fractures, as well as fewer GP visits and lower psychological distress levels.

Activity levels are strong, with 57% of users meeting the Chief Medical Officer's guidelines of 150+ minutes of activity per week. This high engagement rate reflects the centre's success in motivating the community to maintain healthy lifestyles. Members and casual users alike benefit—4,550 members and 249 casual participants took part in regular activities, with 3,162 classified as active and 2,398 fairly active over the period.

The positive impact spans all ages. Young people (11–15 years) gain essential physical activity habits and mental wellbeing benefits, while adults and older residents (65+) enjoy improved health outcomes, social interaction, and greater independence.

In sector benchmarking, Bromsgrove excels in social value per person, achieving the top quartile with an index score of 100, demonstrating outstanding efficiency in generating impact for each participant. The centre also scores strongly (91) in total social value per site, placing it among the sector's high performers.

While the year-on-year total social value shows a 16.73% decrease compared to the same period in 2024—reflecting broader sector trends—the breadth and depth of community benefits remain substantial. The consistent delivery of high-quality activity programmes ensures the centre continues to be a hub for health, wellbeing, and social connection in Bromsgrove.

Overall, Bromsgrove Sport and Leisure Centre stands as a cornerstone for community health and vitality, offering opportunities for all residents to be active, connect socially, and improve their quality of life. Its contribution extends beyond the gym and pool—it strengthens community cohesion, reduces healthcare burdens, and empowers people to live healthier, happier lives.

9. Environmental and Energy

Bromsgrove Sports & Leisure Centre has continued to make strong progress in its environmental performance throughout Q1 2025/26, demonstrating a clear commitment to sustainability and energy efficiency. Both electricity and gas usage show encouraging reductions compared to the same period last year, translating into significant carbon savings.

Electricity Consumption & Emissions

- **Overall performance:** Electricity consumption fell in May and June 2025 compared to the previous year, with reductions of **8,111.9 kWh** and **7,630.5 kWh**, respectively. April showed a slight increase of **249.1 kWh**, which had a minimal impact overall.

Agenda Item 8

- **Carbon impact:** These reductions directly translated into lower emissions, with May and June delivering savings of **1,890 kg CO₂** and **1,778 kg CO₂**, respectively. April saw a marginal increase of **58 kg CO₂**.

Net result: A consistent downward trend in consumption and emissions across two of the three months, resulting in meaningful carbon savings for the quarter.

Gas Consumption & Emissions

- **Overall performance:** Gas consumption showed a mixed picture. April 2025 recorded a small reduction of **2,200.56 kWh**, and June achieved a substantial reduction of **15,813.91 kWh**. May, however, showed an increase of **4,433.64 kWh**.
- **Carbon impact:** Corresponding to usage, April and June reduced emissions by **405 kg CO₂** and **2,910 kg CO₂**, respectively. May saw an increase of **2,306 kg CO₂** due to higher gas demand.

Net result: Despite fluctuations, the quarter closed with an overall reduction in both gas consumption and related emissions, led by a strong performance in June.

Key Insights

- **Electricity:** Sustained reductions in two out of three months reflect the centre's adoption of more efficient practices and technologies.
- **Gas:** While May saw an increase, reductions in April and particularly June ensured an overall positive quarterly outcome.
- **Carbon savings:** Both electricity and gas improvements contributed to lower emissions, reinforcing the Centre's commitment to reducing environmental impact.

Looking Ahead

The Centre remains focused on:

- Enhanced energy monitoring and analysis to identify further efficiency opportunities.
- Behavioural initiatives to support staff awareness and sustainable operations.
- Continued investment in energy-efficient technologies.

With consistent reductions in electricity and gas consumption across Q1, Bromsgrove Sports & Leisure Centre is setting a strong benchmark for sustainable facility management and remains committed to driving further progress in the months ahead.

UTILITY CONSUMPTION REPORT FOR Q1 2025/2026

Electricity Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
April	57,936.50	April	58,185.60	249.1
May	62,890.40	May	54,778.50	-8,111.9

June	58,790.40	June	51,159.90	-7,630.5
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Site carbon emissions because of electricity:

Month 2024	Emissions (Kg Co2)	Month 2025	Emissions (Kg Co2)	Total Difference
April	13,499.205	April	13,557.245	58.04
May	14,653.463	May	12,763.391	-1,890.072
June	13,698.163	June	11,920.257	-1,777.906

Gas Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
April	146,424.35	April	144,223.79	-2,200.56
May	115,412.85	May	119,846.49	4,433.64
June	95,459.14	June	79,645.23	-15,813.91

Site carbon emissions because of natural gas:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
April	26,942.08	April	26,537.178	-404.902
May	21,235.965	May	23,541.756	2,305.791
June	17,564.481	June	14,654.723	-2,909.758

APPENDICES

Appendix 1: Year on year membership and utilisation data

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	96859	102572	-5,713
EA Cards added in this period	1709	1489	220
Total EA Cards to date	81613	74691	6,922
No. of Gym members	2460	2747	-287
Swimming Lessons – children enrolled on scheme	1206	1269	-63
Swim Lesson Occupancy	72%	78%	-6%
RIDDOR Reportable Events	0	0	0

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Bromsgrove Contract Quarterly Performance Monitoring Report

Q2 | July '25 – September '25

Everyone Active working in partnership
with Bromsgrove District Council

Voted No 1



Bromsgrove
District Council
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everyone
ACTIVE

Accreditations & Partners

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1. Introduction

Quarter 2 has been a highly successful period for Bromsgrove Sport & Leisure Centre, marked by strengthened operational performance, expanding community impact and continued progress across all areas of the contract. Despite wider economic and sector pressures, the centre has demonstrated resilience, innovation and a clear commitment to delivering high-quality experiences for customers and the local community.

A standout achievement this quarter was the centre's **Quest Unannounced Directional Review**, in which Bromsgrove achieved an '**Excellent**' rating. This result represents a significant step forward from the '**Very Good**' rating awarded at the full Quest assessment last year and is a testament to the dedication, professionalism and teamwork demonstrated across all departments. The improvement reflects not only strong day-to-day operational standards but also the centre's ongoing focus on continuous improvement, customer engagement and service quality. *Super work from the whole team.*

Across the quarter, the centre delivered strong performances in membership retention, social value generation, community outreach and programme engagement. Activity and wellbeing provision continued to grow, highlighted by a record summer HAF programme, expanding Exercise Referral participation, and successful new wellbeing initiatives developed in partnership with local organisations. Customer experience remained a core strength, with satisfaction levels consistently above 90% when including satisfactory responses, reinforcing trust and confidence in the centre's services.

Operationally, Q2 saw solid progress in health and safety, cleanliness, environmental efficiency and compliance management. The reduction in accident rates, improvements in statutory systems compliance and continued delivery of high safety standards further demonstrate the centre's commitment to providing a safe and welcoming environment for all users.

Overall, Quarter 2 reflects a contract that is performing strongly, making a meaningful contribution to community health and wellbeing and progressing confidently toward the remainder of the year. The following report provides a detailed overview of performance, achievements and development areas during this period.

2. Colleague Changes and Training

We are pleased to share a positive update on colleague development and team progress throughout Quarter 2. While this period has been quieter in terms of recruitment, the team has continued to grow, adapt and strengthen through new appointments, successful placements and a range of training and development achievements. These developments collectively enhance our service delivery, resilience and operational capability across the contract.

Team Updates

Quarter 2 welcomed several new colleagues and celebrated internal progression within the team:

- **Mollie Compton** was successfully appointed as **Swim Manager at Studley Leisure Centre**, a fantastic achievement reflecting her dedication and expertise. Mollie will continue to support Bromsgrove on a reduced contract, contributing to both swim teaching and reception duties.
- **Millie** joined the team following a highly successful **24-week work experience placement** with Everyone Active. Millie now supports the site on a casual basis as a **Climbing Wall Assistant** and **Recreation Assistant**.
Building on the success of Millie's placement as a Mencap service user, we also welcomed **Todd** into a placement beginning in **September 2025**.
- Additional casual colleagues joined the team this quarter, including: **Debbie** (Group Exercise Instructor), **Sophia** (Fitness Motivator), and **Karen, Marcus and Josie** (Swim Teachers).
- We were also pleased to welcome new contracted colleagues: **Ruth** (Climbing Instructor) and **Freya** (Swim Teacher).

These new and progressing team members have already contributed positively to service delivery and further reinforced capacity across key operational areas.

Training Progress

Training compliance across the centre remains generally strong, with performance broadly aligned to regional expectations. Several areas have also been identified for focused improvement as we move into the next quarter.

- **Company Induction:** 94% completion (regional benchmark: 95%)
- **Annual Refresher Training:** 57% completion (regional benchmark: 74%)
- **Cleaning Induction:** 75% completion (regional benchmark: 87%)

The team continues to work proactively to raise completion levels in priority areas, ensuring ongoing compliance and maintaining high operational standards.

Individual Achievements

We are proud to highlight a number of individual colleague achievements this quarter, demonstrating continued commitment to professional growth:

- **Maisie (Receptionist)** has enrolled onto her **Fitness Level 2 qualification**, due for completion in **November 2025**.
- **Manuel and Bethany** have both successfully completed their **IOSH – Managing Safety** qualification.

- **Lee Davies (Fitness Manager)** has been appointed as an **Everyone Active National Trainer** and will begin delivering in-house training from **October 2025**, representing a significant professional milestone and a valuable asset to the contract.

Summary

Quarter 2 has been a positive period for colleague development, with new starters, successful placements and notable individual achievements strengthening the team's capability. Continued focus on training compliance and professional development will further support operational excellence as we move into Quarter 3.

3. Customer feedback and Social Media Content and Marketing

3a. social media & Marketing Performance – Quarter 2 (July–September 2025)

Across Quarter 2, both Facebook and Instagram continued to perform strongly, remaining active and engaging platforms for communicating with customers. The quarter delivered significant growth in visibility, engagement and audience development, demonstrating the effectiveness of our ongoing digital presence.

Facebook Performance

Reach & Visibility

Facebook continued to deliver strong reach throughout the quarter, with:

- **314.5K views (↑134%)**
- **79.2K reach (↑102%)**

This reflects consistent posting and strong content alignment with audience interests, ensuring the centre remains highly visible online.

Views & Engagement

Customer engagement increased notably:

- **784 content interactions (↑195.8%)**
- **5.9K page visits (↑34.8%)**

These results show customers are not only seeing content but actively interacting with and seeking out further information about the centre.

Clicks & Conversions

Facebook continued to drive meaningful customer actions:

- **2.8K link clicks (↑91.4%)**
- **92 new followers (↑91.7%)**

This highlights strong conversion performance, with customers progressing from viewing posts to taking action—such as accessing timetables, booking information and updates.

Instagram Performance

Reach & Visibility

Instagram demonstrated exceptional growth in visibility this quarter:

- **38.9K views (↑417%)**
- **3K reach (↑55.4%)**

This reinforces Instagram's role in raising awareness and reaching a broad and diverse audience.

Views & Engagement

Engagement and profile activity increased steadily:

- **198 content interactions (↑48.9%)**
- **452 profile visits (↑73.8%)**

Customers are increasingly using Instagram to explore centre information, offers and updates.

Clicks & Conversions

- **3 link clicks (↓75%)**
- **56 new followers (↑93.1%)**

While link clicks were lower—reflecting typical Instagram behaviour—audience growth remained strong, highlighting continued expansion of our online community.

Summary

Overall, Quarter 2 delivered a **highly positive performance across both platforms**. The centre's social media presence continues to grow in visibility, drive interaction and attract new followers. Facebook remains a key channel for engagement and conversions, while Instagram continues to excel in awareness-building and audience growth.

Both platforms remain valuable tools for promoting activities, sharing updates and strengthening community engagement as we move into Quarter 3.

3b. Customer Feedback Summary – Quarter 2 (July–September 2025)

Survey Participation

During Quarter 2, the centre received **94 completed customer feedback surveys**. While this reflects a reduction in volume compared to **381 responses submitted in Quarter 1**, the engagement level remains strong and provides a robust and reliable representation of customer experience. The responses continue to offer valuable insight across all major activity areas, supporting ongoing service development and performance monitoring.

Satisfaction Ratings

Overall Satisfaction

Customers continued to report strong satisfaction with their overall visit experience:

- **Positive (Good/Very Good): 74.5%**
- **Satisfactory: 16.0%**
- **Improvement Required: 9.5%**

Quarter 1 comparison: Q1 reported an exceptionally high positive score of **94.5%**. While Q2 shows a reduced proportion of top-tier ratings, it remains positive that **over 90% of respondents in Q2 still rated their visit as satisfactory or better**, demonstrating sustained confidence in the overall service.

Customer Service Experience

Interactions with staff remain a key strength of the centre's operation:

- **Positive (Good/Very Good): 64.9%**
- **Satisfactory: 23.4%**
- **Improvement Required: 11.7%**

Quarter 1 comparison: Q1 achieved **88.5% positive** customer service ratings. Q2 results continue to demonstrate strong performance, with **88% of respondents rating the service as satisfactory or better**, reinforcing the positive regard customers have for the team.

Activity Experience (Overall Service Score)

Activity experience was the strongest performing category in Quarter 2:

- **Positive (Good/Very Good): 83.0%**
- **Satisfactory: 12.8%**
- **Improvement Required: 4.2%**

This equates to **95.8% of customers** reporting a satisfactory or better experience of the activity they attended—an excellent reflection of programme quality, instructor delivery and activity standards across the centre.

Survey Feedback Themes

Key Strengths Highlighted

Analysis of written feedback continues to show strong customer recognition of:

- **Friendly, supportive and professional staff** – Staff were regularly acknowledged for their welcoming approach and consistent helpfulness.
- **High-quality activities and instruction** – Customers praised the delivery and structure of swimming lessons, fitness classes and gym sessions.
- **Positive centre environment** – Many respondents commented on feeling comfortable, valued and encouraged during their visits.

These strengths align closely with core satisfaction outcomes and continue to underpin a positive overall customer experience.

Opportunities for Improvement (Looking Ahead to Q3)

Changing Area Temperature

Some customers highlighted warm conditions within changing areas. Reviewing ventilation and temperature management will support further enhancement of customer comfort.

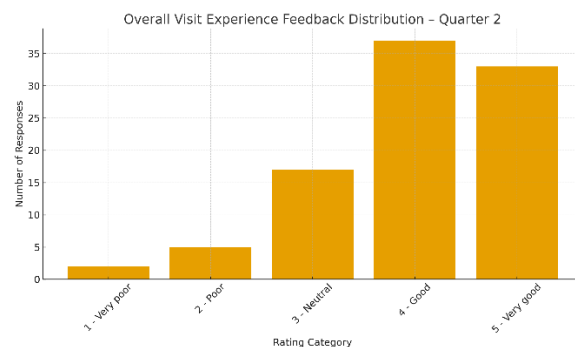
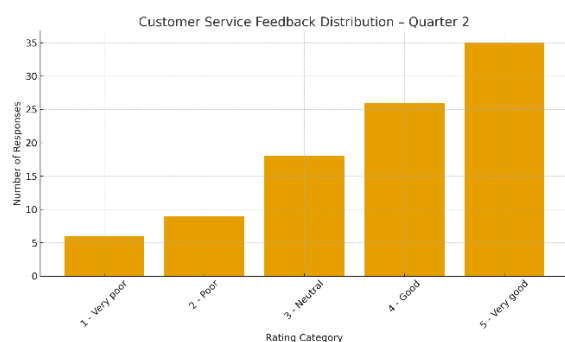
Booking System Accessibility

A number of respondents reported difficulty engaging with the online booking journey. Improvements to navigation, clearer user guidance and additional support at reception will help streamline the customer experience.

These areas will be closely monitored into Quarter 3 to ensure continued improvement across the customer journey.

Summary

Quarter 2 demonstrates a **consistently positive customer experience**, with satisfaction levels exceeding 90% across key categories when including satisfactory responses. While Quarter 1 delivered exceptionally high satisfaction scores, Quarter 2 maintains strong performance and reinforces key strengths, particularly around customer service and the quality of activity delivery. The insights gathered will continue to inform operational focus areas, supporting service enhancement and customer-centric development as we progress into Quarter 3.



4. Accidents and Incidents Report

Quarter 2 reflects a positive period in the centre's ongoing commitment to maintaining a safe environment for customers and colleagues. The number of accidents recorded has reduced significantly when compared with the previous quarter, demonstrating the impact of continued vigilance, proactive supervision and strong adherence to safety procedures.

Accident Overview

During this quarter, Bromsgrove Sports & Leisure Centre recorded **6 accidents in total**, representing a noticeable decrease from Quarter 1. This includes:

- **5 customer accidents**
- **1 minor colleague accident**

All incidents were managed appropriately, following correct procedural steps to ensure care, support and accurate reporting.

Accident Rate per 10,000 Visits

When measured per 10,000 visits, the accident rate for Quarter 2 was **0.62**, reflecting a strong reduction from the **1.34** reported in Quarter 1.

This demonstrates continued improvement in risk management, effective monitoring of activity areas and positive staff engagement in maintaining safety across the centre.

Encouragingly, the centre continues to perform well against broader benchmarks:

- **Site average (April 2024 – March 2025): 1.90 per 10,000 visits**
- **Group average for the same period: 1.83 per 10,000 visits**

Quarter 2 performance remains **significantly below both the site and group averages**, reinforcing the centre's strong safety culture and consistent operational standards.

Ongoing Monitoring and Improvement

The team will continue to monitor safety metrics closely to maintain this positive trajectory. Regular reviews, proactive risk identification and strong communication across departments will support further improvements and ensure high standards of safety are upheld as we move into Quarter 3.



5. Cleaning and Centre Operational Performance

Customer feedback relating to cleanliness and overall presentation remained a key focus area during Quarter 2. The survey results continue to provide valuable insight into how customers perceive the quality and consistency of cleaning standards across the centre.

Satisfaction Scores

Quarter 2 cleanliness ratings were as follows:

- **Positive (Good/Very Good): 62.8%**
- **Satisfactory: 17.0%**
- **Improvement Required: 20.2%**

This means **nearly 80% of customers** rated the centre's cleanliness as satisfactory or better.

Improvement Since Quarter 1

In Quarter 1, **66.4% of customers** expressed satisfaction with cleanliness.

Quarter 2 reflects an **uplift in overall satisfaction**, with more customers rating the centre positively or satisfactorily compared to Q1. This improvement highlights the continued efforts of the cleaning and operational teams and the positive impact of increased attention to customer feedback.

Key Strengths Identified

Customer comments reflected several positive themes throughout the quarter:

✓ Cleanliness of Activity Areas

Activity spaces such as the gym and studios continue to be well-regarded, often described as tidy, organised and consistently maintained.

✓ Visible Team Presence

Customers acknowledged the efforts of the cleaning and operational teams, noting their visibility and proactive approach throughout the building.

✓ General Centre Environment

Public areas such as the entrance, concourse and corridors received positive feedback, contributing to a welcoming and well-kept impression of the centre.

Opportunities for Improvement (Looking Ahead to Q3)

Customer feedback also highlighted opportunities to strengthen satisfaction further:

1. Changing Rooms and Wet Areas

Customers noted that showers and changing areas would benefit from more frequent cleaning during busy periods.

2. Temperature and Ventilation

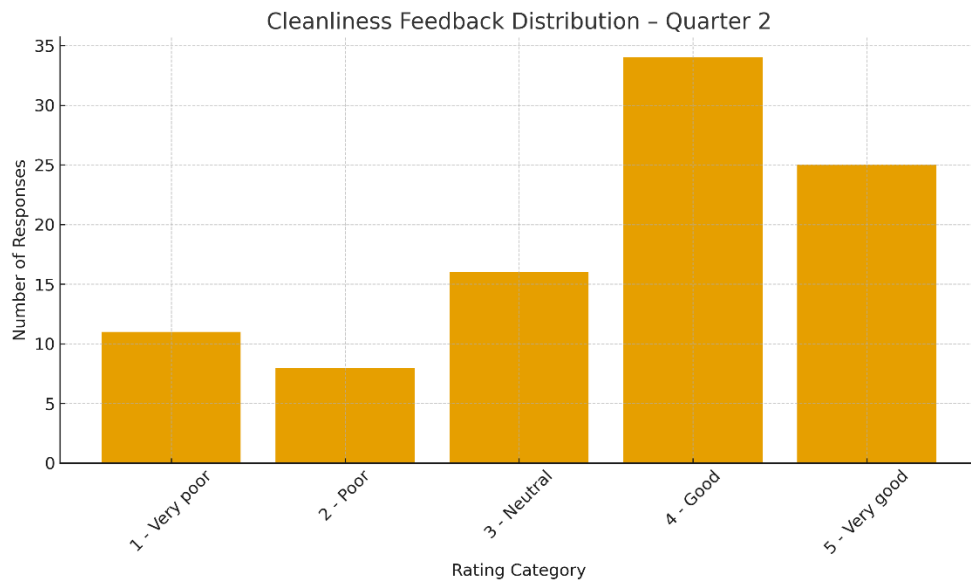
Warm conditions in changing rooms were mentioned as affecting comfort and perceived freshness.

3. Increased Monitoring at Peak Times

Some customers suggested that cleanliness fluctuates depending on the time of day. Enhancing reactive cleaning during peak usage will help maintain consistency.

Summary

Quarter 2 shows encouraging progress in customer satisfaction with cleanliness, with **more customers expressing satisfaction compared to Quarter 1**. Positive feedback around activity areas, team presence and general presentation continues to demonstrate the commitment of staff to maintaining high standards. Targeted focus on changing areas, temperature management and peak-time monitoring will support further improvement into Quarter 3.



Throughout Quarter 2, Bromsgrove Sport & Leisure Centre maintained a strong and consistent focus on operational health and safety. The centre continued to demonstrate robust compliance practices, supported by scheduled checks, statutory requirements, performance reviews, and clear improvement planning.

Scheduled Safety Checks and Compliance Performance

During Q2, the centre successfully completed **95.78% of all scheduled safety checks**. This represents a slight decrease compared to **97.32% in Q1**, but remains close to the regional benchmark of **98.27%** and continues to reflect a high standard of operational oversight. While performance is just below the company-wide target of 100%, the consistency between quarters highlights the team's sustained commitment to safe and compliant operations.

Performance Review Report

Following the most recent **Performance Review Report**, the centre recorded an **improved score**, demonstrating strengthened systems compliance and action planning.

The next performance review is scheduled for **December 2025**, providing an opportunity to continue building on this positive trajectory.

Health & Safety Objectives, Targets & Results (2025/26 vs 2024/25)

The centre monitors progress across seven key Health & Safety performance areas. The following provides a summary of results, benchmarks, and direction of travel.

Legislative Requirements

Target: No Health & Safety breaches or prosecutions

Outcome: *Achieved*

- No breaches, enforcement actions or prosecutions recorded in Q1 or Q2.
 - Performance continues to meet target expectations.
-

Colleague Accidents

Target: Reduce colleague accident percentage

Measure: $\text{Number of accidents} \div 107 \text{ colleagues} \times 100$

- **2024/25 performance:** 0.87%
- **Q1 2025/26:** 1.86%
- **Q2 2025/26:** 0.93%

Although Q1 saw a temporary rise, Q2 shows a **positive improvement**, returning closer to last year's performance. Continued monitoring and training reinforcement remain in place.

Customer Accidents per 10,000 Visits

Target: Reduction from previous years

- **2024/25 average:** 1.90 per 10,000 visits
- **Q1 2025/26:** 1.34 per 10,000 visits
- **Q2 2025/26: 0.62 per 10,000 visits**

Performance in Q2 shows a **significant improvement** quarter-on-quarter and remains well below both last year's average and group norms. This reflects strong operational controls, proactive supervision, and responsive risk management.

Operational Checks Compliance

Target: 100%

- **2024/25 performance:** 96.65%
- **Q1:** 97.72%
- **Q2:** 95.78%

Although slightly reduced from Q1, performance remains within a high-compliance range. Areas requiring improvement have been added to the Quality Action Plan (QAP).

Statutory Compliance (Systems)

Target: 100%

- **2024/25 performance:** 92.9%
- **Q1:** 92.9%
- **Q2:** 95.2%

A notable improvement occurred in Q2, moving closer to full compliance. Actions implemented early in the year have contributed positively to this rise.

Public Liability / Employer Liability Compensation Claims

Target: Increase the percentage of repudiated claims

- **Previous performance:** N/A
- **Q1:** N/A
- **Q2:** N/A

No compensable claims recorded during the period. Continued monitoring remains in place.

Statutory Inspections and Servicing

Target: 100% Compliance

- **2024/25 performance:** 100%
- **Q1:** 100%
- **Q2:** 100%

The centre continues to maintain **full compliance** in this area, demonstrating strong contractor oversight and system reliability.

Commitment to Continuous Improvement – Quality Action Plan (QAP)

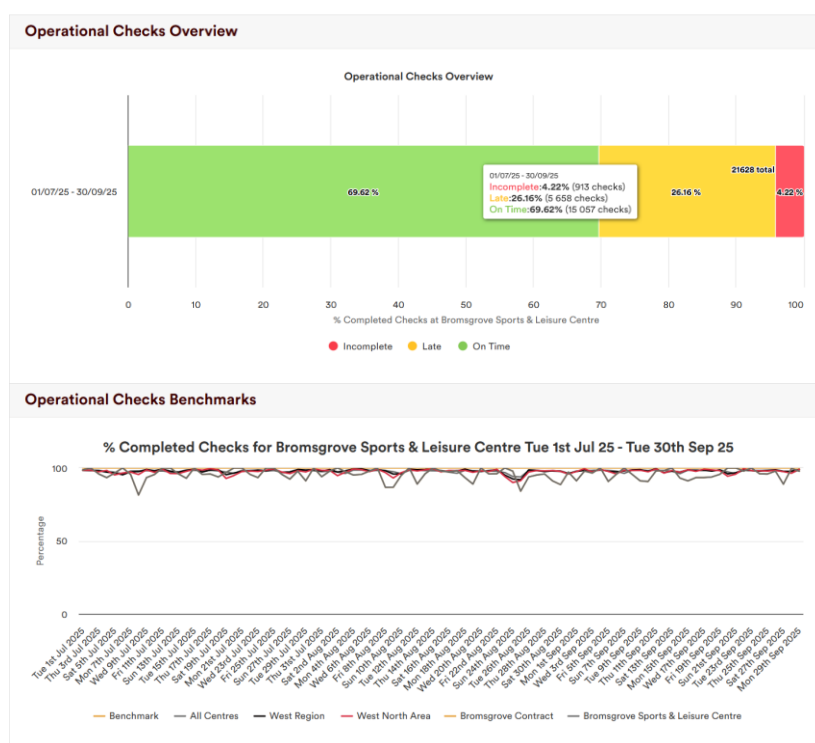
The centre remains fully committed to:

- Achieving **100% compliance** across both scheduled safety checks and statutory servicing
- Addressing all identified shortfalls through the **Quality Action Plan (QAP)**
- Maintaining a proactive health and safety culture through team training, supervision, and performance monitoring

Actions arising from Q2 findings have been integrated into the QAP, ensuring continuous improvement remains central to operational management.

Summary

Quarter 2 demonstrates a **positive and improving health and safety position**, with notable gains in customer accident reduction and statutory systems compliance. Scheduled safety checks remain consistently high, and no legislative breaches or claims have been recorded. With robust systems in place and a strengthened commitment to continuous improvement, the centre is well positioned to progress confidently into Quarter 3.



					BROMSGROVE SPORT AND LEISURE CENTRE					
	HEALTH & SAFETY OBJECTIVES, TARGETS & RESULTS				2025-2026					
	Objectives	Source of Data	Target	Previous Year Results 2024-25	Performance - Current year to date				Year Performance Results	Actions for improvement added to QAP
					Q1	Q2	Q3	Q4		
1	To meet legislative requirements	External complaints, enforcing authorities notices and prosecutions	No Health & Safety breaches or prosecutions	N/A	N/A	N/A				
Page 86	To minimise, reduce and eliminate colleague accidents and injuries	Accident reports EQMS	Reduce percentage of colleague accidents # of accidents (Divided by) # of colleagues (107) x100	0.87%	1.86%	0.93%				
	3. To minimise total number of customer accidents per 10,000 visits	Accident reports EQMS	Reduce number of customer accidents per 10,000 visits	1.90 Average for Apr 2024 - March 2025	1.34 Average for Apr 2025 - Jun 2025	0.62 Average for July 2025 – Sept. 2025				
	4. EQMS Operational checks Compliance	EQMS Performance Dashboard	100%	96.65%	97.72%	95.78%				
5.	H&S Systems Performance Statutory Compliance	Performance Review Reports	100%	92.9%	92.9%	95.2%				
6.	PL/EL Compensation Claims	Broker & Insurer/ RHSQM	Increase % of repudiated Claims	N/A	N/A	N/A				
7	Statutory Inspections & Servicing	Contractors	100% compliance	100%	100%	100%				

6. Membership & Utilisation Performance – Quarter 2 Summary

During the second quarter, Bromsgrove Sport and Leisure Centre continued to demonstrate a strong presence within the community, maintaining a focus on value, flexibility and accessibility across our YOU+, YOU+ ULTIMATE and MOVE+ membership products. Despite national challenges within the leisure sector, the centre has remained resilient, delivering stable customer engagement and strong retention outcomes.

Year-on-Year Membership & Utilisation Performance

Overall footfall for the period totalled **97,569 visits**, representing a modest year-on-year reduction of **3,942** visits. This aligns with broader regional trends and reflects external economic pressures currently influencing customer behaviour. Notably, this decline is balanced by positive engagement indicators, particularly through EA Cards and member retention.

EA Cards

Engagement through EA Cards continues to grow strongly. A total of **2,263 new EA Cards** were issued in Q2—an uplift of **293** compared with the same period last year. Cumulatively, **83,876 EA Cards** have now been issued, representing significant progress in widening access for casual and community-based users.

Gym Memberships

Gym membership levels stood at **2,414**, a decrease of **309** year-on-year. However, the centre maintains a **consistently lower attrition rate** than the West Region across the whole quarter. Bromsgrove's attrition ranged from **4.88% to 5.45%**, compared with **5.54% to 5.91%** regionally, demonstrating stronger retention performance and greater membership stability.

Swimming Lessons

Children's swimming lesson enrolments totalled **1,171**, a reduction of **99** compared with last year. Despite this, operational efficiency improved, with **occupancy rising to 77%**, up **3 percentage points** year-on-year. This indicates more effective schedule management and sustained interest in learn-to-swim programmes within the community.

Health & Safety Performance

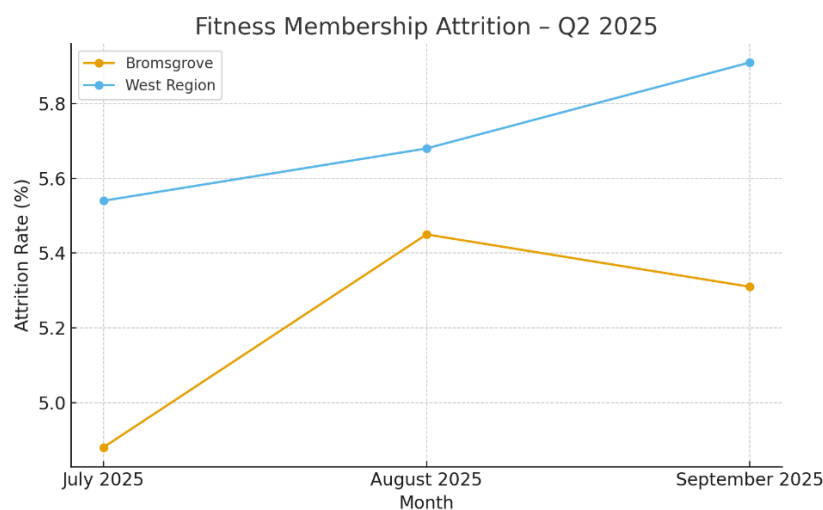
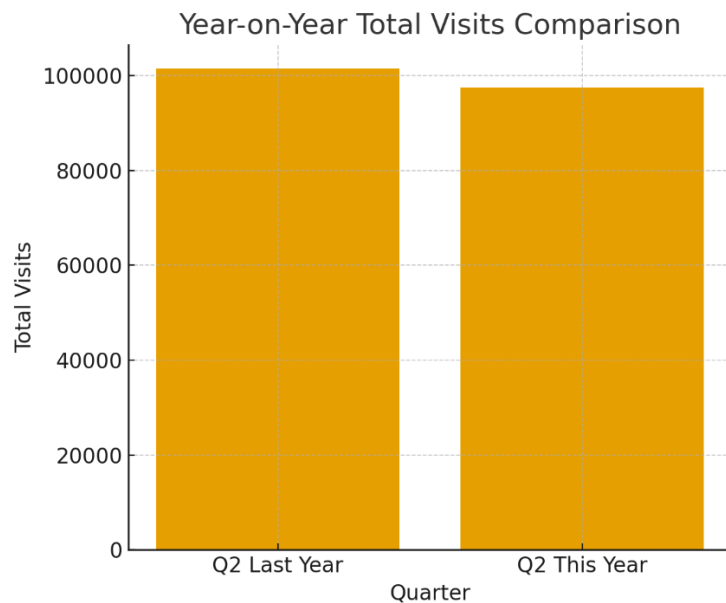
The centre recorded **zero RIDDOR-reportable incidents** in Q2, continuing our track record of safe operations and demonstrating robust risk-management processes across the facility.

Key Performance Insights

Agenda Item 8

The centre continues to deliver strong results in membership satisfaction and long-term engagement:

- **YOU+ memberships accounted for 16% of new sales** in Q2, up significantly from 5% in Q1 and outperforming the **regional benchmark of 11%**.
- **Average length of stay increased to 21.81 months**, up from 20.92 months in Q1 and well above the regional average of 16.95 months—evidence of sustained loyalty and a positive member experience.
- Group exercise engagement remains healthy, with **62.8% average class attendance**, broadly consistent with the regional average.
- **26% of participants were unique attendees**, outperforming the regional benchmark of 22% and reflecting the diversity and appeal of the programme.
- Customer feedback remains exceptionally strong, with **95.8% of respondents reporting improvements to their health and wellbeing** as a result of taking part in activities at the centre.



7. Maintenance Programme

2025/26 PPM schedule - As part of our long-term strategy, all PPM schedules have now been inputted into our EQMS-FM system. This will allow us to have everything all in one place, allowing better management of future maintenance and service planning across the business.

Please see attached: EQMS PPM Schedule 2025-26

8. Activity & Wellbeing Delivery – Quarter 2 Insight

Activity and wellbeing delivery at Bromsgrove Sport & Leisure Centre continued to strengthen throughout Q2, with the site expanding its community offer, enhancing targeted health programmes and further embedding its role as a local wellbeing hub. Engagement levels, social value impact and community participation all demonstrate a positive and wide-reaching quarter.

The Exercise Referral and PAVS programme saw sustained momentum, with active participants increasing by a further **33%**. The three-month funded membership pathway continued to perform well, supporting more than 150 residents into regular activity, with approximately 20% transitioning into the full referral programme. This highlights an effective and sustainable behaviour-change model that supports long-term health outcomes.

Community health initiatives remained a core focus, with several *Know Your Numbers* outreach events delivered across Q2—most notably at Harris Paints. These sessions provided free health checks and wellbeing guidance, strengthening preventative health engagement and generating wider community visibility.

Holiday programmes saw exceptional success. The summer HAF programme delivered **23 sessions**, providing **345 places** for children eligible for free school meals, with **79% attendance**. Children benefitted from physical activity, social interaction and healthy-eating support across a range of activities including swimming, climbing and educational sessions.

In August, Bromsgrove hosted the *Meet Your Classmates – Back to School* open weekend, a free family-focused activity event designed to support children transitioning into the new school year. The event was extremely well received and generated a **15% increase in facility footfall** across the weekend, highlighting strong community appetite for inclusive, low-cost activity opportunities.

Wellbeing initiatives continued to diversify in September. Storytime sessions—delivered in partnership with Bromsgrove Library—provided early-years engagement opportunities for families, while new Pre- and Post-Natal Aqua sessions targeted women facing barriers to physical activity during and after pregnancy. Good Boost sessions also continued to attract referrals from local physiotherapy and rehab services.

A particularly significant development was the launch of **The Access Project**, led by community champion, the Nigel Prosser Foundation. This programme provides meaningful support for SEN families and children, securing access to Bromsgrove's leisure facilities as part of a growing need for inclusive, structured, supportive environments. This partnership strengthens Bromsgrove's position as a centre for inclusive wellbeing provision.

Social Value performance further demonstrates the impact of activity delivery. Bromsgrove generated **£564,574 in Q2**, engaging **4,479 participants** and achieving **£126 social value per person**, placing the site in the top quartile nationally for per-person value.

National health and wellbeing data further reflects the scale of contribution across Everyone Active, with over **16,765 community outreach participants**, **56,891 GP Referral attendances** and **79,727 inclusive activity visits** recorded in the first six months of 2025/26.

Across Q2, Bromsgrove demonstrated a strong commitment to accessible, inclusive and community-centred activity. The accompanying newsletter provides a deeper look into these programmes, showcasing the people, partnerships and stories that shaped a highly productive quarter.

**Bromsgrove Sport and Leisure Centre – Social Value Impact (July–September 2025) Full report attached.*

***Bromsgrove Sport and Leisure Centre – July–September 2025 full Newsletter attached.*

BROMSGROVE HWB MEMBERSHIPS Q2 25/26

54

PARKINSON'S
MEMBERSHIPS

75

PA VOUCHER
SCHEME

34

CARERS

0

CARED FOR CHILDREN
MEMBERSHIPS

6

SPORTING
CHAMPIONS

1

CARE EXPERIENCED
MEMBERSHIPS



everyone ACTIVE

9. Environmental & Energy Performance – Quarter 2 Insight

Bromsgrove Sports & Leisure Centre has continued to make strong progress in its environmental performance throughout Q2 2025/26, demonstrating a clear commitment to sustainability, energy efficiency, and responsible operational management. Electricity usage and associated carbon emissions show encouraging reductions compared with the same period last year, reflecting the positive impact of targeted efficiency initiatives. Gas performance shows a more varied pattern, influenced significantly by essential boiler-related works undertaken during the previous year.

Electricity Consumption & Emissions

Overall Performance

Electricity Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
July	60,405.40 kWh	July	51,498.00	-8,907.4
August	60,625.20 kWh	August	55,585.10	-5,040.1
September	58,655.60 kWh	September	55,596.10	-3,059.5

Site carbon emissions because of electricity:

Month 2024	Emissions (Kg Co2)	Month 2025	Emissions (Kg Co2)	Total Difference
July	14,074 KG	July	11,999.03	-2,074.97
August	14,125 KG	August	12,951.33	-1,173.67
September	13,666 KG	September	12,953.89	-712.11

Electricity consumption reduced across all three months of the quarter:

- **July:** –8,907 kWh
- **August:** –5,040 kWh
- **September:** –3,059 kWh

These reductions highlight effective plant optimisation, improved building controls and greater operational awareness among staff.

Carbon Impact

Lower electricity usage delivered meaningful carbon reductions:

- **July:** –2,074.97 kg CO₂
- **August:** –1,173.67 kg CO₂
- **September:** –712.11 kg CO₂

Net Result

A consistent and positive trend in both electricity consumption and emissions, supporting progress toward long-term sustainability goals.

Gas Consumption & Emissions

Overall Performance

Gas Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
July	76,377.21 kWh	July	73,499.11	-2,878.1
August	72,913.41 kWh	August	91,437.96	18,524.55
September	88,700.62 kWh	September	118,270.54	29,569.92

Site carbon emissions because of natural gas:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
July	14,053 KG	July	13,523.84	-529.16
August	13,416 KG	August	16,824.59	3,408.59
September	16,320 KG	September	21,761.78	5,441.78

Gas performance showed a mixed profile:

- **July:** –2,878 kWh
- **August:** +18,524 kWh
- **September:** +29,569 kWh

Important Context – Boiler Disruption in 2024

The increases in August and September are **directly influenced by last year's boiler failure and replacement works**.

- In **August and early September 2024**, the centre operated with only **two functioning boilers**, creating inconsistent heating demand.
- During **mid-late September 2024**, the old system was removed and **new, more efficient boilers** were installed.
- As a result, **gas consumption last year was artificially suppressed** during these months because the heating system was operating below normal capacity.

Because of this temporary disruption in 2024, **Year-on-Year comparisons naturally show higher usage this quarter**, even though the new system is operating more efficiently in 2025.

Carbon Impact

Carbon emissions follow the same pattern:

- **July:** -529.16 kg CO₂
- **August:** +3,408.59 kg CO₂
- **September:** +5,441.78 kg CO₂

Net Result

Gas usage appears higher Year-on-Year during August and September, but this is a **reflection of disrupted operational conditions in 2024**, not reduced efficiency in 2025. With the new boiler system now fully installed and running more efficiently, performance is expected to stabilise and trend positively in future quarters.

Key Insights

Electricity

Consistent and meaningful reductions demonstrate strong operational control and improved energy awareness.

Gas

Year-on-Year increases are due to **abnormal reduced usage in 2024** caused by boiler failures—not inefficiency in 2025. With the modern system now stable, improved gas performance is anticipated going forward.

Carbon Savings

Electricity-led carbon reductions delivered strong environmental gains, partially offset by expected increases in gas-related emissions due to last year's operational disruption.

Looking Ahead

The centre remains focused on:

- **Enhanced energy monitoring** to track efficiency improvements from the new boiler system.
- **Behavioural initiatives** that embed sustainable operations across all teams.
- **Continued investment in energy-efficient technologies** to reduce reliance on gas and further improve carbon performance.

APPENDICES

Appendix 1: Year-on-Year Membership & Utilisation Trends

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	97569	101511	-3,942
EA Cards added in this period	2263	1970	293
Total EA Cards to date	83876	76661	7,215
No. of Gym members	2414	2723	-309
Swimming Lessons – children enrolled on scheme	1171	1270	-99
Swim Lesson Occupancy	77%	74%	3%
RIDDOR Reportable Events	0	0	0

Appendix 2: Bromsgrove vs West region Attrition Trends

Month	Broms	West Region
July 2025	4.88%	5.54%
August 2025	5.45%	5.68%
September 2025	5.31%	5.91%

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Bromsgrove Contract

Quarterly Performance Monitoring Report

Q3 | October '25 – December '25

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1. Introduction

This Quarterly Performance Monitoring Report provides an overview of operational performance at Bromsgrove Sports & Leisure Centre for Quarter 3 (October–December 2025), delivered by Everyone Active on behalf of Bromsgrove District Council. The report highlights continued positive outcomes across customer experience, health and safety, staff development, social value delivery and community engagement, while also identifying opportunities for ongoing improvement and future focus.

Throughout Q3, the centre has continued to demonstrate resilience and strong operational management within a dynamic and challenging operating environment. Customer satisfaction remains high across key performance measures, with activity experience, staff interactions and overall visit satisfaction continuing to be core strengths. Feedback collected during the quarter shows that customers consistently value the welcoming atmosphere of the centre, the quality of activities delivered, and the support provided by staff, reinforcing the centre's role as a trusted and valued community facility.

Operationally, the centre has maintained strong performance in health and safety, with accident rates remaining significantly below both site and group averages. Full statutory compliance has been sustained, supported by robust systems, proactive monitoring and a strong safety culture across all teams. Training compliance has also improved notably during the quarter, particularly in annual refresher training, reflecting continued investment in colleague development and service quality.

The centre continues to deliver meaningful social value outcomes for local residents. During Q3, activity participation generated substantial social value linked to improved wellbeing and physical and mental health outcomes, supporting wider public health objectives and contributing to long-term preventative benefits for the community. Engagement with concessionary and inclusive membership schemes remains a key strength, reinforcing Everyone Active's commitment to accessibility and tackling health inequalities.

Environmental performance remains a priority area, with energy usage actively monitored and managed. While gas consumption increased year-on-year due to historic boiler works, electricity performance remains stable, and the site continues to demonstrate a proactive and informed approach to sustainability and energy management.

Overall, Quarter 3 reflects a well-managed, customer-focused operation that continues to deliver positive outcomes for users, the local authority and the wider community. The centre enters Quarter 4 with strong foundations in place, clear actions identified through the Quality Action Plan, and a continued commitment to continuous improvement and partnership working.

2. Colleague Changes and Training

Team Updates

During the quarter, the team experienced a number of staffing changes and developments, reflecting both natural workforce movement and continued investment in staff development to support service delivery.

Georgia Lindsay resigned from her Team Leader role during the quarter to move into a School Teaching Assistant position. We thank Georgia for her contribution to the team and wish her well in her new career path.

Eva Tselepis has been appointed as the new Team Leader and will commence in post from 1 January 2026, ensuring continuity of leadership and operational support moving into the next quarter.

In November, we welcomed Gradi to the team as a new Personal Trainer, strengthening our fitness offering and supporting customer engagement within the gym.

We have also continued to prioritise in-house development:

- Lara, previously working as a Spa Therapist, has successfully trained into our Customer Service team, providing additional flexibility and resilience at front-of-house.
- Will Deane, a Recreation Assistant, completed his Personal Training qualification during the quarter and has now joined the Fitness team alongside his existing role, supporting both staffing capacity and internal progression.

Within the Membership Advisor team, Angie Goldsby left her position during the quarter. She has been replaced by Minna and Lee, ensuring continued support for membership enquiries and sales.

The Swim Team was strengthened in December with the addition of Evie, supporting programme delivery and capacity.

The Recreation Team also saw growth, with Zoe and Mia joining in October, followed by Jamie, Celia, Jack and Brian in December. These appointments have increased our pool of casual lifeguards, improving operational resilience and supporting safe service delivery across peak periods.

Training Progress

Training compliance across the centre remains generally strong, with performance broadly aligned to regional expectations. Several areas have also been identified for focused improvement as we move into the next quarter.

- **Company Induction:** 94% [94% in quarter 2] completion (regional benchmark: 95%)
- **Annual Refresher Training:** 84% [57% in quarter 2] completion (regional benchmark: 73%)
- **Cleaning Induction:** 82% [75% in quarter 2] completion (regional benchmark: 91%)

The team continues to work proactively to raise completion levels in priority areas, ensuring ongoing compliance and maintaining high operational standards.

3. Customer feedback and Social Media Content and Marketing

3a. social media & Marketing Performance – Quarter 3 (October 2025 – December 2025)

Across Quarter 3, both Facebook and Instagram continued to perform strongly, remaining active and engaging platforms for communicating with customers. Overall, social media continues to support awareness, engagement and participation objectives, with Instagram driving discovery and Facebook maintaining community connection.

Facebook Performance

Reach & Visibility

Facebook continued to deliver strong reach throughout the quarter, with:

- Views – count 250.0k ▼ 20.5%
- Reach – count 136,311 ▼ 41.1%

This reflects consistent posting and strong content alignment with audience interests, ensuring the centre remains highly visible online.

Views & Engagement

Customer engagement increased notably:

- Content interactions – count 947 ▲ 20.8%
- Page visits – Count 6.6k ▲ 12.3%

These results show customers are not only seeing content but actively interacting with and seeking out further information about the centre.

Clicks & Conversions

Facebook continued to drive meaningful customer actions:

- Link clicks – count 544 ▼ 80.6%
- Followers gained – Count 89 ▼ 3.3%

This highlights there is still a strong conversion performance, with customers progressing from viewing posts to taking action—such as accessing timetables, booking information and updates.

Instagram Performance

Reach & Visibility

Instagram demonstrated exceptional growth in visibility this quarter:

- Reach - count 4.7k ▲ 58%
- Views - count 72.3k ▲ 163.7%

This reinforces Instagram's role in raising awareness and reaching a broad and diverse audience.

Views & Engagement

Engagement and profile activity increased steadily:

- Profile visits – Count 831 ▲ 83.8%
- Content interactions – Count 459 ▲ 261.4%

Customers are increasingly using Instagram to explore centre information, offers and updates.

Clicks & Conversions

- Link clicks – count 40 ▲ 1,200%
- Followers gained – count 50 ▼ 10.7%

While link clicks were lower—reflecting typical Instagram behaviour—audience growth remained strong, highlighting continued expansion of our online community.

Summary

During October–December 2025, Instagram and Facebook collectively delivered positive performance outcomes, supporting both awareness and engagement objectives for the facility.

Instagram recorded strong quarter-on-quarter growth, with substantial increases in reach, views and content interactions. This indicates improved content visibility and relevance, successfully extending awareness within the local community and encouraging higher levels of engagement. Increases in profile visits and link clicks demonstrate growing user intent, although follower growth did not increase at the same rate, highlighting an opportunity to strengthen conversion from engagement to long-term audience retention.

Facebook performance remained stable and engagement-focused, with increases in content interactions and page visits, confirming its continued effectiveness as a platform for engaging established audiences and sharing information. While overall views and link clicks declined during the quarter, Facebook continues to play an important role in maintaining community awareness and supporting consideration, particularly during campaign and promotional periods.

In combination, both platforms provide a balanced digital presence, with Instagram driving reach and discovery and Facebook supporting engagement and information-sharing. Together, they continue to contribute positively to participation, communication and wider health and wellbeing objectives, with clear opportunities to enhance follower growth and traffic conversion in the next quarter.

3b. Customer Feedback Summary – Quarter 3 (October-December 2025)

Survey Participation

Customer feedback for Q3 has been gathered through monthly post-visit surveys issued to customers who attended the centre during the reporting period. A total of 109 responses were received compared to 94 survey completions in Q2, providing a robust view of customer perceptions across cleanliness, customer service, activity experience and overall satisfaction.

Satisfaction Ratings

Overall Satisfaction

Customers continued to report strong satisfaction with their overall visit experience:

- **Positive (Good/Very Good): 71.6%**
- **Satisfactory: 22%**
- **Improvement Required: 6.4%**

Overall visit satisfaction remained strong in Quarter 3, with performance broadly consistent with Quarter 2.

Positive ratings (Good/Very Good) decreased slightly from 74.5% in Q2 to 71.6% in Q3, indicating a marginal softening in top-end satisfaction.

Satisfactory ratings increased from 16.0% to 22.0%, suggesting a higher proportion of customers experienced an acceptable but not exceptional visit.

Improvement Required ratings reduced from 9.5% in Q2 to 6.4% in Q3, reflecting a notable improvement in reducing negative experiences.

Overall, while there was a small shift from positive to satisfactory responses, the reduction in low-scoring feedback demonstrates progress in addressing customer concerns and maintaining a consistently positive customer experience.

Customer Service Experience

Interactions with staff remain a key strength of the centre's operation:

- **Positive (Good/Very Good): 65.1%**
- **Satisfactory: 20.2%**
- **Improvement Required: 14.7%**

Interactions with staff continued to be a key strength of the centre's operation in Quarter 3, with overall performance remaining stable compared to Quarter 2.

Positive ratings (Good/Very Good) remained consistent, increasing marginally from 64.9% in Q2 to 65.1% in Q3, demonstrating sustained strong staff engagement.

Satisfactory ratings reduced from 23.4% to 20.2%, indicating that more customers experienced service at a clearly positive level.

Improvement Required ratings increased from 11.7% to 14.7%, highlighting a slight rise in lower-scoring experiences and an opportunity to further improve consistency, particularly during peak periods.

Overall, staff interactions continue to be viewed positively by the majority of customers, with targeted focus on service consistency expected to further reduce lower satisfaction scores in future quarters.

Activity Experience (Overall Service Score)

Activity experience was the strongest performing category in Quarter 3:

- **Positive (Good/Very Good): 77.1%**
- **Satisfactory: 14.7%**
- **Improvement Required: 8.3%**

Activity experience remained the strongest performing category in Quarter 3, although results show a slight softening compared to Quarter 2.

Positive ratings (Good/Very Good) decreased from 83.0% in Q2 to 77.1% in Q3, while still representing a strong majority of customer feedback.

Satisfactory ratings increased slightly from 12.8% to 14.7%, indicating more customers experienced an acceptable but not exceptional activity session.

Improvement Required ratings increased from 4.2% to 8.3%, suggesting some increased variability in customer experience.

Overall, activity delivery continues to perform strongly, with results indicating an opportunity to focus on consistency across sessions to return performance to Q2 levels in future quarters.

Customer Written Feedback – Qualitative Insights (Q3)

This section is based on a thematic review of **qualitative customer comments provided in the quarterly survey dataset**:

“Please let us know if there is anything we could do to improve your visit to the centre.”

All comments were reviewed collectively to identify common themes. **Cleanliness-related feedback has been excluded** from this analysis to avoid duplication with the quantitative cleanliness results.

Key Strengths Highlighted

Analysis of written feedback continues to show strong customer recognition of:

Friendly and Supportive Staff - Customers frequently commented on staff being welcoming, approachable and helpful, highlighting positive interactions and a supportive presence during visits and activities.

Quality of Activities and Instructors - Written feedback regularly referenced the quality of activities and instructors, with customers praising enthusiasm, knowledge and the overall enjoyment of sessions.

Positive Centre Atmosphere - Comments indicated that customers value the welcoming and inclusive environment of the centre, contributing positively to their overall experience.

Confidence and Familiarity for Regular Users - Regular customers noted that activities and visits generally run smoothly once routines are established, supporting repeat attendance and loyalty.

These strengths align closely with core satisfaction outcomes and continue to underpin a positive overall customer experience.

Areas of improvement Highlighted

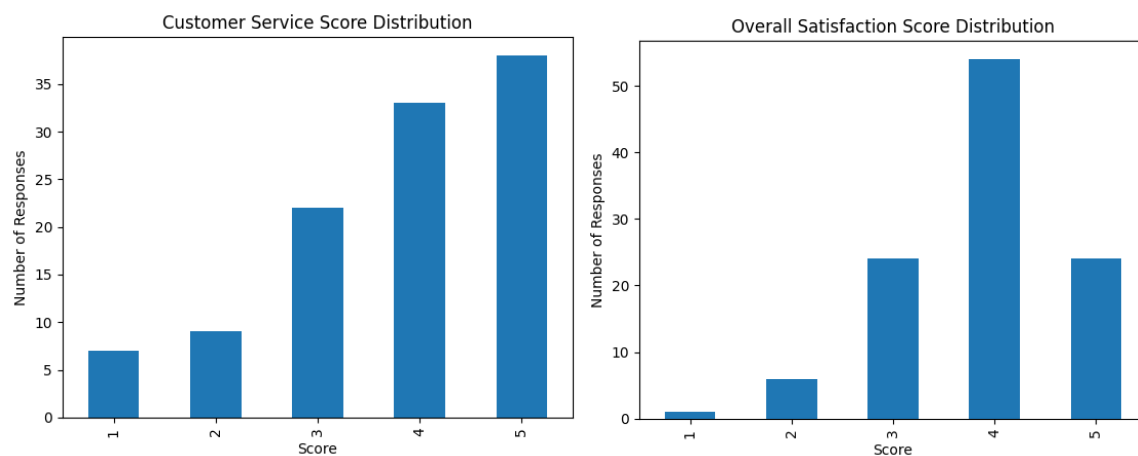
Consistency of Customer Service - Some feedback highlighted variability in service levels, particularly during busier periods, suggesting opportunities to improve consistency of staff availability and responsiveness.

Communication and Information Clarity - Customers indicated that clearer communication around activities, timetables and changes would improve the overall experience.

Support for New or Infrequent Users - A small number of comments suggested that additional guidance or reassurance on arrival would enhance the experience for first-time or occasional visitors.

Summary

Overall, qualitative feedback reinforces that **staff and activity delivery are key strengths**, aligning with the high satisfaction scores recorded in the survey. Opportunities for improvement are primarily focused on **service consistency and communication**, offering clear actions to further enhance the customer experience.



4. Accidents and Incidents Report

Accident Overview

During this quarter, Bromsgrove Sports & Leisure Centre recorded **10 accidents in total**, representing a slight increase from the previous quarter. This includes:

- **9 customer accidents**
- **1 minor colleague accident**

All incidents were managed appropriately, following correct procedural steps to ensure care, support and accurate reporting.

Accident Rate per 10,000 Visits

When measured per 10,000 visits, the accident rate for the Quarter was **0.93**, reflecting a strong continuation in low percentile of accidents per 10,000 visit with a slight increase from the **0.62** reported in the previous Quarter.

This demonstrates continued improvement in risk management, effective monitoring of activity areas and positive staff engagement in maintaining safety across the centre.

Encouragingly, the centre continues to perform well against broader benchmarks:

- **Site average (April 2024 – March 2025): 1.90 per 10,000 visits**
- **Group average for the same period: 1.83 per 10,000 visits**

This Quarters performance remains **significantly below both the site and group averages**, reinforcing the centre's strong safety culture and consistent operational standards.

Ongoing Monitoring and Improvement

The team will continue to monitor safety metrics closely to maintain this positive trajectory. Regular reviews, proactive risk identification and strong communication across departments will support further improvements and ensure high standards of safety are upheld as we move into the next Quarter.



5.Cleaning and Centre Operational Performance

Customer feedback relating to cleanliness and overall presentation remained a key focus area during the Quarter. The survey results continue to provide valuable insight into how customers perceive the quality and consistency of cleaning standards across the centre.

Satisfaction Scores

Customer feedback relating to cleanliness during the quarter shows the following breakdown:

- **Positive (Good / Very Good): 57.4%**
- **Satisfactory (Neutral): 23.8%**
- **Improvement Required (Poor / Very Poor): 18.8%**

This means **81.2% of customers** rated the centre's cleanliness as **satisfactory or better** during the quarter.

Improvements Made

In the previous quarter, **80% of customers expressed satisfaction** with cleanliness, whilst **Quarter 1 recorded a 66.4% satisfaction rating**. Q3 therefore reflects a continued uplift in

overall cleanliness perception, with a higher proportion of customers rating the centre positively or satisfactorily compared to Q1.

This improvement highlights the ongoing efforts of the cleaning and operational teams, alongside a more responsive approach to customer feedback. Increased focus on high-traffic areas and customer touchpoints has had a positive impact on the overall cleanliness experience.

Key Strengths Identified

Customer comments and ratings highlighted several positive themes throughout the quarter, including:

- Consistently clean **gym and activity areas**
- Positive feedback on **general presentation and tidiness** of the centre
- Improved cleanliness during **peak usage periods**
- Well-maintained poolside and wet-side areas
- A noticeable improvement compared to previous visits, referenced by returning customers

These strengths demonstrate effective day-to-day cleaning standards and improved monitoring across the facility.

Opportunities for Improvement (Looking Ahead to Q4)

While overall feedback is positive, customer comments also identified areas where further improvements could strengthen satisfaction:

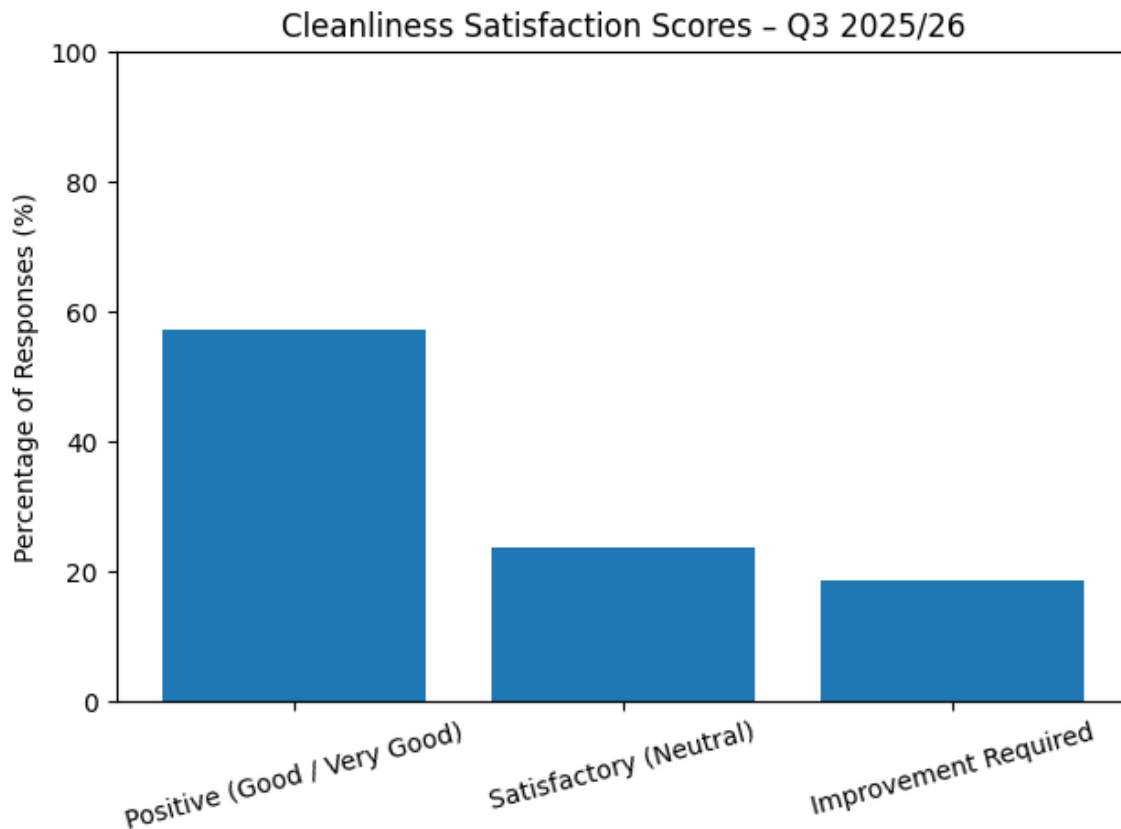
- Greater attention to **toilet and changing facilities**, particularly at busy times
- More frequent spot-checks in high-use areas during weekends and evenings
- Improved responsiveness to isolated cleanliness issues when reported
- Continued focus on consistency across all areas of the building

Addressing these points will help reduce the proportion of customers reporting lower satisfaction and further enhance the overall experience.

Summary

Cleanliness performance at Bromsgrove Sports & Leisure Centre continues to move in a positive direction, with over four-fifths of customers rating cleanliness as satisfactory or better in Q3 2025/26. Satisfaction levels have improved when compared with earlier quarters, reflecting the commitment of site teams to maintaining high standards and responding to customer feedback.

Continued focus on consistency, particularly in changing and toilet areas, alongside proactive monitoring during peak periods, will support further improvements into Q4 and beyond.



Scheduled Safety Checks and Compliance Performance

During the quarter, the centre successfully completed **93.76% of all scheduled safety checks**. This represents a slight decrease compared to **95.78% in the previous quarter**, however this drop in performance is due to our Food and Beverage checks being transferred from our traditional hard copy check books to the EQMS systems. There were initial uploading gremlins, which caused a decrease in successful checks being recorded across the business and this is evident in regional benchmarks and our completed percentile remains close to the regional benchmark of **95.29%**. This continues to reflect a high standard of operational oversight. While performance is just below the company-wide target of 100%, the consistency between quarters highlights the team's sustained commitment to safe and compliant operations.

Health & Safety Objectives, Targets & Results (2025/26 vs 2024/25)

This section provides an analysis of Health & Safety performance for **Quarter 3 (Q3)** of 2025/26, comparing outcomes against **the previous financial year (2024/25)** and **Quarters 1 and 2** of the current year. Performance is measured against agreed objectives, targets and key indicators.

1. Legislative Compliance

Objective: To meet legislative requirements

Target: No Health & Safety breaches or prosecutions

There were **no Health & Safety breaches, enforcement notices or prosecutions** reported during Q3. This position is consistent with both **Q1 and Q2 of 2025/26** and reflects continued full compliance, matching performance achieved in the previous year. This demonstrates effective governance, robust safety systems and sustained compliance with statutory obligations.

2. Colleague Accidents and Injuries

Objective: To minimise, reduce and eliminate colleague accidents and injuries

Measure: Percentage of colleague accidents

- **Previous Year (2024/25):** 0.87%
- **Q1 2025/26:** 1.86%
- **Q2 2025/26:** 0.93%
- **Q3 2025/26:** 0.88%

Following a higher incident rate in Q1, performance improved significantly in Q2 and remained stable in Q3. The **Q3 result of 0.88%** represents a **continued reduction** and is broadly **in line with last year's performance**. This trend indicates that corrective actions introduced earlier in the year have been effective and that colleague safety performance has stabilised at a low level.

3. Customer Accidents per 10,000 Visits

Objective: To minimise the total number of customer accidents

Target: Reduction against previous year average

- **2024/25 Average:** 1.90 accidents per 10,000 visits
- **Q1 2025/26:** 1.34
- **Q2 2025/26:** 0.62
- **Q3 2025/26:** 0.93

Customer accident rates in Q3 increased slightly compared to Q2 but **remain significantly lower than both Q1 and the previous year's average**. Despite the quarter-on-quarter rise, Q3 performance continues to demonstrate a **strong overall downward trend** in customer accidents and sustained improvement in customer safety outcomes.

4. EQMS Operational Checks Compliance

Objective: EQMS Operational Checks compliance

Target: 100%

- **2024/25:** 96.65%
- **Q1 2025/26:** 97.72%
- **Q2 2025/26:** 95.78%
- **Q3 2025/26:** 93.76%

EQMS compliance decreased in Q3 compared to earlier quarters and the previous year. While performance remains high, this reduction highlights a need for renewed focus on operational checks, particularly around consistency and completion rates. Actions have been identified within the Quality Action Plan (QAP) to address this.

5. Health & Safety Systems – Statutory Compliance

Objective: Statutory compliance across Health & Safety systems

Target: 100%

- **2024/25:** 92.9%
- **Q1 2025/26:** 92.9%
- **Q2 2025/26:** 95.2%
- **Q3 2025/26:** 95.2%

Statutory compliance improved in Q2 and has been **maintained into Q3**, representing a **positive upward trend** compared to last year. While the 100% target has not yet been achieved, performance is moving in the right direction and remains stable quarter-on-quarter.

6. Public and Employer Liability Claims

Objective: Increase the percentage of repudiated PL/EL claims

No claims data was recorded for Q1–Q3, consistent with the previous year. While no trend analysis is possible, the absence of claims supports the overall positive safety performance at the centre.

7. Statutory Inspections and Servicing

Objective: 100% compliance with statutory inspections and servicing

- **2024/25:** 100%
- **Q1–Q3 2025/26:** 100%

Full compliance has been maintained across all quarters, matching last year's performance and demonstrating effective contractor management and compliance monitoring.

Commitment to Continuous Improvement – Quality Action Plan (QAP)

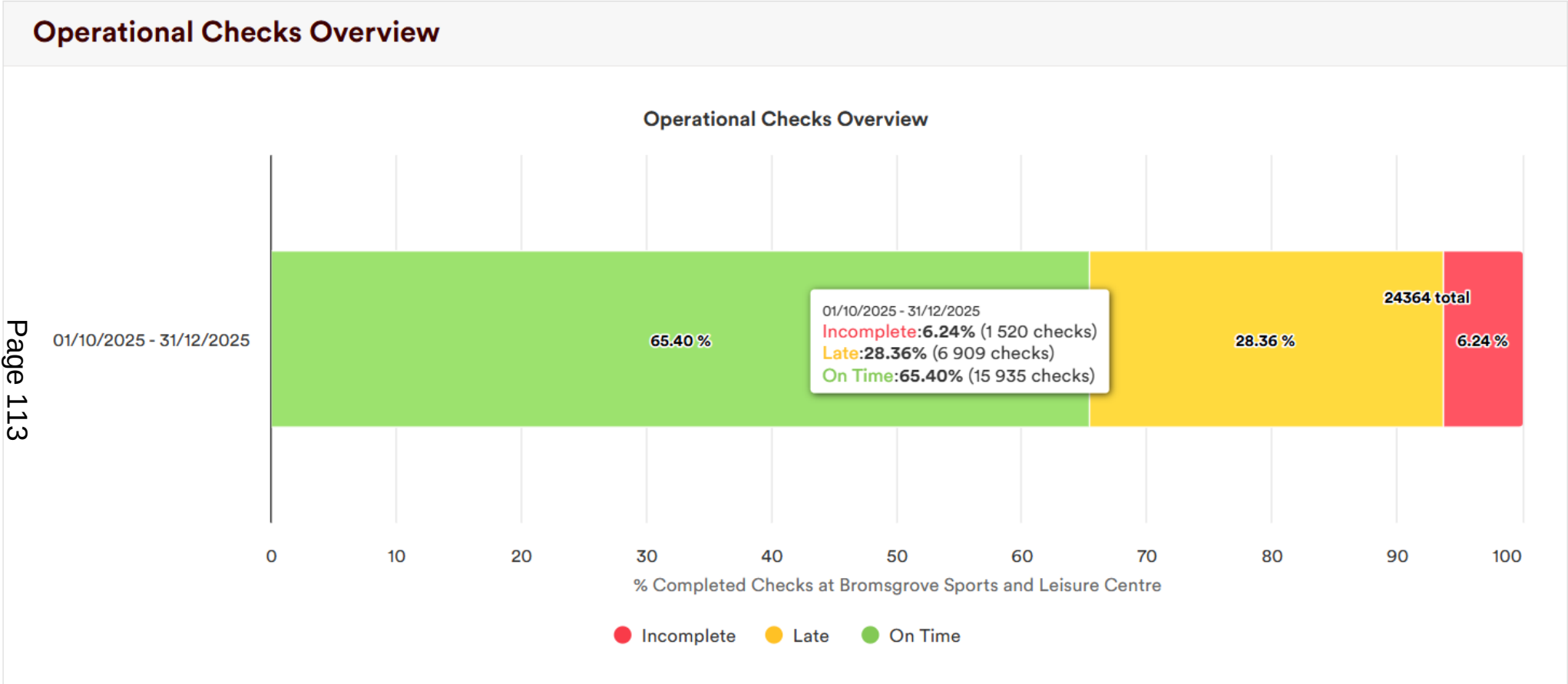
The centre remains fully committed to:

- Achieving **100% compliance** across both scheduled safety checks and statutory servicing
- Addressing all identified shortfalls through the **Quality Action Plan (QAP)**
- Maintaining a proactive health and safety culture through team training, supervision, and performance monitoring

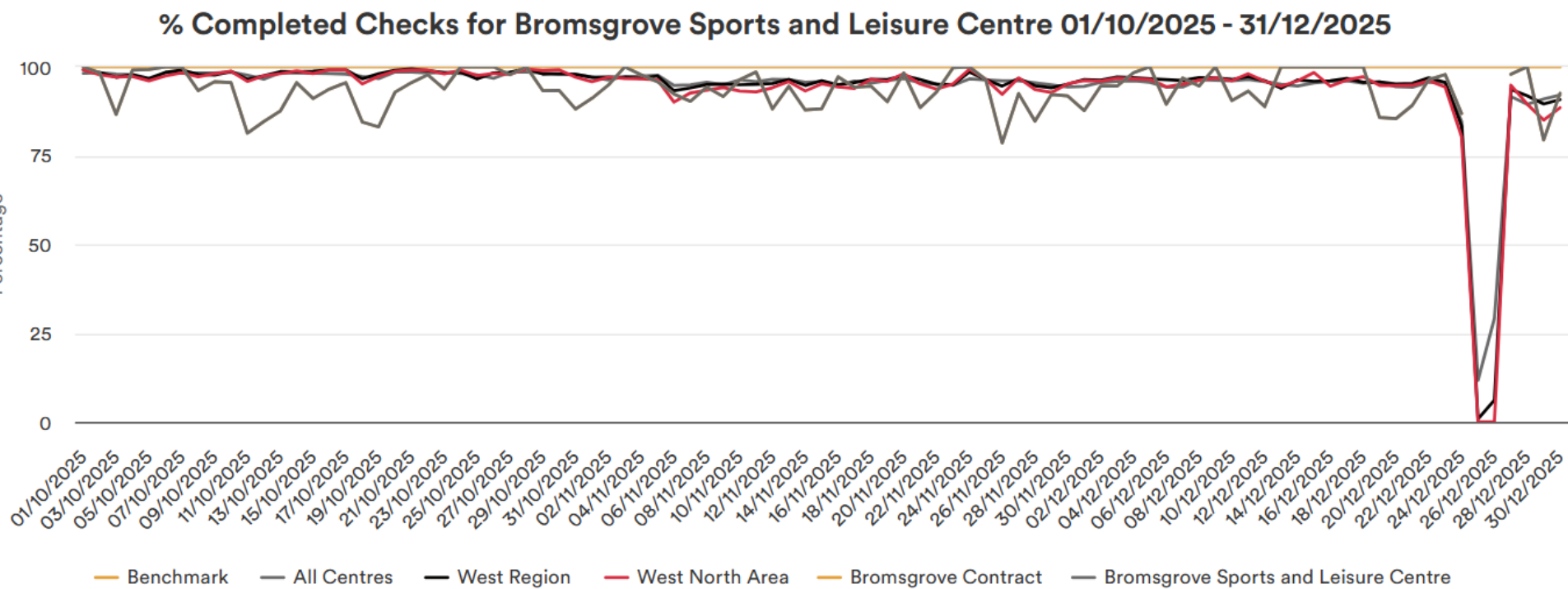
Actions arising from this quarters findings have been integrated into the QAP, ensuring continuous improvement remains central to operational management.

Summary

Q3 Health & Safety performance at Bromsgrove Sport and Leisure Centre remains **strong and largely consistent** with earlier quarters and the previous year. Key strengths include sustained legislative compliance, low levels of colleague and customer accidents, improving statutory compliance, and full adherence to inspection and servicing requirements. Areas for improvement have been identified around **EQMS operational checks**, with actions already incorporated into the Quality Action Plan to support improved performance in Q4.



Operational Checks Benchmarks



					BROMSGROVE SPORT AND LEISURE CENTRE					
	HEALTH & SAFETY OBJECTIVES, TARGETS & RESULTS				2025-2026					
	Objectives	Source of Data	Target	Previous Year Results 2024-25	Performance - Current year to date				Year Performance Results	Actions for improvement added to QAP
					Q1	Q2	Q3	Q4		
1	To meet legislative requirements	External complaints, enforcing authorities notices and prosecutions	No Health & Safety breaches or prosecutions	N/A	N/A	N/A	N/A			
page 115 of 115	To minimise, reduce and eliminate colleague accidents and injuries	Accident reports EQMS	Reduce percentage of colleague accidents # of accidents (Divided by) # of colleagues (113) x100	0.87%	1.86%	0.93%	0.88%			
	To minimise total number of customer accidents per 10,000 visits	Accident reports EQMS	Reduce number of customer accidents per 10,000 visits	1.90 Average for Apr 2024 - March 2025	1.34 Average for Apr 2025 - Jun 2025	0.62 Average for July 2025 – Sept. 2025	0.93 Average for Oct 2025 – Dec 2025			
	4. EQMS Operational checks Compliance	EQMS Performance Dashboard	100%	96.65%	97.72%	95.78%	93.76%			
5.	H&S Systems Performance Statutory Compliance	Performance Review Reports	100%	92.9%	92.9%	95.2%	95.2%			
6.	PL/EL Compensation Claims	Broker & Insurer/ RHSQM	Increase % of repudiated Claims	N/A	N/A	N/A	N/A			
7	Statutory Inspections & Servicing	Contractors	100% compliance	100%	100%	100%	100%			

6. Membership & Utilisation Performance – Quarter 2 Summary

Year-on-Year Membership & Utilisation Performance

During Q3, our attendance reporting methodology and the way visits are captured was updated. As a result, we anticipate a similar attendance position being reported over the next two quarters. This revised methodology provides a **more accurate and representative reflection of actual facility usage** and enables more detailed analysis of attendance trends.

The enhanced reporting now allows for greater segmentation of attendance data, meaning we are able to report on specific customer groups and specialist cohorts should the Authority wish to include this in future reporting periods.

Membership & Utilisation Performance

Category	Q3 Total	Same Quarter Previous Year	Difference
Total visits (including EA cards and non-card holders)	78,658	92,060	-13,402
EA Cards added in period	1,570	1,292	+278
Total EA Cards to date	85,446	77,953	+7,493
Gym members	2,264	2,716	-452
Swimming lessons – children enrolled	1,108	1,236	-128
Swim lesson occupancy	77%	74%	+4%
RIDDOR reportable events	0	0	0

Key Performance Analysis

Both **fitness and swimming memberships declined year-on-year** during Q3. This has been influenced by a combination of **increased local competition** within the gym and swimming lesson market, alongside the continued impact of the **car parking situation**, which has affected customer access, visit frequency and new member acquisition.

Despite the reduction in lesson enrolments, **swim lesson occupancy increased to 77%**, demonstrating strong demand within the programme and effective utilisation of available capacity.

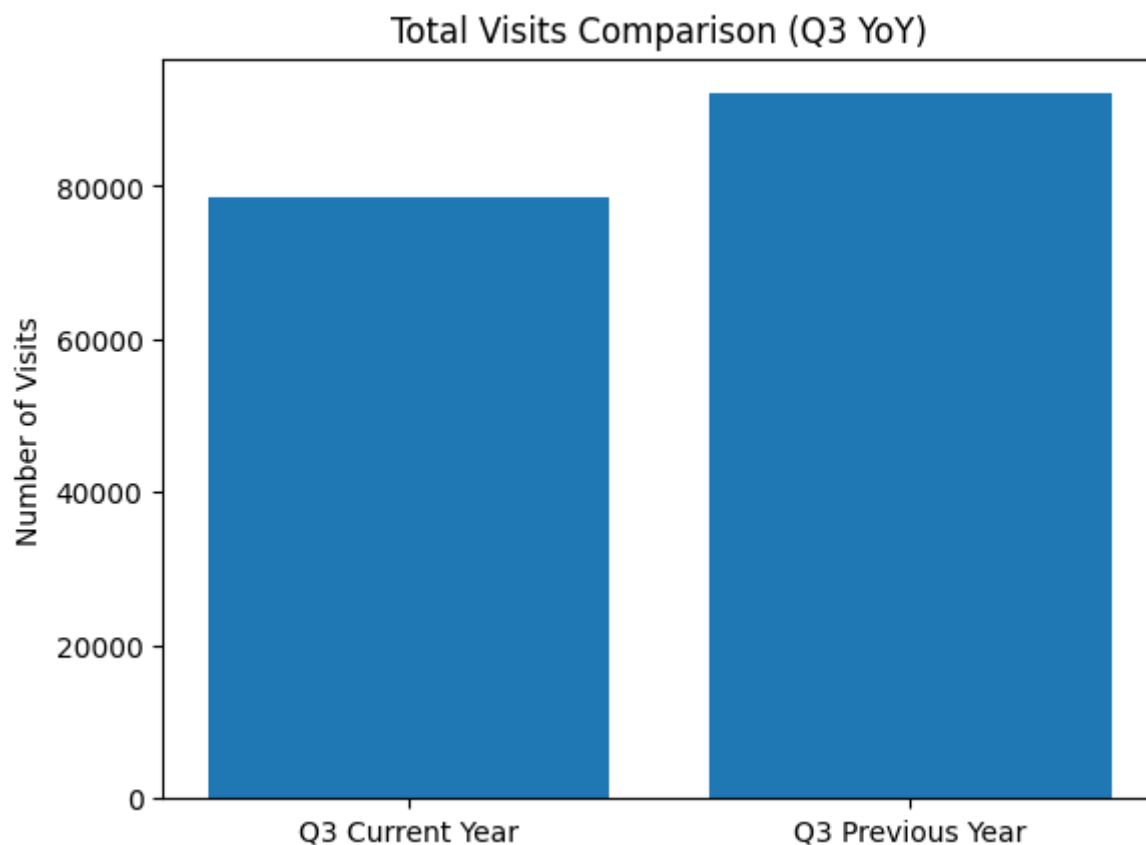
Encouragingly, the continued growth in **EA Card distribution** reflects strong engagement with concessionary and inclusive access offers, supporting wider participation across the community.

Retention & Membership Quality

- **Fitness attrition** remained strong at an average of **5.27%** for Q3, closely aligned with the regional average of **5.21%**
- **YOU+ premium memberships** continued to perform well:
 - **18% of new members** joined on the premium product
 - This represents a **2% improvement compared to Q2**
 - Performance remains marginally below the regional average of **19%** and the business target of **20% by the end of Q4**
- **Average member length of stay** remains a key strength:
 - Q3 average: **23.95 months**
 - Regional average: **16.95 months**
 - This reflects a further **quarter-on-quarter improvement of two months**

Programme Engagement & Customer Outcomes

- **Group exercise participation** decreased slightly, with **24% of unique members** attending at least one class during the quarter
- **25% of new members** engaged with group exercise programmes, highlighting continued success in early-stage engagement
- **Customer feedback remains exceptionally positive**, with **97.24%** of respondents reporting improvements to their health and wellbeing as a result of participation at the centre, improving from **95.8% in Q2**



7. Maintenance Programme

2025/26 PPM schedule - As part of our long-term strategy, all PPM schedules have now been inputted into our EQMS-FM system. This will allow us to have everything all in one place, allowing better management of future maintenance and service planning across the business.

Please see attached: EQMS PPM Schedule 2025-26

8. Activity & Wellbeing Delivery – Quarter 2 Insight

Social Value Calculator – Q3 2025/26

During Quarter 3 (October to December 2025), Everyone Active generated a total attributable social value of £569,747 across the Bromsgrove contract. This represents a 1.17% increase year-on-year when compared to the same period in the previous year, demonstrating continued positive impact for residents despite ongoing economic and participation challenges.

A total of 4,370 unique participants generated social value during the quarter, with an average social value per person of £130. The full social value generated by leisure centre users during this period is estimated at £1.63 million. Performance against national benchmarks remains strong, with Bromsgrove achieving a top-quartile ranking for social value per person and an above-average sector position for social value per site.

The majority of social value delivered relates to individual wellbeing, totalling £496,710, reflecting increased life satisfaction linked to regular participation in physical activity. A further £73,037 of social value was generated through physical and mental health outcomes, including reduced risk of conditions such as depression, cardiovascular disease, type 2 diabetes, back pain and reduced GP visits. These outcomes support preventative health objectives and contribute to long-term cost avoidance for health and social care systems.

Activity data indicates that 58% of leisure centre users were classified as physically active (achieving 150+ minutes of activity per week), representing a marginal increase on the previous year. Members continue to be the primary contributors to sustained activity levels, reinforcing the importance of membership-based engagement in delivering long-term health and wellbeing benefits.

Overall, the Social Value Calculator confirms that the Bromsgrove contract continues to deliver measurable, positive social outcomes, aligned with the Council's health, wellbeing and physical activity priorities

Specialist and Health & Wellbeing Memberships

Everyone Active continues to provide a range of specialist and concessionary memberships to support access for residents with additional needs and those facing barriers to participation. A comparison between Quarter 2 and Quarter 3 is outlined below.

Parkinson's memberships increased from 54 in Q2 to 59 in Q3, demonstrating continued engagement from residents living with long-term health conditions and the success of inclusive activity offers. Membership numbers for care experienced individuals and sporting champions remained stable across both quarters.

There was a reduction in Carers memberships from 34 to 22 and Physical Activity (PA) Voucher Scheme memberships from 75 to 51. This reflects a combination of referral periods ending, participants transitioning into standard or paid memberships, and normal quarterly fluctuation rather than a reduction in access or provision. No 'cared for children' memberships were recorded in either quarter.

These targeted membership schemes remain a vital component of the contract's approach to tackling health inequalities and supporting inclusive access to physical activity across the district

**Bromsgrove Sport and Leisure Centre – Social Value Impact (October-December 2025) Full report attached.*

***Bromsgrove Sport and Leisure Centre – July–September 2025 full Newsletter attached.*

BROMSGROVE HWB MEMBERSHIPS Q3 25/26

59

PARKINSON'S
MEMBERSHIPS

51

PA VOUCHER
SCHEME

22

CARERS

0

CARED FOR CHILDREN
MEMBERSHIPS

6

SPORTING
CHAMPIONS

1

CARE EXPERIENCED
MEMBERSHIPS



everyone **ACTIVE**

9. Environmental & Energy Performance – Quarter 2 Insight

Bromsgrove Sports & Leisure Centre has continued to actively manage its energy performance throughout Q2 2025/26 (October–December), with a clear focus on sustainability and responsible operational management. A year-on-year comparison against the same period in 2024 provides valuable insight into how operational factors and external conditions have influenced energy consumption and associated carbon emissions.

Electricity Consumption & Emissions

Overall Performance

Electricity Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
October	58,796.10 kWh	October	59,806.90 kWh	-1,037.80 kWh
November	57,027.90 kWh	November	61,749.50 kWh	-4,721.60 kWh
December	58,453.90 kWh	December	61,575.00 kWh	-3,121.1 kWh

Site carbon emissions because of electricity:

Month 2024	Emissions (Kg Co2)	Month 2025	Emissions (Kg Co2)	Total Difference
October	13,699.49 KG	October	13,935.01 KG	-235.52 KG
November	13,287.50 KG	November	14,387.63 KG	-1,100.13 KG
December	13,619.76 KG	December	14,346.98 KG	-727.22 KG

Electricity consumption during Q2 2025/26 shows a modest increase across all three months when compared to the same period in the previous year. This increase is most pronounced in November and December, with October remaining broadly comparable year on year.

Correspondingly, electricity-related carbon emissions also rose in line with increased consumption. The scale of these increases remains relatively moderate and is likely reflective of operational demand, such as changes in occupancy levels, activity programming, or extended operational hours, rather than a deterioration in energy efficiency. Importantly, no abnormal spikes were identified, indicating that electricity usage remains broadly stable and well managed within the context of site operations.

Gas Consumption & Emissions

Overall Performance

Gas Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
October	116,854.79 kWh	October	164,306.95 kWh	-47,452.16 kWh
November	147,668.06 kWh	November	212,803.65 kWh	-65,135.59 kWh
December	154,437.04 kWh	December	233,144.10 kWh	-78,707.06 kWh

Site carbon emissions because of natural gas:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
October	21,501.28 KG	October	30,232.48 KG	-8,731.2 KG
November	27,170.92 KG	November	39,155.87 KG	-11,984.95 KG
December	28,416.42 KG	December	42,898.51 KG	-14,482.08 KG

Gas consumption shows a more significant year-on-year increase across the quarter, with notable uplifts in October, November, and December 2025 compared with the same months in 2024. As expected, carbon emissions associated with natural gas usage follow the same upward trend.

This pattern is strongly influenced by boiler-related works undertaken during the previous year, which have altered the site’s heating baseline. As a result, direct comparisons with the previous year should be interpreted with caution. The increased gas consumption reflects a combination of revised system operation, heating demand across colder months, and the need to maintain internal comfort conditions within a large, high-use leisure environment.

Summary

- Electricity consumption and emissions increased modestly year on year, likely driven by operational factors rather than inefficiency.
- Gas consumption and associated emissions rose more substantially, primarily reflecting the impact of boiler works and changes to heating system operation rather than colder weather.

Agenda Item 8

- Weather conditions during Q2 2025/26 were generally mild, suggesting limited climatic influence on increased energy demand.
 - Overall, the site continues to demonstrate a proactive approach to energy management, with clear understanding of the factors influencing consumption trends.
-



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Bromsgrove Contract

Quarterly Performance Monitoring Report

Q4 | January '25 – March '25

Everyone Active working in partnership
with Bromsgrove District Council

Voted No 1



Bromsgrove
District Council
www.bromsgrove.gov.uk

everyone
ACTIVE

Accreditations & Partners



1. Introduction

As we close out the fourth quarter of the 2024–25 reporting year, Bromsgrove Sports and Leisure Centre is proud to reflect on a period marked by meaningful progress, community engagement, and operational excellence. Q4 has been a testament to the resilience, adaptability, and dedication of our team, as well as the continued trust and enthusiasm of our members.

From the outset of the year, we welcomed new talent and leadership across both site and regional levels, strengthening our operational capabilities and setting the tone for a dynamic and forward-thinking quarter. The successful mobilisation of the Sheffield contract, supported by key team members, showcased our ability to deliver high-impact results while fostering professional development opportunities for staff.

Training compliance remained a strong focus, with Bromsgrove outperforming regional benchmarks in company induction completion and making steady progress in other key areas. This commitment to continuous learning and development ensures that our team remains equipped to deliver exceptional service and uphold the highest standards.

Our digital presence flourished this quarter, with social media engagement reaching new heights. Over 153,000 views and 32,000 new users on Facebook alone reflect the strength of our online community and the effectiveness of our outreach strategies. Complementing this, our customer feedback survey saw a significant increase in participation, with 208 responses—up from 150 in Q3. Satisfaction levels remained high, with 96.2% of visits rated satisfactory or better, and customer service receiving an 87.5% approval rating.

We listened closely to member feedback and responded with tangible improvements. The introduction of “You Said, We Did!” boards enhanced transparency and communication, contributing to increased survey engagement and positive sentiment. Cleanliness, a key area of concern in previous quarters, saw marked improvement thanks to revised protocols and stronger team accountability—reflected in a 6.1% increase in satisfaction.

Operationally, we maintained a strong safety record, with zero RIDDOR reportable events and a significant reduction in accident rates. Our health and safety checks, while slightly below target, still demonstrated a robust commitment to compliance and continuous improvement.

Membership trends, while reflecting broader economic pressures, remained encouraging. EA card uptake grew by 6,702 year-on-year, and gym membership held steady with only a modest decline. Our swim lesson program, despite a slight dip in occupancy, continues to be a cornerstone of our family-friendly offerings.

Our health and wellbeing initiatives continued to thrive, with notable growth in targeted membership categories such as Cared For, Parkinson's, and Carer memberships. The Physical Activity Voucher Scheme and GP Referral Program both saw increased uptake, reinforcing our role as a vital partner in community health.

Environmental sustainability remained a key priority, with significant reductions in electricity and gas consumption leading to impressive carbon savings. The completion of solar panel installation positions us for even greater energy efficiency in the quarters ahead.

Finally, the Social Value Calculator results speak volumes about our broader impact. With a total social value of £452,515 generated in Q4 alone, and a top-quartile performance in value per person, Bromsgrove Sports and Leisure Centre continues to deliver exceptional return on investment for the community.

As we look ahead to Q1 and beyond, we remain committed to innovation, inclusivity, and excellence. With a strong foundation in place and a clear strategic vision, we are excited to build on this momentum and continue making a positive difference in the lives of our members and the wider community.

2. Colleague Changes and Training

We had a fantastic start to the year with several exciting additions and developments across the team.

At a site level, we welcomed **Diego Worrall** and **Melissa Hasker** in January as Duty Manager and Team Leader respectively. Both hit the ground running and made a great impact in their short time with us. Although we are saddened by Diego passing in March, we're pleased to have welcomed **Manuel**, who joins us from Studley and is currently undergoing his site training with excellent progress so far.

We've also seen some key regional appointments that will support the growth and efficiency of our operation:

- **Matt Munford** and **Scott Barnes** have joined as Regional Contract Maintenance Managers, taking over from Stephen Rousell.
- **Theresa England** has come onboard as our new Group Food and Beverage Manager, bringing a wealth of knowledge and experience to the team.
- **Brendan McCabe** has stepped into the role of Regional Sales and Business Manager, succeeding JJ Erasmus. Brendan is already making strong connections and driving engagement across all sites.

A particular highlight this quarter was the **Sheffield contract mobilisation**, where several of our colleagues played a key role in supporting the successful launch. **Reece** and **Diego** were instrumental in both Health & Safety setup and providing colleague support. **Phoebe** contributed significantly in setting up Swim Lessons, and we were delighted to see two of our lifeguards take part in a two-week support placement. This was a fantastic development opportunity and a valuable experience for everyone involved.

Training Progress

We continue to perform strongly against regional benchmarks when it comes to training compliance:

- **Company Induction:**
 - Bromsgrove: 94% Completed (vs. 89.98% West Region Average)
 - Only 1% in progress and just 5% not yet started – showing a strong start for new team members.
- **Annual Refresher:**
 - Bromsgrove: 72% Completed (vs. 75% West)
 - Slightly behind the regional average, but with a clear plan in place to close this gap in the next quarter.
- **Cleaning Induction:**
 - Bromsgrove: 73% Completed (vs. 77% West)
 - Good progress overall, and we're continuing to push completions to meet or exceed the regional average.

We're incredibly proud of how the team has embraced change, stepped up to new challenges, and supported the wider region. With a focus on continued development and training, we're confident that our team will only grow stronger in the months ahead.

3. Customer feedback and Social Media Content and Marketing

3a. social media and Marketing

Bromsgrove Sport and Leisure Centre has remained highly engaged with our community across social media platforms, further strengthening our digital presence. Our Facebook platform performed exceptionally well this quarter, generating over 153,000 views, reaching 32,000 new users, and driving 2,300 link clicks through our posts.

3b. Customer feedback survey!

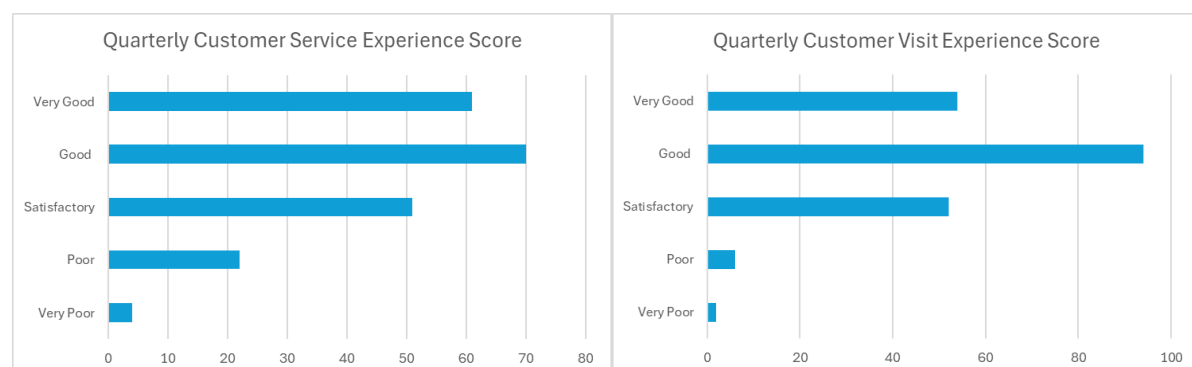
During this quarter, we experienced a notably strong level in participation in our monthly feedback survey. The survey is sent to all visitors who engaged in activities at the centre during that month.

Survey Participation:

- Total surveys completed: **208 for Q4**
- This marks that member are willing to show more engagement compared to previous years, the quarter engagement against Q3- where only 150 surveys were completed.

Satisfaction Ratings:

- **Overall Satisfaction: 96.2%** of visits were rated as satisfactory or greater.
- **Customer Service Experience: 87.5%** of respondents expressed satisfaction with the customer service they received during their visit.
- **Overall Service Score: 6.94 out of 10**, which is an increase of 0.07 points per survey completion.



Customer feedback remains a vital tool in enhancing the experience at Bromsgrove Sports and Leisure Centre. This quarter, feedback was collected through our customer service system and monthly surveys, highlighting key areas of praise and opportunities for improvement.

Positive Feedback Highlights:

- Many members continue to express appreciation for the **friendly and welcoming atmosphere** at Bromsgrove Leisure Centre. Specific praise was given to group fitness instructors, social aspects of the gym, and individual staff members such as Karin, the duty manager.
- Members value the **range of fitness classes**, particularly Pilates, Aqua classes, and virtual spin sessions. The social benefits of these classes are frequently cited as a reason for retention.
- The **booking system** received positive mentions for ease of use (noting improvements over previous versions).
- A number of users noted **overall satisfaction** with their visits and facilities used, particularly the **gym and group sessions**.

Areas for Consideration:

Cleanliness and Hygiene

A recurring and consistent theme throughout the feedback was concern over cleanliness. Specific mentions include:

- **Changing rooms, showers, and toilets:** Numerous reports of visible dirt, lack of soap and paper products.

Booking and Systems

- Complaints about **penalties for missed bookings**, especially when sessions still had availability.
- Requests for improved system usability for non-smartphone users.

Programming and Accessibility

- Suggestions for broader availability of popular classes, earlier/later pool and gym hours, and more variety (e.g., step, bums and tums).

Car Park-Related Feedback

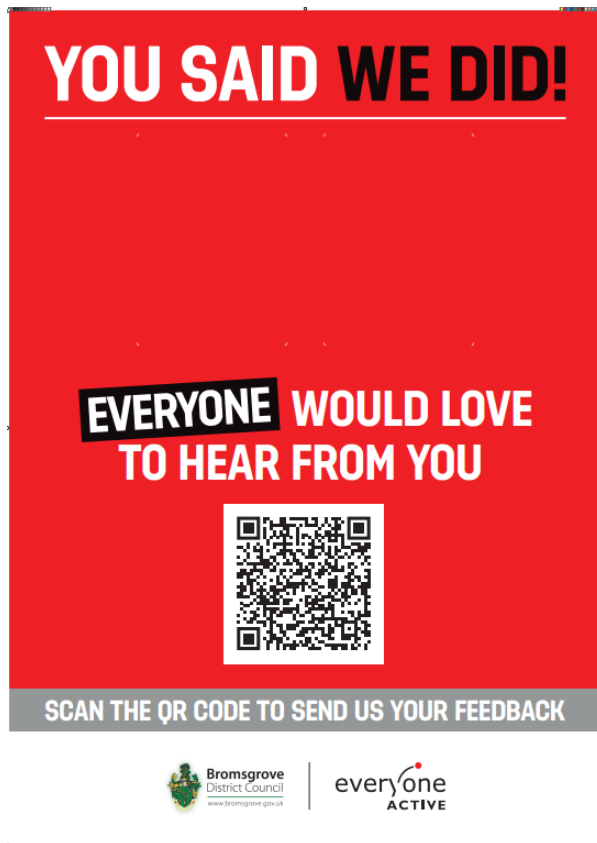
A total of **12 distinct comments** specifically addressed **car parking**, with key concerns being:

- The **cost of parking**, with strong member sentiment that it should be **free or discounted** for paying members.
- Frustration around previous free parking being removed, which some members cited as a reason for leaving the centre.

The overwhelmingly positive feedback is a testament to the dedication of our staff and the quality of service provided. We will continue to listen to our members and enhance their experience at Bromsgrove Sports and Leisure Centre.

3c. YOU SAID! WE DID!

Based on member feedback suggesting the need for improved communication following survey completion, we have taken steps to enhance transparency and engagement. We implement two new "You Said, We Did!" boards for the centre. These seem to have been well received and as a result, seeing an increase in both positive feedback and survey completions during the quarter.

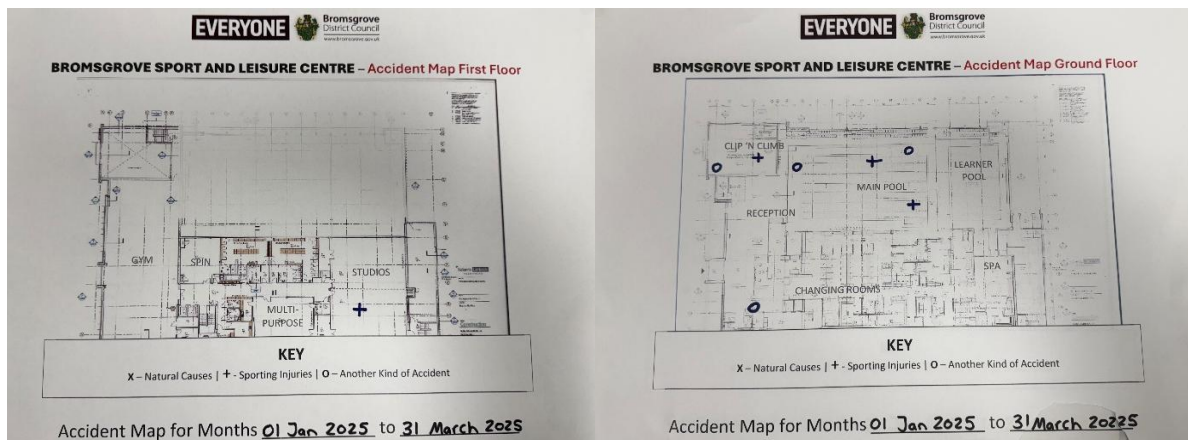


4. Accidents and Incidents Report

In the recent quarter, Bromsgrove Sports & Leisure Centre recorded **14 accidents**, a slight increase from the previous quarter. This includes **12 customer accidents** and **2 minor colleague accidents**.

When measured per **10,000 visits**, the accident rate stands at **1.18**, down from **3.41** in Q3. This represents a decrease in nearly 50% compared to Q3. This suggests that the centre's risk management strategies remain effective in ensuring a safe environment for visitors and staff. For April 2024-March 2025 this provides an average of **1.90** accidents per **10,000 visits** compared to the group average of **1.83** for the same period.

Ongoing monitoring of safety metrics will continue to support further improvements and maintain high safety standards.



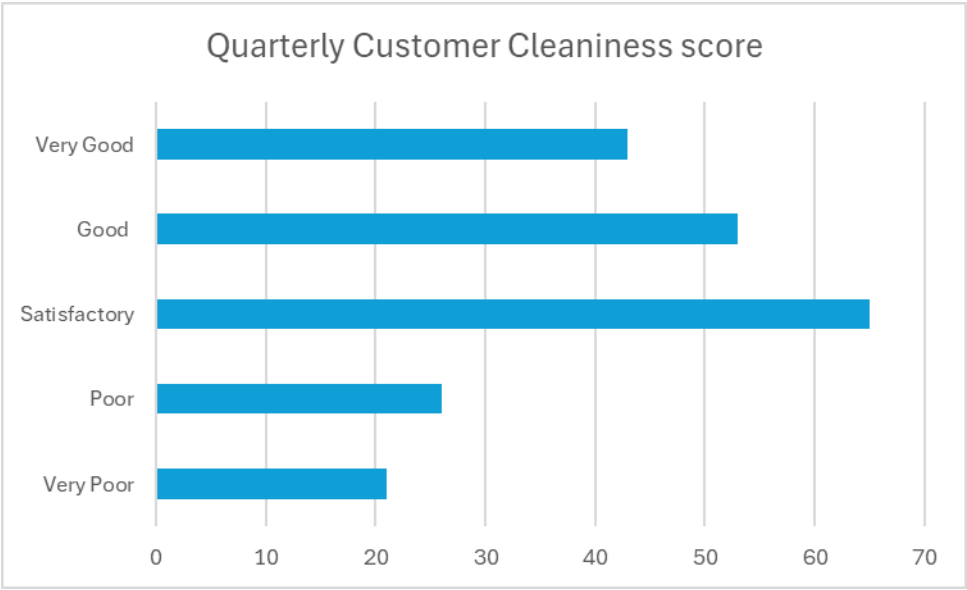
5. Cleaning Summary & Operations

Maintaining high standards of cleanliness remains a fundamental priority for us, directly contributing to both member satisfaction and the overall quality of the facility environment. We are pleased to report a notable improvement in member feedback regarding cleanliness during Q4.

Survey results show that 77.4% of members who responded expressed satisfaction with the cleanliness of the centre—an increase from 71.3% in Q3. This positive trend reflects the tangible impact of recent operational enhancements, including the review and rollout of updated cleaning checklists.

Furthermore, daily completion rates for cleaning tasks reached 81%, demonstrating strong engagement and accountability from our team. This consistent execution of cleaning duties has contributed to visibly improved hygiene standards across all areas of the centre.

We are confident that the combination of revised cleaning protocols and sustained team performance has played a key role in driving this improvement. Continued monitoring and process refinement will remain central to maintaining and building upon these standards in future quarters.



Throughout the fourth quarter, we sustained a strong focus on operational health and safety, successfully completing 94.45% of our scheduled safety checks. While this represents a slight decline from the previous quarter and falls below the group average of 98.46% and the company’s target of 100%, it nevertheless demonstrates our continued commitment to maintaining a safe and compliant environment for all employees and facility users.

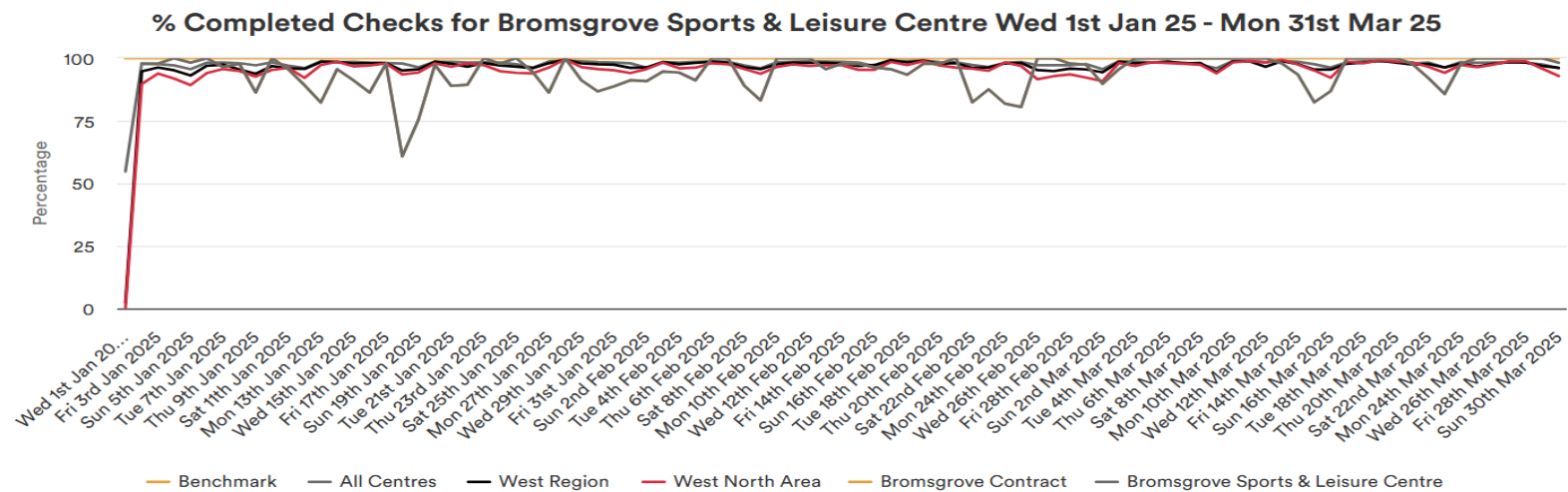
Despite the minor dip in completion rate, our team remained diligent in upholding robust health and safety practices. We continued to apply consistent monitoring processes and enforce compliance with internal and statutory safety standards. These efforts are critical in proactively identifying risks, ensuring regulatory compliance, and improving the overall effectiveness of our safety management system.

The dashboard below provides a visual summary of our Q4 performance, benchmarked against the company standard, the group-wide average, and the regional performance metrics of Bromsgrove Sport and Leisure Centre. This comparative insight allows us to identify performance gaps and target areas for focused improvement.

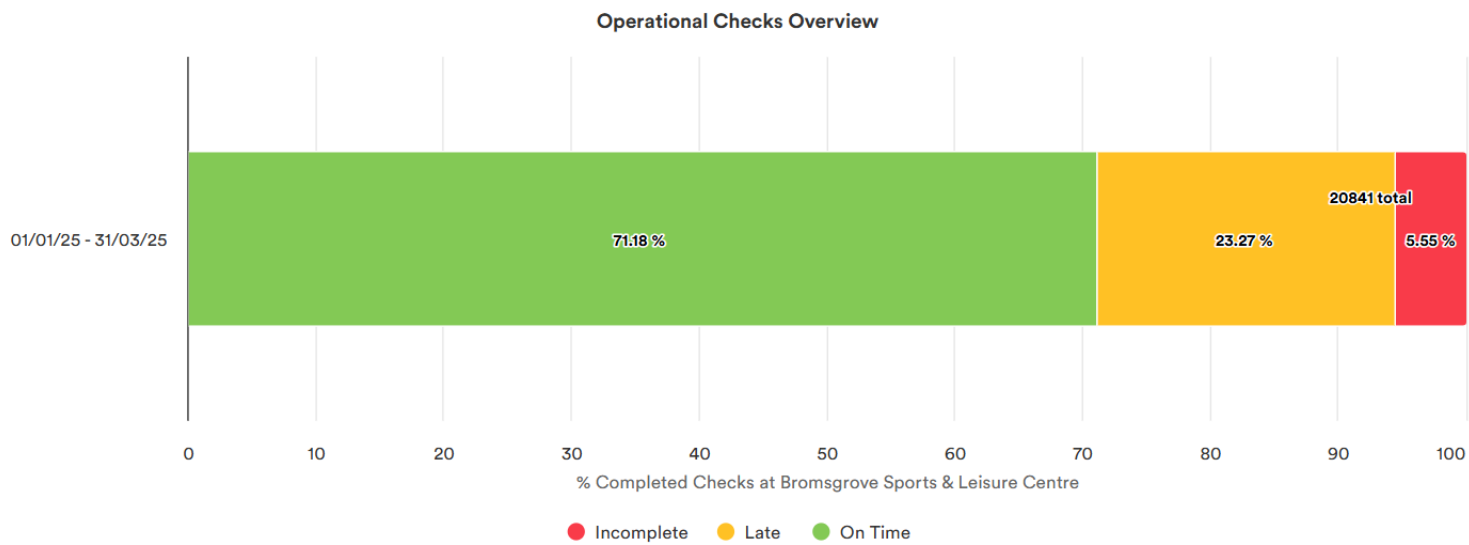
In addition, we have included a comprehensive table outlining our Health & Safety Objectives, Targets, and Results for the 2024/25 reporting period. This is accompanied by details of our monitoring framework, which supports transparency, continuous improvement, and accountability across our safety operations.

We remain committed to achieving full compliance with all scheduled safety checks and continuously improving our health and safety culture across the site.

Operational Checks Benchmarks



Operational Checks Overview



					BROMSGROVE SPORT AND LEISURE CENTRE					
	HEALTH & SAFETY OBJECTIVES, TARGETS & RESULTS				2024-2025					
	Objectives	Source of Data	Target	Previous Year Results	Performance - Current year to date				Year Performance Results	Actions for improvement added to QAP
					Q1	Q2	Q3	Q4		
1	To meet legislative requirements	External complaints, enforcing authorities notices and prosecutions	No Health & Safety breaches or prosecutions	N/A	N/A	N/A	N/A	N/A	N/A	
Page 135	To minimise, reduce and eliminate colleague accidents and injuries	Accident reports EQMS	Reduce percentage of colleague accidents # of accidents (Divided by) # of colleagues x100	2.80%	0.00%	0.93%	1.86%	0.70%	0.87%	
	To minimise total number of customer accidents per 10,000 visits	Accident reports EQMS	Reduce number of customer accidents per 10,000 visits	1.59 Average for Apr 2023 - Apr 2024	1.46 Average for Apr 2024 - Jun 2024	1.37 Average for Jul 2024 - Sep 2024	3.41 Average for Oct 2024 - Dec 2024	1.37 Average for Jan 2025 - March 2025	1.90 Average for Apr 2024 - March 2025	
	4. EQMS Operational checks Compliance	EQMS Performance Dashboard	100%	95.81%	97.72%	97.21%	97.22%	94.45%	96.65%	
5.	H&S Systems Performance Statutory Compliance	Performance Review Reports	100%	100%	100%	100%	100%	100%	100%	
6.	PL/EL Compensation Claims	Broker & Insurer/ RHSQM	Increase % of repudiated Claims	N/A	N/A	N/A	N/A	N/A	N/A	
7	Statutory Inspections & Servicing	Contractors	100% compliance	100%	100%	100%	100%	100%	100%	

6. Membership and Utilisation

In the fourth quarter, Bromsgrove Sport and Leisure Centre continued to demonstrate a strong community presence and commitment to member experience, despite the broader economic headwinds impacting leisure sector trends nationally. While certain metrics reflect minor year-on-year declines, we have seen notable growth in overall membership engagement and card uptake—clear indicators of our team’s ongoing success in member acquisition, retention, and service delivery.

Looking forward, our focus remains on maximising value and flexibility for members through our YOU+, YOU+ ULTIMATE, and MOVE+ membership offerings, alongside tailored concessions to ensure accessibility for all.

Year-on-Year Membership & Utilisation Trends

Category	Q4 Total	Same Quarter Previous Year	Difference
Total Visits (inc. EA cards & non-card holders)	102,739	109,566	-6,827
EA Cards Added	1,951	1,862	+89
Total EA Cards to Date	79,904	73,202	+6,702
Gym Members	2,749	2,838	-89
Children in Swimming Lessons	1,242	1,357	-115
Swim Lesson Occupancy	73%	83%	-10%
RIDDOR Reportable Events	0	0	0

Key Insights

- Continued Growth in EA Card Membership**
 - An impressive **6,702 increase** in EA Cards year-on-year reinforces the sustained value that the centre provides to the community.
 - With **1,951 cards added this quarter**, up by 89 from last year, we continue to attract new members at a steady and encouraging pace.
- Slight Decline in Total Visits, Still Strong Engagement**
 - Total visits decreased by 6.2% year-on-year, mirroring ongoing economic pressures.
 - Despite this, our community remains engaged, and the introduction of new membership tiers is expected to stimulate visit frequency into Q1.
- Gym Membership Stability**
 - With **2,749 members**, the gym saw a modest decline of just 89 members from the previous year—a testament to strong retention strategies and member loyalty during challenging times.
- Swimming Lessons Maintain Core Strength**
 - While children’s enrolment in swim lessons dipped slightly, occupancy remains healthy at **73%**, especially considering the previous quarter's price increase.

5. Safety and Operational Excellence Maintained

- For another consecutive quarter, we recorded **zero RIDDOR reportable events**, highlighting the ongoing dedication to health, safety, and operational standards across the centre.

Strategic Focus Moving Forward

As we close Q4, our efforts remain firmly set on strengthening our value proposition for all members. The rollout of our enhanced membership options—**YOU+**, **YOU+ ULTIMATE**, and **MOVE+**—is already driving increased interest and delivering greater wellness support, digital access, and service variety.

7. Maintenance programme

2024/25 PPM schedule.

Item	Contractor	Frequency	A	M	J	J	A	S	O	N	D	J	F	M
Legionella Risk Assessment	Kingfisher	3 yearly (March18)												
Microbiological	WCS	Monthly	GM	C	C	C	C	C	C	C	C	B	B	B
Microbiological Actions	WCS	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Calorifier Inspection	WCS	Yearly								C				
CWS Tank Inspection	WCS	Yearly					C							
Monthly Temperature Monitoring	WCS	Monthly	C	C	C	C	C	C	C	C	x	x	x	x
Fixed Wire (Dry)	HMC	3 yearly (March18)							N/A					
Fixed Wire (Wet)	HMC	Yearly							C					
Emergency Light Drain Down	HMC	Yearly							C					
Fire Alarm Service	Ace	6 Monthly			GM				C					
Intruder Service	Ace	Yearly								C				
CCTV Service	Ace	Yearly								C				
Fire Extinguishers Service	Ace	Yearly		GM										
Inflatable PIPA (Dry and Pool)	Airspace	Yearly					N/A							
Lift Servicing	Tkelevator	Yearly	GM									x		
Pool Hoist service	Arjo	yearly	N/A											
LOLER Cert	Allianz	6 monthly						C					x	
Automatic Doors	Bolton Gate	annual								C				
Sports Kit	Sport & Play	Yearly	GM											
Climbing Wall	360 Rope	Yearly					GM							
Climbing Wall Tru-Blue	Entre-Prise	Yearly						GM						
Studio Wall	Accordial	6 monthly								B				
Pool & Plant	JAK & WCS	6 Monthly				GM						x		
Watt Bike	Watt Bike	Yearly				GM								
Kaiser Bikes	Kaiser	Yearly						C						
Pest Control	Rentakil	N/A												
Sauna Plant	Jansons	N/A												
Boiler Service / Gas Cert	Ignis	Yearly							GM					
AHU & Air Con	Ignis	6 Monthly					GM						x	
PAT Testing/ fixed	HMC	Yearly							C					
Bund Test & Calibrate Tester	Sterling	Yearly					GM							
Moveable Floor Service	Inducon	Yearly					GM							
BMS	BRP services	6 Monthly		C					C					
TMV's	WCS	Yearly								C				
Pool Alarms	ACE	Yearly							GM					
Window Cleaning	Midland Window	Quarterly												
Technogym	Technogym	Yearly								C				
Pool Cover	Forge Leisure	Yearly				C								
Lightning protection	HMC	annual						GM						
Pressure Test	Allianze	annual												
Pool View	Poolview	6 month								C			x	
Water Fountains	Logic	annual						GM						
Pool Floor	Inducon	Annual												
Health Suite	JAK	Annual		C										

X	Due
B	Booked
C	Completed
GM	Paperwork in folder
	No action required

As part of our long-term strategy, all PPM schedules will be inputted to our EQMS-FM system. This will allow us to have everything all in one place, allowing better management of future maintenance and service planning across the business.

Please see appendix 2: Reactive maintenance log.

8. Activity and Wellbeing Development

This quarter, we hosted a successful Menopause Evening event in partnership with Bromsgrove PCN. The event aimed to raise awareness and provide support around menopause-related health, fostering open conversation and community engagement.

We continued our commitment to supporting young people and individuals with additional needs through meaningful work experience opportunities. Two students from Heart of Worcestershire College completed placements with us, with one of them subsequently being offered casual employment. In addition, we collaborated with Mencap Worcestershire to help a service user gain valuable work experience, reinforcing our inclusive approach to employment support.

We are pleased to report that we have been shortlisted for employment opportunity awards by two separate groups. The outcomes of these nominations are expected to be announced in Q1, and we remain optimistic about the recognition of our efforts in this area.

Operationally, we made a strategic adjustment to our activity schedule. Disco climb sessions have been suspended, and in their place, we have introduced an adult-only climbing session, better suited to the longer daylight hours of the season.

As we transition into Q1, we will begin our Development Plan and strategic goals for 2025/26, ensuring continued growth and community impact.

BROMSGROVE HWB MEMBERSHIPS Q4 24/25

46

PARKINSON'S
MEMBERSHIPS

82

PA VOUCHER
SCHEME

40

CARERS

3

CARED FOR CHILDREN
MEMBERSHIPS

1

CARE EXPERIENCED
MEMBERSHIPS



everyone **ACTIVE**

Agenda Item 8

Q4 has delivered another highly positive quarter for our health and wellbeing initiatives, continuing the upward trend established earlier in the year. Health and Wellbeing memberships have shown further growth compared to Q3, underlining the ongoing success of our efforts to promote accessible and inclusive wellbeing services within the community. This sustained momentum speaks to the effectiveness of both our outreach and retention strategies, as well as the broader impact of our community health partnerships.

The **Physical Activity Voucher Scheme** has continued to thrive, recording a **further 46% increase in distributed vouchers** compared to Q3's already impressive 107% growth. This cumulative progress illustrates a strong and growing appetite for physical activity opportunities and highlights how our targeted distribution and promotional efforts are successfully driving participation among key groups.

Our **GP Referral Scheme** has gained further traction in Q4, with a steady rise in regular referrals and a marked increase in participant retention. This growth is a clear indicator that the program is embedding well within local healthcare pathways, offering individuals guided support as they begin or continue their wellbeing journeys.

In terms of specific membership categories:

- **Cared For Memberships**, which had plateaued in Q3, have shown a renewed **15% uplift in Q4**, suggesting that refreshed promotional efforts and direct outreach have begun to re-engage this important demographic.
- **Free Parkinson's Memberships** have maintained strong performance with a **12% increase over Q3**, continuing to build on previous successes and ensuring that individuals with Parkinson's disease have access to supportive facilities.
- **Free Carer Memberships** also saw positive movement, with an **8% growth on Q3 figures**, reflecting our sustained commitment to recognising and supporting unpaid carers across the district.

Overall, Q4 has been a period of consolidation and continued growth, with nearly all key indicators showing upward trends. These results underscore the real community impact of our wellbeing programs and point to a strong foundation for further expansion and innovation in the year ahead.

Social Value (Full report attached)

The latest Social Value Calculator (SVC) results confirm that Bromsgrove Sports and Leisure Centre continues to be a major contributor to the social, health, and economic wellbeing of the community. In Q4 2024–25 alone, the centre generated a **total social value of £452,515**, representing a **+0.77% year-on-year growth** compared to the same period last year.

Key Highlights

Total Social Value: £452,515

- **Participants generating social value:** 4,937 individuals
- **Average value per person:** £92
- **Value per site:** £452,515 (one-site contract)

Positive Trends

- **Month-on-month growth (March 2025 vs March 2024):** +3.25%
- **High activity levels maintained:** 52% of users classified as "active" (150+ minutes/week), up from 41% last year
- **Social value per person index score:** 95 – **top quartile performance** within the sector

Breakdown of Social Value Contributions

Area of Impact	Social Value Contribution
Subjective Wellbeing	£246,765
Physical & Mental Health	£90,508
Social & Community Dev.	£112,620
Individual Development	£2,621

- **Wellbeing uplift** shows the strongest impact, highlighting the Centre's role in enhancing quality of life and happiness.
- **Health outcomes** include significant reductions in risk of chronic illnesses, GP visits, and depression.
- **Community development** is supported through reduced crime risk and enhanced social cohesion.

Performance Benchmarking

- **Social Value per Site:** Index Score = 88
- **Social Value per Person:** Index Score = 95 (Top quartile)
- **Year-on-Year Growth:** +0.77% overall, with a site-specific increase of +1%

Bromsgrove Sports and Leisure Centre is not only generating strong total figures but is **outperforming national benchmarks** in key indicators, especially **value per person**.

Demographic & Participation Insights

- **4,861 members** and **76 casual users** contributed to social value.
- **2,273 active** and **2,664 fairly active** individuals (based on WHO guidelines).
- Social value is evenly spread across demographics, supporting equitable access and community-wide benefits.

The Q4 2024–25 Social Value results affirm the **vital role of Bromsgrove Sports and Leisure Centre** in improving the health, wellbeing, and social cohesion of the district. With sustained year-on-year growth and sector-leading impact per user, the Centre represents a **high-return investment** for Bromsgrove District Council in terms of public value creation.

9. Environmental and Energy

Bromsgrove Sports & Leisure Centre has continued to make excellent strides in environmental performance throughout Q4, demonstrating an ongoing commitment to sustainability and energy efficiency.

Electricity consumption in Q4 has seen a net reduction of 3,039.80 kWh compared to the same period last year. January and February recorded particularly strong results, with reductions of 4,365.30 kWh and 2,292.10 kWh respectively. While March saw a slight increase of 3,617.60 kWh, the overall quarterly

decrease remains a positive achievement. This consistent reduction reflects the centre's success in adopting more energy-efficient practices and technologies.

These efforts have translated directly into carbon savings. Electricity-related carbon emissions dropped by 708.27 kg CO₂ across the quarter, with significant reductions in January (-1,017.11 kg) and February (-534.06 kg). These figures reaffirm the positive environmental impact of the centre's focused energy strategy.

Gas consumption also demonstrated a positive trend. Despite slight increases in February and March, the dramatic reduction in January means Q4 ended with a total net decrease of 68,259.23 kWh in gas usage compared to the same quarter last year. This has led to a net carbon saving of 12,559.70 kg CO₂, with January alone accounting for a reduction of 15,596.60 kg CO₂. These savings highlight both the effectiveness of operational adjustments and the benefits of ongoing investment in smarter heating controls and infrastructure efficiency.

These results are a clear indicator of the centre's robust environmental strategy. With consistent reductions across electricity and gas consumption, and corresponding decreases in carbon emissions, Bromsgrove Sports & Leisure Centre is setting a strong example in sustainable facility management.

Looking ahead, the centre remains committed to continuous improvement through enhanced monitoring, behavioural initiatives, and investment in energy-efficient technologies—all in support of a greener, lower-carbon future. This will only be supported by the now completed installation of solar panels at the centre.

UTILITY CONSUMPTION REPORT FOR Q4 2024/2025

Electricity Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
January	62,076.80	January	57,711.50	-4,365.30
February	56,455.20	February	54,163.10	-2,292.10
March	60,526.30	March	64,143.90	3,617.60

Site carbon emissions because of electricity:

Month 2024	Emissions (Kg Co2)	Month 2025	Emissions (Kg Co2)	Total Difference
January	14,463.89	January	13,446.78	-1,017.11
February	13,154.06	February	12,620.00	-534.06
March	14,102.63	March	14,945.53	842.90

Gas Consumption Comparison:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
January	212,708.39	January	127,944.26	-84,764.13
February	163,591.68	February	168,985.55	5,393.87
March	167,317.85	March	178,428.88	11,111.03

Site carbon emissions because of natural gas:

Month 2024	Consumption (kWh)	Month 2025	Consumption (kWh)	Total Difference
January	39,138.34	January	23,541.74	-15,596.60
February	30,100.87	February	31,093.34	992.47
March	30,786.48	March	32,830.91	2,044.43

APPENDICES

Appendix 1: Year on year membership and utilisation data

Category	Quarter Total	Same Quarter Previous Year	Difference
Total no. of visits including EA cards and non-card holders	102739	109566	-6,827
EA Cards added in this period	1951	1862	89
Total EA Cards to date	79904	73202	6,702
No. of Gym members	2749	2838	-89
Swimming Lessons – children enrolled on scheme	1242	1357	-115
Swim Lesson Occupancy	73%	83%	-10%
RIDDOR Reportable Events	0	0	0

Appendix 2: Reactive Maintenance Log

Maintenance Log - Bromsgrove					
	Date	Area	Description of Defect	risk	Current progress.
1	17/05/2024	Expension vessel		high	Work completed 3rd June 2024
2	17/06/2024	Reception Air-con units		low	Repairs completed for 28th August 2024
3	11/06/2024	boiler failure		high	Replacements completed 9th August 2024
4		Hygiene shower TMVs		high	Work completed 30th July 2024
5	26/06/2024	Learner pool AHU 2 heating valve		medium	Work completed 5th July 2024
6		Changing places bed		medium	Work completed 24/02/2025
7	02/07/2024	Main Pool Shutter		medium	Work completed 5th August 2024
8	15/07/2024	UV pipe work leak		medium	work booked with JAK
9	30/07/2024	Female spa change tiles		low	Work completed 14/02/2025
10	30/07/2024	various tiles cracking		low	Alan Hutchins reported to Julie
11	Feb-23	Poolside void		high	ongoing
12	Feb-23	outdoor disabled ramp		high	ongoing
13	05/09/2024	BMS outstation	replacement of 1 x Building Energy Management System (BEMS) Outstation	medium	work completed 24/10/2024
14	30/09/2024	Lightning protection	remedials to system	medium	work completed 7/11/2024
15	30/09/2024	Health suite - Aroma room	defects	medium	work completed 18/12/2024
16	03/01/2025	Main Pool AHU frost coil replacement.	pump and line replacements	medium	work completed 18/12/2024
17	19/02/2025	Main Pool AHU extract inverter replacement	replacement	high	Work completed 08/02/2025
18	05/02/2025	relocation of the top up water tank from above AHU4 in upper plantroom	Inverter tripping continuously design fault with water storage tank suspended above AHU4	High medium	Work booked with BRP for 14/03/2025 Works order with MI and due to be completed 6th & 7th March 2025

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Health Overview and Scrutiny Committee Urgent and Emergency Care (UEC) and Patient Flow Update Meeting Date: 17 June 2026

The Health Overview and Scrutiny Committee received an update from NHS partners on the performance of Worcestershire's Urgent and Emergency Care (UEC) system and patient flow arrangements during the winter period (October 2025 to March 2026).

The report focused on:

- how effectively patients move through hospitals and community services, helping to reduce delays, improve patient experience, and relieve pressure on emergency departments and ambulance services.
- Members were advised that the health and care system continues to experience significant demand, particularly within emergency departments and acute hospital services.
- However, a range of improvement programmes involving the NHS, local authorities, community services and ambulance providers have contributed to better patient flow and discharge arrangements. These initiatives include expanded Same Day Emergency Care (SDEC) services, improved discharge planning, greater use of virtual wards, enhanced community support, and stronger coordination between hospital and social care teams.
- Reducing unnecessary hospital admissions remains a major priority. Efforts are being made to ensure patients receive treatment in the most appropriate setting, including primary care, community services and home-based care where clinically appropriate. Improved access to same-day services and integrated care pathways are helping to prevent avoidable admissions and reduce pressure on hospital beds.
- A key focus of the report was the importance of timely discharge from hospital. Delayed discharges can contribute to overcrowding in emergency departments and increased ambulance handover delays.
- NHS partners reported ongoing work to improve discharge processes, including earlier discharge planning, weekend discharge arrangements, increased support for patients returning home, and closer collaboration with adult social care services. Previous initiatives have already demonstrated improvements in discharge rates and reductions in average hospital length of stay.
- A more integrated approach to bed management and patient flow. This will aim to ensure patients move smoothly between acute hospitals, community hospitals, rehabilitation services and home-based care, enabling resources to be used more efficiently and reducing delays across the system.

Key Messages

- Continued high demand on urgent and emergency care services.
- Improved patient flow remains critical to reducing hospital and ambulance delays.
- Greater use of Same Day Emergency Care, virtual wards and community services is helping avoid unnecessary admissions.
- Ongoing work is improving hospital discharge processes and reducing length of stay.
- Better integration between NHS organisations and social care is supporting more efficient use of beds and resources.
- Further improvement is required to ensure resilience during future winter pressures.

This report demonstrated that while Worcestershire's health and care system has made measurable progress in managing patient flow and urgent care pressures, sustained partnership working and continued service transformation will be essential to meet growing healthcare demand in the years ahead.

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Overview and Scrutiny Board 2026

21st July

Finance and Budget Working Group

Relevant Portfolio Holder	Councillor S.T. Nock
Portfolio Holder Consulted	No
Relevant Head of Service	Claire Felton, Assistant Director of Legal, Democratic and Procurement Services
Report Author: Jane Oyenuga	Job Title: Trainee Democratic Services Officer Contact email: jane.oyenuga@bromsgroveandredditch.gov.uk
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Council Priorities	Sustainability
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS

The Overview and Scrutiny Board is asked to:-

- a) Appoint a Chairman of the Finance and Budget Scrutiny Working Group for the municipal year 2026/27;
- b) Agree the Membership of the Finance and Budget Scrutiny Working Group for the municipal year 2026/27; and
- c) Confirm the Terms of Reference of the Finance and Budget Scrutiny Working Group.

2. BACKGROUND

- 2.1 The Finance and Budget Scrutiny Working Group was set up by the Overview and Scrutiny Board to carry out detailed scrutiny of a number of Financial Reports (listed in the Terms of Reference) and to assist in scrutiny of the Council's budget setting.
- 2.2 The purpose of this report is to formalise the membership of the Group for 2026-27 and to confirm that the terms of reference (updated during the 2025-26 municipal year) remain relevant.

Overview and Scrutiny Board 2026

21st July

3. OPERATIONAL ISSUES

Chairman

- 3.1 Historically the Chairman of the Working Group has been the Chairman of the Overview and Scrutiny Board. Members are asked to consider whether they are happy with this arrangement to continue for the forthcoming municipal year. If this is not the case, then consideration needs to be given as to who to appoint as Chairman of this group.

Membership

- 3.2 It has been agreed within the terms of reference that the Working Group be composed of the Chairman of the Audit, Standards and Governance Committee and 6 Members of the Board with a quorum of 3. Working Groups are not required to be politically balanced, although it is good practice to have each political group represented.
- 3.3 Members are asked to choose the membership of the Working Group (Cabinet Members cannot be represented). It should be noted that the terms of reference for the group state that Members must be Members of the Overview and Scrutiny Board, (with the exception of the Chairman of the Audit, Standards and Governance Committee where s/he is not a member of the Board). However, the Terms of Reference for the Working Group also state “*should a vacant post remain after Members of the Overview and Scrutiny Board had been approached, Members of the Overview and Scrutiny “pool” (i.e. those who do not sit on the Scrutiny Board and are also not Cabinet Members) may be appointed to fill the vacancy.*”
- 3.4 For any Member wishing to sit on the Working Group, meetings have been scheduled for this year as per below, although there may be a need for extra meetings when the need is identified, particularly during the budget setting period. Conversely, meetings may be cancelled if there is no business to be considered on the particular date.
- 16th July 2026
 - 14th September 2026
 - 16th November 2026

Overview and Scrutiny Board 2026

21st July

- 4th January 2027
- 10th/12th February 2027
- 22nd March 2027

- 3.5 All meetings are due to start at 6.00pm and will be held remotely (on Microsoft Teams). Any meetings held on Friday will commence at 1.00pm.
- 3.6 The Chairman of the Audit, Standards and Governance Committee will be contacted about his/her membership of the Working Group in due course.
- 3.7 A Finance and Budget Working Group meeting has been proposed for 1pm on 22nd July 2026 (on the day of Cabinet), whilst awaiting confirmation of the group's membership.

Terms of Reference

- 3.7 The terms of reference are reviewed at the beginning of each municipal year since the inception of the Finance and Budget Scrutiny Working Group.
- 3.8 Members are asked to consider whether they feel that these continue to be relevant or whether there is a need for any amendments to be made. The terms of reference are not exhaustive and from time to time the Working Group have considered a number of items at the request of the Cabinet Member for Finance. It remains at the discretion of the Working Group as to whether they carry out these additional pieces of work.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications in respect of this report. Although it should be noted that there are resource implications in respect of officer time in attending and preparing for the meetings.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications relating to this report, other than those in respect of the Overview and Scrutiny function as a whole. The

Overview and Scrutiny Board 2026

21st July

Working Group is currently not constituted, but merely an arrangement set up by the Overview and Scrutiny Board to improve its work going forward in respect of scrutinising the budget and finances of the Council.

6. OTHER – IMPLICATIONS

Local Government Reorganisation Implications

- 6.1 There are no implications for Local Government Reorganisation.

Relevant Council Priority

- 6.2 The work of the Finance and Budget Scrutiny Working Group contributes towards ensuring that the Council continues to provide sustainable services to its residents.

Climate Change Implications

- 6.3 There are no climate change implications in respect of this report.

Equalities and Diversity Implications

- 6.4 There are no direct customer/equalities and diversity implications in respect of this report.

7. RISK MANAGEMENT

- 7.1 No specific risks have been identified.

8. APPENDICES and BACKGROUND PAPERS

Appendix 1 – Terms of Reference of the Finance and Budget Scrutiny Working Group (updated June 2025).

OVERVIEW & SCRUTINY BOARD **Finance & Budget Scrutiny Working Group**

Terms of Reference

This Terms of Reference shall apply from the start of the 2025/26 Municipal Year

The Finance & Budget Scrutiny Working Group has been set up by the Overview & Scrutiny Board to carry out detailed scrutiny/pre-scrutiny of a number of Financial Reports (listed below) and the setting of the Council's budget.

1. The Working Group shall comprise 7 Members, to be made up of 6 Members (who are Members of the Overview and Scrutiny Board) plus the Chairman of the Audit, Standards and Governance Committee. The quorum shall be 3. The Working Group will meet throughout the year at intervals dependent upon the reports to be considered. It is anticipated that this will be most frequent during the budget setting period.
2. Should a vacant post remain after members of the Overview and Scrutiny Board had been approached, members of the Overview and Scrutiny "pool" (i.e. those who do not sit on the Scrutiny Board and are also not Cabinet Members) may be appointed to fill the vacancy.
3. The update on the Working Group will be a standing item on the agenda of the Overview & Scrutiny Board and either a verbal or written report will be provided at each of the Board's meetings.
4. The Working Group is able to make recommendations in one of two ways (dependent on the timescales of its meetings and the reports it considers); by reporting back to the Overview & Scrutiny Board, which will then put forward its recommendations for consideration by Cabinet or directly to Cabinet/Council.
5. The work of the Working Group will be reviewed as part of the Overview & Scrutiny Board's annual report process.

The Working Group will scrutinise the following reports, which had previously been part of the Overview & Scrutiny Board's Work Programme:

- Finance Monitoring Report (on a quarterly basis)
 - Write Off of Debts Report (received annually)
6. No substitute will be permitted to sit on the Finance and Budget Working Group, other than in exceptional circumstances, such as planned absence.

Budget Scrutiny

Scrutiny of the budget will cover the following areas, although this list is not exclusive.

- Full review of the cost centres for actual spend, involving comparable figures for consecutive years.
- Assessing income levels.
- Considering the quarterly budget monitoring report.
- Reviewing the capital programme and borrowing costs.
- Commenting on the report format for budget reports to Committee.
- Considering links to the strategic purposes.
- Scrutinise business cases in respect of investment opportunities identified by the Council.
- Investigating new pressures on savings.
- Reviewing reserves and balances.
- Assessing any sources of external funding that has been received.

CABINET LEADER'S WORK PROGRAMME

30 JULY 2026 TO 30 NOVEMBER 2026

(published as at 1st July 2026)

This Work Programme gives details of items on which key decisions are likely to be taken in the coming four months by the Council's Cabinet

The Work Programme gives details of items on which key decisions are likely to be taken by the Council's Cabinet, or full Council, in the coming four months. **Key Decisions** are those executive decisions which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £200,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in an area comprising two or more wards in the district;

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided, alternatively you may write to the Head of Legal, Democratic and Property Services, Parkside, Market Street, B61 8DA or e-mail: democratic@bromsgroveandredditch.gov.uk

The Cabinet's meetings are normally held every four weeks at 6pm on Wednesday evenings at Parkside. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527 64252 ext 3031) to make sure it is going ahead as planned. If you have any queries Democratic Services Officers will be happy to advise you. The full Council meets in accordance with the Councils Calendar of Meetings. Meetings commence at 6pm.

CABINET MEMBERSHIP

Councillor K J May	Leader of the Council and Cabinet Member for Strategic Partnerships, Economic Development and Enabling
Councillor S. Baxter	Deputy Leader and Cabinet Member for Planning and Strategic Housing
Councillor S. Nock	Cabinet Member for Finance
Councillor K. Taylor	Cabinet Member for Local Government Reorganisation Worcestershire Regulatory Services and Climate Change
Councillor S. Webb	Cabinet Member for Health and Well Being, Leisure and Culture
Councillor P. Whittaker	Cabinet Member for Environmental Services and Community Safety

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Spadesbourne Homes Limited - Finance and Governance Update Report Key: Yes	Shareholders Committee 30 Jul 2026	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes Limited	Judith Willis, Director of Spadesbourne Homes Limited judith.willis@spadesbournehomes.co.uk Councillor K. J. May
Spadesbourne Homes Limited Financial Monitoring Report – Outturn 2025/26 Key: Yes	Shareholders Committee 30 Jul 2026	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor K. J. May
Spadesbourne Homes Limited - Performance Monitoring Report – Quarter 4 2025/26 Key: No	Shareholders Committee 30 Jul 2026	This report may contain exempt information that would need to be considered in private session	Report of the Director of Spadesbourne Homes Limited	Judith Willis, Director of Spadesbourne Homes Limited judith.willis@spadesbournehomes.co.uk Councillor K. J. May

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
BDC Engagement Strategy 2026-2028 Key: No New !!	Cabinet 16 Sep 2026		Report of the Assistant Director Transformation and Corporate Services	Helen Mole, Business Improvement Manager Tel: 01527 881685 Councillor K. J. May
BDC Equality Strategy 2026-2028 Key: No New !!	Cabinet 16 Sep 2026 Council 14 Oct 2026		Report of the Assistant Director Transformation and Corporate Services	Helen Mole, Business Improvement Manager Tel: 01527 881685 Councillor K. J. May
Bromsgrove car parks Key: Yes	Cabinet 16 Sep 2026	This report may contain exempt information that would need to be considered in private session	Report of the Assistant Director Regeneration and Property Services	Rachel Egan, Assistant Director Regeneration and Property Services Tel: 01527 64252 Ext 1232 Councillor K. J. May

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Discretionary Council Tax Reduction Policy 2026/27 Key: No	Cabinet 16 Sep 2026 Council 14 Oct 2026		Report of the Assistant Director Finance and Customer Services	David Riley, Revenue Services Manager Tel: 01527 64252 Councillor S.T. Nock
Housing Assistance Policy 2026 Key: No	Cabinet 16 Sep 2026		Report of the Assistant Director Community and Housing Services	Katie Sharp-Fisher, Private Sector Housing Manager (Interim) Councillor S. J. Baxter
Quarter 1 Financial Monitoring Report 2026/27 Key: No	Cabinet 16 Sep 2026 Council 14 Oct 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Quarter 1 2026/27 Performance Report Key: No	Cabinet 16 Sep 2026		Report of the Assistant Director Transformation and Corporate Services	Sarah Davis, Performance and Improvement Advisor Tel: 01527 534156 Councillor K. J. May

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges) - Prior to Consultation Key: No	Cabinet 18 Nov 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Promotion of Business Support Key: No	Cabinet 18 Nov 2026		Report of the Assistant Director Regeneration and Property Services	Rachel Egan, Assistant Director Regeneration and Property Services Tel: 01527 64252 Ext 1232 Councillor K. J. May
Quarter 2 Financial Monitoring Report 2026/27 Key: No	Cabinet 18 Nov 2026 Council 2 Dec 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Quarter 2 2026/27 Performance Report Key: No	Cabinet 18 Nov 2026		Report of the Assistant Director Transformation and Corporate Services	Sarah Davis, Performance and Improvement Advisor Tel: 01527 534156 Councillor K. J. May

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Treasury Management Half Yearly Report 2026/27 Key: No	Cabinet 18 Nov 2026 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax - Empty Homes Discounts and Premiums 2027/28 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax Support Scheme 2026/27 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax Base 2027/28 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Discretionary Council Tax Reduction Policy 2026/27 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges and Worcestershire Regulatory Services' Budget Recommendations) - Following Consultation Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Non Domestic Rates - Discretionary Rates Relief Policy 2026/27 Key: No	Cabinet 6 Jan 2027 Council 20 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and information explaining why items have been postponed (where available)	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Medium Term Financial Plan Stage 2 2027/28 (Including Capital Strategy, Investment Strategy and Treasury Management Strategy) Key: No	Cabinet 17 Feb 2027 Council 24 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock
Council Tax Resolutions 2027/28 Key: No	Cabinet 24 Feb 2027 Council 24 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070 Councillor S.T. Nock

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME (2026-2027)

ITEMS FOR FUTURE MEETINGS

Date of Meeting	Subject	Lead Officer / Member
15 th September 2026	<u>Overview Items</u> Libraries “Unlocked” Update	Hannah Perrott, Assistant Director for Communities, Worcestershire County Council
	<u>Substantive Items</u> Bromsgrove Car Parks (Pre-Scrutiny) (This report may contain exempt information)	Rachel Egan, Assistant Director Regeneration and Property Services
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
	Local Heritage Action List (Quarterly Update)	Mary Worsfold, Principal Conservation Officer
	Police and Crime Panel Briefing Paper (to incorporate July and September briefings).	Councillor Helen Jones
17 th November 2026	<u>Substantive Items</u> 6-Month Review of Working Arrangements - Hybrid Leader and Cabinet Governance Model	Claire Felton, Head of Legal, Democratic & Property Services (Monitoring Officer)
	Capacity of the Minor Works Team (TBA)	Rachel Egan, Assistant Director Regeneration and Property Services
	<u>Overview Items</u> Additional Licensing Scheme for HMOs	Matthew Bough/ Katie Sharp-Fisher
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
	Local Heritage Action List (Quarterly Update)	Mike Dunphy, Strategic Planning and Conservation Manager
	Levelling Up Fund Programme (Quarterly Update)	Rachel Egan, Assistant Director Regeneration and Property Services
5 th January 2027	<u>Substantive Items</u>	

Agenda Item 12

Date of Meeting	Subject	Lead Officer / Member
	<u>Information items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
9 th February 2027	<u>Substantive Items</u>	
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
	Levelling Up Fund Programme (Quarterly Update)	Rachel Egan, Assistant Director Regeneration and Property Services
	Local Heritage Action List (Quarterly Update)	Mike Dunphy, Strategic Planning and Conservation Manager
	Crime and Disorder Scrutiny – Annual Review of the Work of the Community Safety Partnership in the District	Bev Houghton, Community Safety Manager/West Mercia Police
23 rd March 2027	<u>Substantive Items</u> Update on Heatwaves Preparedness (Yearly Update) (Impact of Heatwaves Task Group Recommendation).	Guy Revans, Executive Director
	<u>Information Items</u> LGR Update	Hannah Corredor, Assistant Director Corporate Services and Transformation
13 th April 2027	<u>Substantive Items</u> Overview and Scrutiny Annual Report 2026-27	Chairman of the Board
	<u>Information Items</u> Levelling Up Fund Programme (Quarterly Update)	Rachel Egan, Assistant Director Regeneration and Property Services
	Local Heritage Action List (Quarterly Update)	Mike Dunphy, Strategic Planning and Conservation Manager

FUTURE ITEMS FOR SCRUTINY (2026/27 municipal year)

Date of Meeting	Subject	Lead Officer / Member

ALL MEMBER BRIEFINGS

Date of Meeting	Subject	Lead Officer / Member

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BDC Overview and Scrutiny Board - Action Sheet (2026/27)

10th February 2026

Subject	Action Required	Action Taken	Officer(s) Responsible	Other Comments	Status
Planning Advisory Service (PAS)	Training is provided for both Members and Officers to discuss aims and objectives to improve culture and behaviours for Planning Committee meetings.	11/2/26 – Emailed action to Officer	Guy Revans		In Progress Officers have been working with DAC Ltd who delivered the Grey and Green Belt training and they have developed 3 face to face workshops related to the Local Plan which were signed off by the LPCPWG at its meeting on 27 th May 2026. There will also be on-line sessions for Cllrs who are unable to make the 3 rd and 9 th June dates. Officers are working with PAS regarding the training relating to Development Management recommendations RDM2 and they are working on a proposal that will include Cllrs and Officers to be delivered in the Autumn.

14th April 2026

Overview and Scrutiny Annual Report 2025/26	To explore the possibility of live-streaming at Board meetings.	27/4/26 Meeting set up to discuss	Sarah Woodfield		In Progress Due to the poor quality of the current visual equipment, this will be subject to procurement proposals for new visual equipment, with the bidding process likely to be completed by early August 2026.
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Overview and Scrutiny Board

21st July 2026

LEVELLING UP REPORT – BROMSGROVE TOWN CENTRE REGENERATION

Relevant Portfolio Holder	Councillor Karen May
Portfolio Holder Consulted	Yes
Relevant Head of Service	Rachel Egan – Assistant Director Regeneration and Property
Report Author	Rebecca McElliott Job Title: Regeneration Programme Manager email: Rebecca.Mcelllott@bromsgroveandredditch.gov.uk
Wards Affected	All
Ward Councillor(s) consulted	No
Relevant Council Priorities	Economic Development Communities and Housing Infrastructure
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended – Appendix 2.	

1. RECOMMENDATIONS

The Overview and Scrutiny Board is asked to **RESOLVE** that:

- 1) the update on the progress of the Levelling Up Fund projects be noted.

2. BACKGROUND

- 2.1 The purpose of this report is to provide a quarterly update on the continued progress of all regeneration schemes funded through the Levelling Up Fund (LUF).

Overview and Scrutiny Board

21st July 2026

3. **PROJECT UPDATES**

Windsor Street Update

- 3.1 As Members will be aware Phase 1 works have successfully seen the former library and fire station site cleared having been derelict for many years. Removal of contaminated soil is progressing under phase 2 and is scheduled to conclude in September 2026 with monitoring of groundwater being undertaken over the following twelve months until September 2027. The LUF programme covers acquisition, demolition and remediation work on the site and once the site is fully remediated the programme will have concluded, leaving the site to be progressed as a new town centre initiative having achieved its objectives.
- 3.2 With the above in mind, on 19th November 2025 Cabinet considered options relating to the future of the site and indeed what the new project could consist of. The options considered were:
 1. Obtain outline planning permission and dispose of the site (lowest risk but lowest control; unlikely to secure more than 30% affordable housing).
 2. Develop through Spadesbourne Homes Ltd (full control but highest financial risk; long payback period).
 3. 50/50 partnership with a private developer (shared risk and expertise but unlikely to exceed 30% affordable housing).
 4. 50/50 partnership with a Registered Social Landlord (RSL) (shared risk and funding opportunities; strongest route to delivering 50% affordable housing and meeting local housing need).
- 3.3 To help inform which decision to progress, the Council's Overview and Scrutiny Committee was consulted. A summary of these options (presented in November 2025) is provided in Appendix 1. Both Overview and Scrutiny Committee and Cabinet supported the option of delivering the site in partnership with a RSL.
- 3.4 The Project Manager and Strategic Housing Services Manager subsequently met with five RSLs that are actively seeking development sites in Bromsgrove to undertake soft market testing. Feedback from the RSLs was presented to Cabinet in June 2026. The two RSLs that

Overview and Scrutiny Board

21st July 2026

did express positive interest indicated that they would only consider acquiring the site rather than partnering with the Council due to the site's relatively small scale. Registered Providers do not consider a partnership model to be commercially or operationally proportionate, as it would introduce additional governance and administrative overheads compared with an outright disposal route. Both said that they would deliver a 100% affordable scheme which is higher than the minimum requirement that Members asked for previously (50%).

- 3.5 The rationale as to why the option of obtaining outline planning permission and disposing of the site to a RSL was recommended to Cabinet is that it fully aligns with the strategic objectives — namely delivering a high-quality housing development with a strong affordable housing offer. Proceeding in this way removes development risk from the Council while enabling partners to bring forward a well-designed scheme that reflects local needs and priorities. Crucially, this route also allows the Council to secure a higher overall level of affordable housing than would likely be achieved through a traditional market-led disposal.
- 3.6 In the report presented to Cabinet on 17th June 2026, Members were asked to resolve the following –
- 1) The feedback received from Registered Providers be noted.
 - 2) Delegated authority is given to the Assistant Director for Regeneration and Property, in consultation with the Portfolio Holder, to progress an outline planning application for the Windsor Street site for up to 50 residential units.
 - 3) Subject to the granting of outline planning permission and completion of Phase 2 remediation works, that the Windsor Street site be disposed of to a Registered Provider.
 - 4) Delegated authority is given to the Assistant Director for Regeneration and Property, in consultation with the Portfolio Holder to agree the terms of disposal and select the Registered Provider, following evaluation of proposals against the Council's objectives.
 - 5) A budget of up to £150,000 is approved to meet the costs of progressing the outline planning application.

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- 3.7 The project will be reported to Cabinet, Scrutiny and Council as appropriate, ensuring Members are kept up to date.

Nailers Yard Site

- 3.8 Members will be aware that this project aims to regenerate a key brownfield site in Bromsgrove town centre by creating a vibrant new commercial and cultural hub on the former Market Hall site (which has been renamed Nailers Yard).
- 3.9 The building work and work to the culvert have all now successfully completed and the buildings are moving to the intended occupation stage. Please see section 3.13 which reports on the positive progress that is being made.
- 3.10 The programme of external works have had to accommodate a shift in scheduling leading to completion now anticipated later in 2026. This relates to timescales to secure a required Section 278 agreement from Worcestershire County Council which is a matter the County Council has assisted with, whilst Bromsgrove District Council follows through with due diligence appropriate discussions with all parties concerned in relation to this. Further detail is provided in Appendix 2 under exempt cover.
- 3.11 The Service Level Agreement (SLA) has been drafted by the Council's Principal Solicitor (contracts, commercial and procurement). Subject to agreement of the final terms by both parties, the SLA will be executed by the Council and Rubicon Leisure. The SLA will set out Rubicon Leisure's role in operating and managing the Pavilion building, including responsibility for managing the booking system, marketing of the facility and undertaking associated operational management duties. It is expected that Rubicon Leisure will be able to commence these arrangements by August 2026, enabling bookings for the Pavilion building to be taken from that point.
- 3.12 In response to Members' request that liability costings be tabled as part of the next quarterly reporting cycle, this is provided in the financial implications section of the report.
- 3.13 Significant progress continues to be made in securing occupiers for the remaining vacant space within the commercial building. A lease for 1.5

Overview and Scrutiny Board

21st July 2026

floors of office accommodation is due to be signed on a ten-year term, demonstrating strong long-term commitment to the scheme. In addition, an offer has been received from an independent Worcestershire-based operator for the ground floor food and beverage unit for a ten-year term. Heads of terms are now being drafted. Marketing agents, GJS Dillon, continue to actively promote the remaining available space, while positive early-stage discussions are underway with another independent operator regarding the third-floor. These discussions remain subject to agreement of commercial terms and completion of the necessary due diligence.

- 3.14 It was previously reported that the EZRIF funding would be claimed in Q1 of 2026/2027. However, due to reporting requirements which require us to provide a full quarter spend (April to June), the funding will be drawn down in Q2 with the claim form submitted on 8th July 2026. Birmingham City Council have confirmed that funds will be sent on the 10th July.

4. FINANCIAL IMPLICATIONS

- 4.1 The Levelling Up programme was originally approved with a total budget of £16.103m. This comprised £14.5m of Levelling Up Fund grant and a Council contribution of £1.6m. The programme originally covered three projects in Bromsgrove: Windsor Street, Nailers Yard, (formerly the Market Hall site), and Public Realm improvements. The original allocation across these projects is set out below:

Project	Funding allocated (£)
Windsor Street	3,471,000
Nailers Yard (former Market Hall)	10,399,000
Public Realm	2,233,000
Total	16,103,000

- 4.2 In addition to the original Levelling Up Fund grant, further external funding has been secured for the programme. This additional funding totals £3,518,612 and is shown in the table below:

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Funding source	Total Received (£)
UK Share Prosperity Fund (UKSPF) - Nailers Yard	224,364
Brownfield Land Release Fund	722,748
UKSPF - Windsor Street	84,000
Levelling Up Fund	62,500
GBSLEP	2,425,000
Total	3,518,612

4.3 In August 2025, an urgent decision was made to increase the Council's contribution from £1.6m to £2.1m due to overspend relating to culvert works on the Nailers Yard project. Together with the £3.519m additional funding in the table above, this increased the budget from £16.103m to £20.122m

4.4 There was an underspend on the public realm project of £927,000. This was reallocated within the overall programme budget to the Nailers Yard project. Following this reallocation, the available budget for each project is as follows:

Project	Funding Allocated (£'000)
Windsor Street	3,555
Nailers Yard (former Market Hall)	15,261
Public Realm	1,306
Total	20,122

4.5 As of 1st July 2026, spend to date across the three schemes has reached £17.527m and a breakdown is included in the following table.

Project	Budget (£'000)	Spend to 01 July 2026 (£'000)	Budget Remaining (£'000)
Windsor Street	3,555	3,105	450
Nailers Yard (former Market Hall)	15,261	13,116	2,145
Public Realm	1,306	1,306	0

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Total	20,122	17,527	2,595
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- 4.6 The remaining budget is fully committed to enable the two remaining projects to reach completion. At this stage, no significant variance is anticipated against the budget.
- 4.7 At the previous meeting, Members requested further information on the potential liability costs associated with the Nailers Yard site. Once completed and fully operational the development is expected to be self-funding on a revenue basis. At the time the Council's budget was set, Nailers Yard was included on a net nil basis albeit there was some uncertainty regarding opening dates, occupancy levels and the timing of rental income generation. Whilst the commercial building has the potential to generate rental income of up to £300,000 per annum, when fully occupied, this income will be offset by a range of ongoing costs associated with the development, including void costs, service charges, business rates and the ongoing operation of the Pavilion building.
- 4.8 During 2026/27, whilst the units are being marketed and occupancy levels established, the Council is expected to incur holding and operating costs. The financial performance of the development will therefore continue to be monitored, and any budget implications will be considered through the Council's normal budget monitoring and reporting processes.
- 4.9 In relation to Windsor Street, the Council would receive a capital receipt from disposing of the site to a Registered Social Landlord (RSL); however, the value of that receipt cannot be confirmed until the proposed development scheme is defined, and the planning position is known. Land without planning permission is discounted heavily as the buyer will take on all planning risk. Therefore, the investment of £150,000 to obtain planning permission will provide a return on that investment.
- 4.10 The expenditure required to secure outline planning permission would initially be funded from revenue reserves, with a view to replenishing those reserves once a capital receipt is received.

Overview and Scrutiny Board

21st July 2026

5. **LEGAL IMPLICATIONS**

- 5.1 There are legal implications arising from the contracts between the Council and various third parties (consultants and contractors). They are specific to each contract and assessed by the Council's legal team.

6. **OTHER – IMPLICATIONS**

Local Government Reorganisation Implications

- 6.1 Following Local Government Reorganisation (LGR), any ongoing revenue income from the Nailers Yard development and Windsor Street site will transfer to the new Unitary Council. The buildings on the Nailers Yard site will transfer to the new Unitary Council.

Relevant Council Priorities

- 6.2 This project supports the following Council Priorities:
- Economic Development, Communities and Housing and Infrastructure.
- 6.3 The work on this project supports economic development and regeneration as well as a balanced housing market.
- 6.4 The regeneration project at Nailers Yard provides workspace and will enhance the vitality and viability of the town centre with the extra food and beverage offer and the community space.

Climate Change Implications

- 6.5 Through the redevelopment of the Nailers Yard site, energy efficiency measures and Low and Zero Carbon technologies will be introduced with a view to reduce operational energy consumption and the associated carbon emissions targets. These include introducing U values better than Building Regulations Part L, mechanical ventilation with heat recovery (MVHR), natural ventilation where possible, utilising building thermal mass, high efficiency air source heat pumps and low energy LED lighting. The Nailers Yard site commits to achieving a minimum Building Research Establishment Environmental Assessment Methodology (BREEAM) 'very good' rating on this site.

Overview and Scrutiny Board

21st July 2026

Equalities and Diversity Implications

6.6 There are no specific equalities and diversity implications.

7. RISK MANAGEMENT

7.1 As part of the governance and reporting requirements, a risk register has been produced for each sub project. The five highest scoring risks for the Levelling Up programme are as follows:

Project	Risk	Mitigation
Nailers Yard	Commercial units are not let – Council responsible for void costs	GJS Dillon actively marketing units
Nailers Yard	S278 works	Work closely with WCC to ensure agreement is signed and works to commence
Windsor Street	Remediation strategy does not result in a clean site.	Additional site investigation undertaken prior to phase 2 and working closely with EA
Windsor Street	RPs do not want to purchase the site for redevelopment	Soft market testing already undertaken and dialogue continues with RPs

8. APPENDICES and BACKGROUND PAPERS

The Levelling Up Programme has been reviewed at the following meetings:

Overview and Scrutiny Board

21st July 2026

- Overview and Scrutiny (O&S) Levelling Up Programme Update April 2026
- Overview and Scrutiny (O&S) Levelling Up Programme Update January 2026
- Overview and Scrutiny (O&S) Levelling Up Programme update report October 2025
- O&S Levelling Up Programme update report July 2025
- O&S Levelling Up Programme update report February 2025
- O&S Levelling Up Programme update report November 2024
- Bromsgrove Town Centre Regeneration July 2024
- Bromsgrove Town Centre Regeneration – Cabinet, 14th February 2024
- Bromsgrove 2040 Vision, Cabinet 12th July 2023
- Market Hall Proposal – Cabinet 15th March 2023
- Market Hall Scrutiny – Overview and Scrutiny, 13th March 2023.
- Levelling Up Fund Update – Overview and Scrutiny, 24th October 2022.

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Karen May	10/7/2026
Lead Director / Head of Service	Rachel Egan AD Regeneration and Property	10/7/2026
Financial Services	James Walton/Debra Goodall	9/7/2026

Overview and Scrutiny Board

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Department	Name and Job Title	Date
Legal and Democratic Services	Nicola Cummings, Principal Solicitor – Governance Jess Bayley-Hill, Principal Democratic Services Officer Claire Green - Principal Solicitor (Contracts, Commercial and Procurement) and Deputy Monitoring Officer	9/7/2026
Policy Team (if equalities implications apply)	Not Applicable	N/A
Climate Change Team	Matthew Eccles	N/A

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Appendix 1 – Summary of options for Windsor Street redevelopment

Each of the options are summarised in the table below. Members were asked to consider what level of risk they are willing to accept and weigh that up with the level of control that they would like to retain over the site. Consideration should be given to how the scheme would be financed for each option and the timescale for delivery.

Option	Financial	Risk	Timescale	Control	Strategic objectives
Do nothing	Pay back BLRF and OPE grants (£722k plus £100k) Costs to secure site	Minimal – BDC would have to return OPE and BLRF funding Reputational damage for returning funding and leaving site vacant	N/A	N/A	No Strategic objectives would be met
Obtain outline planning permission and dispose	Planning permission (included within appraisal)	Low	Approximately 12 months to obtain outline permission and disposal	Least amount of control	Financial stability, the Council can reinvest the capital receipt in capital projects aligned to strategic priorities but unlikely to deliver more than 30% affordable housing
50/50 partnership with private developer/RSL	50% of the total project costs - part of this can be site value	Medium (shared with partner)	6 months to secure partner followed by 18 months for planning permission and procurement of contractor	Shared with partner	Private developer – unlikely to achieve above 30% affordable housing RSL – could achieve 50% affordable housing. High quality, energy efficient homes could be delivered
Develop through Spadesbourne Homes Ltd	100% of costs payable by Council	High (all risk with Council)	18 months for full planning permission and procurement of contractor	Total control	Option to increase social housing. High quality, energy efficient homes could be delivered

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

14TH APRIL 2026, AT 6.00 P.M.

PRESENT: Councillors P. M. McDonald (Chairman), A. M. Dale (Vice-Chairman), S. Ammar, A. Bailes, R. Bailes, J. Clarke, B. Kumar, S. A. Robinson, J. D. Stanley and H. D. N. Warren-Clarke

Observers:

Councillor K. J. May – Leader and Cabinet Member for Strategic Partnerships, Economic Development and Enabling
Councillor S. J. Baxter – Deputy Leader and Cabinet Member for Reorganisation and Climate Change
Councillor S.T. Nock – Cabinet Member for Finance
Councillor K. Taylor - Cabinet Member for Planning, WRS and Strategic Housing
Councillor P.J. Whittaker - Cabinet Member for Environmental Services and Community Safety
Councillor M. Marshall

Officers: Mr. G. Revans, Ms H. Corredor, Ms R. Egan, Mr. M. Bough, Mr M. Cox, Ms R. McElliott, Ms. T. Ainscough, Ms. K. Sharp-Fisher, Ms. M. Worsfold and Mrs S. Woodfield

Other parties: Mr R. Church (Representative on behalf of Applied Resilience)

113/25 **APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES**

Apologies for absence was received from Councillor R.E. Lambert.

114/25 **DECLARATIONS OF INTEREST AND WHIPPING ARRANGEMENTS**

There were no declarations of interest nor of whipping arrangements.

115/25 **TO CONFIRM THE ACCURACY OF THE MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY BOARD HELD ON 24TH MARCH 2026**

The minutes of the Overview and Scrutiny Board meeting held on 24th March 2026 were considered by the Board.

RESOLVED that the minutes of the Overview and Scrutiny Board meeting held on 24th March 2026 be approved as a correct record.

116/25

HEATWAVES PREPAREDNESS - YEARLY UPDATE

The representative from Applied Resilience provided an annual update on heatwave preparedness, explaining the Council's role within the Worcestershire Local Resilience Forum (LRF) and participation in the Adverse Weather Planning Group.

The key points included:

- The Council participated in the Local Resilience Forum and was represented on the Adverse Weather Planning Group.
- Community venues, including council buildings, libraries and selected church buildings were identified as potential cool spaces, although these were not formally promoted due to safeguarding and security concerns.
- Vulnerable residents were encouraged to register with the utility providers' Priority Services Registers, which allowed additional support during utility disruptions.
- All Council services had up-to-date business continuity plans.
- A roster of trained officers was maintained to respond to emergencies.
- During heatwave events, the UK Health Security Agency would act as the lead body, with the Council reinforcing national messaging through local communications.

After the presentation the Board carried out the following key discussions:

Priority Services Register (PSR)

- Whether data was available of the number of residents registered on the PSR for the District? – In response it was advised that a search could not be defined by District/Borough due to there being no defined boundary line, however a search could be defined by area.
- If staff were adequately trained in this field of work for the PSR? – In response Members were advised that this field of work was adequately resourced with duty response officers available as part of the service to assist residents and staff were also available at Bromsgrove and Redditch Day Centres.

Cool Hubs

- Members requested progress for seeking the use of cool hub spaces within the Church of England (COE) venues and queried if blank spot areas could be provided. – The Board were advised that all COEs had been contacted within the District but unfortunately there had been a lack of response. It was explained also that these areas could not be publicly advertised, due to safeguarding concerns.

- If leisure centres (not owned by the Council) could also be possible cooling hub areas and if blank spot areas could be provided to Members? – In response it was acknowledged that access to cool spaces remained challenging, particularly in rural areas and that further engagement with partners such as rest centres and supermarkets was being explored and could possibly be used if in a Red Alert situation.
- Members queried the use of libraries, particularly difficulties faced for the public who were not members. – In response Members were advised that Worcester County Council (WCC) had been instructed to allow the public into libraries during Amber/Red warning alerts.
- Questions were also raised regarding excess heat related deaths nationally and if the reports were correctly reflective. - Officers acknowledged the recent UKHSA data and advised the Board that local impacts appeared lower, possibly reflecting effective community based resilience measures.

RESOLVED that the Heatwaves Preparedness yearly update be noted.

117/25

ENVIROCRIME (TO INCLUDE ENVIRONMENT CRIME UPDATE, ENVIRONMENTAL CRIME ENFORCEMENT POLICY AND LITTERING FROM VEHICLES)

Officers from Worcestershire Regulatory Services (WRS) outlined enforcement activity since June 2024, covering fly tipping, littering, dog fouling and untidy land, with an increase in staffing to 1.5 full time equivalent (FTE) to support Bromsgrove District Council (BDC) when WRS took over the service delivery.

The key points included:

- Since June 2024, WRS had undertaken environmental enforcement on behalf of the Council.
- Fly tipping volumes in Bromsgrove were high compared to other districts.
- Successful enforcement relied heavily on gathering admissible evidence.
- Intelligence led approaches were used to identify hotspots and repeat offenders.
- A proposal was put forward to adopt the WRS Environmental Crime Enforcement Policy.
- Approval was sought to allow Civil Enforcement Officers to issue littering penalties from vehicles.

After discussions, Members raised the following questions:

Environmental Crime Update

- Dog fouling offences reported for investigation were discussed. Members requested clarity on the reported offences for dog fouling within the District. – The standard procedures were explained to Members which included firstly establishing if the complaint was an offence, followed by an initial warning to the perpetrator, and then escalation through a Community Protection Warning (CPW), Penalty Charge Notice (PCN), Fixed Penalty Notice (FPN), followed by possible court proceedings.
- Clarification was sought for the extra resource increase of .5 FTE to cover the BDC area and if this would be sufficient to cover the role? – Members were informed that the extra resource had been operating since June 2024, which was predominantly being used to assist with review of camera footage, associated intelligence checks and to also administer enforcement files. Members noted that the team were working as hard as they could with the resource available.

Littering from vehicles

- If there were other local authorities carrying out similar civil enforcement action to compare work productivity? – Members noted Wychavon District Council were carrying out similar enforcement action and it was agreed that Officers would seek their expertise in this field of work.
- If Closed-Circuit Television (CCTV) could be used if the offence had not been witnessed by a Civil Enforcement Officer? – Members noted that evidence from CCTV and evidence from members of the public could be used if the claims were supported by witness statements. Members were also advised that the Team were using vehicle registration numbers as another approach to gain evidence.
- What was defined as a hotspot, could cameras be used in these particular areas and what were the costs? – It was advised that hotspots were identified by volume, severity and patterns of offending and camera deployment was limited by theft and technical constraints. Therefore, cameras were deployed selectively due to cost, theft risk and technical limitations.
- If an update could be provided on the number of fly tips reported since January 2026 as reported? – Members noted numbers were high due to the impact of littering issues in neighbouring District, particularly within the Birmingham City area, however, Officers were liaising with Birmingham City Council to tackle these issues. Members also noted that trying to track down individuals was becoming increasingly difficult, as offenders were learning new ways to avoid detection.
- Members discussed and queried the links between organised crime and fly tipping. – Members were advised that fly tipping was increasingly linked to organised criminal activity and required an intelligence led approach to identify offenders, which was a lengthy process. Members noted the need to raise public awareness of these organised crimes and their impact. It was

also highlighted that the individual who owned the waste was ultimately responsible for its disposal. Residents were advised to verify waste carriers via the Environment Agency register or the Council website.

- If recycling centre access restrictions were contributing to fly tipping? - It was advised that there was no clear evidence which currently linked fly tipping directly to recycling centre restrictions.

RESOLVED that the Envirocrime Update be noted.

118/25

LOCAL HERITAGE ACTION LIST - QUARTERLY UPDATE

Progress on the Local Heritage Action List Quarterly Update was provided to Members.

The following key points were considered:

- Draft Local Heritage Lists had been produced for several parish areas.
- Recruitment difficulties had delayed progress, although a vacant Conservation Officer post had been filled.
- External consultancy support had been used to maintain progress.

After consideration of the presentation Members asked when non parished areas would be covered. Officers explained that work would progress sequentially subject to resources. Questions were also raised regarding recruitment difficulties. Officers confirmed posts had required re advertisement due to skills shortages.

RESOLVED that the Local Heritage Action Quarterly Update be noted.

119/25

PERMISSION TO REVOKE THE FIRST HOMES POLICY

This was not considered by the Board as the item had been deferred.

120/25

RENTERS RIGHTS ACT 2025

The Private Sector Housing Officer presented a comprehensive update on the Renters' Rights Act. Members were informed that The Act represented the most significant reform of the private rented sector in decades. The act also expanded the Local Authorities enforcement duty from property conditions to tenancy regulation and consumer protection.

The 3 implemented phases were highlighted were as follows:

Phase 1

- The Section 21 "no fault" evictions would be abolished.
- Would provide greater protection for both parties.
- No fixed tenancy period.

- Rent increases would be limited to once per year.
- Discrimination against tenants with children or on benefits would be prohibited.
- Landlords would be required to register properties on a national database.
- Consideration rights for tenants to request a pet.
- Enhanced enforcement powers had been granted to Local Authorities.

Phase 2

- All landlords were permitted to register their properties on the National Private Rented Sector Database (PRS)
- The Landlord Ombudsman dealt with tenancies due to end and disputes.

Phase 3

- Introduction of the Decent Homes Standard in the private sector for the first time.
- Proposals on Minimum Energy Efficiency Standards being a C rated or above.
- Extend Awaabs law into the Private Rented Sector.

Member questions and officer responses were as follows:

A query was raised whether there was adequate proactive engagement with tenants and landlords to provide advice on specific issues within the District, with a Member suggesting “pop up” events. Officers advised that national guidance and future databases would improve local targeting and there was also work set to provide information on the Council’s website. Communications and relevant training would also be provided to the social housing providers within the District. Officers were encouraged by the “pop up” suggestion which would be looked into further as a possible engagement method.

Questions were also raised about antisocial behaviour and landlord powers. Officers confirmed that possession grounds had been expanded but complexities remained.

RESOLVED that the Renters Rights Act 2025 be noted.

121/25

LOCAL GOVERNMENT RE-ORGANISATION (LGR) UPDATE

The Assistant Director for Corporate Services and Transformation provided a detailed update on LGR, including refreshed Ministry for Housing, Communities and Local Government (MHCLG) guidance and recent national announcements.

Members were advised on the following:

- National announcements regarding approved unitary proposals elsewhere.
- Expected transition arrangements, including joint committees, shadow authorities and vesting day.
- Funding available for transition and implementation.
- Establishment of additional workstreams, including communications and data.
- The proposal to establish a single county wide data hub to support decision making.

After the presentation, Members discussed the following:

- Members queried the Data Hub Workstreams costs and lessons learnt from Cumbria Council, particularly in relation to disaggregation. – In response Members were informed that Cumbria had moved to a two unitary authority, disaggregating social services and therefore provided potentially helpful insights into this process. Officers also highlighted that work was being focused on preparation and data collection, with more detailed modelling dependent on Government decisions.
- The Board also requested when there would likely to be a boundary review for the number of Members required for a specific ward? – In response it was explained that the specifics would be dependent on county divisions in the first instance.
- Members requested clarity on scrutiny arrangements during the shadow period. – It was advised that existing councils were likely to continue for an additional year subject to legislation.
- Clarity on risks relating to education funding and adult social care were also discussed by the Board. – Members were advised that the Council would need to review the budget requirements and grant funding availability, therefore, the Data Hub would be a good tool to assist with data collection. The Leader also reminded Members of the Baroness Casey review which would be addressing adult social care requirements.

RESOLVED that the LGR Update be noted.

122/25

OVERVIEW AND SCRUTINY ANNUAL REPORT 2026-26

The Overview and Scrutiny Annual Report 2025/26 was considered by the Board.

References to live streaming within the report were discussed. Members agreed that scrutiny meetings should explore live streaming where possible.

RESOLVED that the Overview and Scrutiny Annual Report for 2025/26 be noted.

123/25

FINANCE AND BUDGET WORKING GROUP - UPDATE

The Chair of the Finance and Budget Working Group provided a verbal update. Members were advised that the Group had considered the Community Investment Fund. Recommendations included increasing cross-party representation on the assessment panel, introducing an appeals process, ensuring Ward Members were consulted on projects in their wards and requiring Ward Member sponsorship for externally proposed projects.

RESOLVED that the Finance and Budget Working Group update be noted.

RECOMMENDED to Cabinet that

- 1) Any projects put forward by BDC must have the approval of the Ward Member. In addition, BDC departments help and assist Ward Members with any projects they may put forward;
- 2) That the Panel be cross-party;
- 3) If Ward Members feel they cannot sponsor a project, then it cannot go ahead; and
- 4) Consideration should be given to an appeal process.

124/25

HEALTH OVERVIEW AND SCRUTINY COMMITTEE (HOSC) UPDATE

There was no update provided for this item as the HOSC meeting was due to take place on 27th April 2026.

125/25

CABINET WORK PROGRAMME

The Cabinet Work Programme was presented for Members' consideration.

During discussions on the Levelling Up Fund Programme update, a Member requested that the Windsor Street Delivery Options Paper be scrutinised by the Board, which had been requested at the previous Board meetings. It was agreed that this would be added to the Board's work programme along with the Bromsgrove Car Park report.

RESOLVED that the content of the Cabinet Work Programme be noted as per the preamble above.

126/25

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Overview and Scrutiny Board Work Programme was considered by Members.

Discussions were raised regarding previous considerations to establish an LGR Task Group. It was agreed that the terms of reference and membership would be established through the Board at its next meeting in June.

The Leader of the Council also informed Members that the Board would receive a Police and Crime Panel update briefing paper, following scheduled panel meetings.

RESOLVED that the Overview and Scrutiny Work Programme be noted as per the preamble above.

127/25

OVERVIEW AND SCRUTINY ACTION SHEET

The Overview and Scrutiny Action Sheet was considered by the Board.

RESOLVED that the Overview and Scrutiny Action Sheet be noted as per the preamble above.

128/25

TO CONSIDER ANY URGENT BUSINESS, DETAILS OF WHICH HAVE BEEN NOTIFIED TO THE ASSISTANT DIRECTOR LEGAL DEMOCRATIC AND PROCUREMENT SERVICES PRIOR TO THE COMMENCEMENT OF THE MEETING AND WHICH THE CHAIRMAN, BY REASON OF SPECIAL CIRCUMSTANCES, CONSIDERS TO BE OF SO URGENT A NATURE THAT IT CANNOT WAIT UNTIL THE NEXT MEETING.

There was no urgent business for consideration.

129/25

TO CONSIDER, AND IF CONSIDERED APPROPRIATE, TO PASS THE FOLLOWING RESOLUTION TO EXCLUDE THE PUBLIC FROM THE MEETING DURING THE CONSIDERATION OF ITEM(S) OF BUSINESS CONTAINING EXEMPT INFORMATION:-

RESOLVED: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of scheme 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below and that it is in the public interest to do so:-

<u>Minute Item No</u>	<u>Paragraph</u>
130/25	3

130/25

LEVELLING-UP FUND PROGRAMME (QUARTERLY UPDATE)

The Levelling Up Fund Programme Quarterly Update was presented to Members.

Progress continued for the Bromsgrove Town Centre regeneration projects. Windsor Street remediation had entered Phase 2, with works delayed and would commence in May 2026 and completion expected by July 2027. The Nailers Yard construction was advancing, albeit with some delays linked to Section 278 approvals. Overall programme

funding remained secure, with a small Windsor Street overspend to be met from contingency. Cabinet engagement on future delivery and partnership models was ongoing. The completion of the agreement for the Greater Birmingham and Solihull Local Enterprise Partnership (GBSLEP) funding was progressing well.

After the presentation, Members raised the following questions:

Windsor Street

- Frustrations were expressed by Members due to the further delays for Phase 2 works, delaying completion, with an expected date of July 2027.
- Further clarification was requested for the works relating to the monitoring of remediation works by the Environment Agency (EA)? – In response Members were informed that if levels of contamination were high for the barrier injection works then further monitoring would be required.
- Clarity on the Phase 2 works which would result in a project overspend of approximately £74k funded by the Levelling-Up Fund (LUF) programme contingency budget? – The Board were informed that this would be covered by the additional contingency allowance agreed as an urgent decision which was taken back in August 2025.

Nailers Yard

- When was the Public Realm work likely to commence? – It was advised that there was a 10-week delay, however, works were in progress to mitigate risks for delays envisaged.
- A three-week delay for the culvert works, which would result in a loss and expense claim by Keir due to heavy rainfall was raised with Members. Querying why this had not been raised when reviewing the contract from Keir, which should be common practice to mitigate such risks. – In response Officers confirmed that the Council was liable for costs due to poor weather conditions.
- Members raised the lack of interest in the soft market testing exercise for the Pavilion building and queried if the single response from Rubicon Leisure Limited was best value for money (VFM). – Officers reassured Members that the two-week soft market testing exercise had been carried out through the correct procurement process, with only one bidder response based on the drafted scope put forward. Officers and the Leader reassured Members that Rubicon Leisure Limited had the relevant expertise, operating similar facilities elsewhere and would be a good opportunity for the Council.

General discussions

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- Members requested that liability costings be tabled for the next quarter reporting, which was agreed by Officers.

RESOLVED that the Levelling Up Fund Programme Quarterly Update be noted.

The meeting closed at 8.57 p.m.

Chairman

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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BROMSGROVE DISTRICT COUNCIL

MEETING OF THE OVERVIEW AND SCRUTINY BOARD

16TH JUNE 2026, AT 6.00 P.M.

PARKSIDE SUITE - PARKSIDE

PRESENT: Councillors S. Ammar, A. Bailes, J. Clarke, A. M. Dale, C.A. Hotham, B. Kumar, P. M. McDonald, S. A. Robinson, J. D. Stanley and H. D. N. Warren-Clarke

Observers:

Councillor K. J. May – Leader and Cabinet Member for Strategic Partnerships, Economic Development and Enabling

Councillor S. J. Baxter – Deputy Leader and Cabinet Member for Planning and Strategic Housing

Councillor S.T. Nock – Cabinet Member for Finance

Councillor K. Taylor - Cabinet Member for Local Government Reorganisation, WRS and Climate Change

Officers: Mr G. Revans, Ms H. Corredor, Ms R. Egan, Ms R. McElliott and Mrs S. Woodfield

1/26

ELECTION OF CHAIRMAN

The procedures for electing the Chairman were outlined, including the requirements for nominations to be proposed and seconded and the process to be followed in the event of multiple candidates. Members were advised that appointments would need to be made in accordance with the Council Procedure Rule 18.6 in the Council's constitution.

Nominations for the election of Chairman of the Overview and Scrutiny Board for the 2026/27 municipal year were then received for the following Members:

Councillor H.D.N. Warren-Clarke proposed that Councillor P.M. McDonald be appointed Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor A.M. Dale.

Councillor A. Bailes proposed that Councillor C. Hotham be appointed Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor S. Ammar.

Following a show of hands the results were tied and Officers confirmed that no Chairman had been elected for the 2026/27 municipal year.

Following the tied vote, Members discussed the appropriate procedure to follow. Officers advised that where no Chairman of the Board for the municipal year was elected, the item should be deferred to the next meeting. Some members questioned whether the meeting could proceed without a Chairman. The suggestion was also made that, under the Council's Constitution, an adjournment could take place to provide time to review options in the Constitution.

The item was subsequently deferred to the next Board meeting due to be held on 21st July 2026.

2/26

ELECTION OF VICE CHAIRMAN

Nominations were requested for the election of a Vice-Chairman of the Board for the 2026/27 municipal year.

Councillor P.M. McDonald proposed that Councillor A.M. Dale be appointed Vice-Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor B. Kumar.

Councillor C. Hotham proposed that Councillor A. Bailes be appointed Vice-Chairman of the Board for the 2026/27 municipal year. This was seconded by Councillor S. Ammar.

Following a show of hands the results were tied and no Vice-Chairman of the Board was elected for the 2026/27 municipal year. Members were informed that the appointment of a Vice-Chairman for the 2026/27 municipal year would therefore be included as an item on the agenda for consideration at the following meeting of the Board in July 2026.

Given that neither a Chairman nor Vice-Chairman of the Board for the 2026/27 municipal year had been elected at the meeting, Members were invited to nominate a Member to chair this meeting only.

Nominations for the election of a Chairman for this meeting only were then requested.

Councillor S.A. Robinson proposed that Councillor C. Hotham be appointed Chairman to Chair this meeting of the Board. This was seconded by Councillor J. Clarke.

Councillor H.D.N. Warren-Clarke proposed that Councillor P.M. McDonald be appointed Chairman to Chair this meeting of the Board. This was seconded by Councillor A.M. Dale.

Following a show of hands the results were tied and no Member was elected to Chair this meeting of the Board.

As there was no candidate appointed to Chair the meeting, Members were asked to consider whether they wished to proceed with the meeting in the absence of a Chairman, with the Executive Director

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guiding members through items on the agenda. However, there was no proposer for this resolution.

Instead, a proposal was made by Councillor J. Clarke to adjourn the meeting to allow Members time to review the constitution and discuss how to proceed. This was seconded by Councillor S. Ammar.

Following a show of hands the vote was tied and the proposal was therefore not carried.

Subsequently, a proposal was made by Councillor A.M. Dale to close the meeting. This was seconded by Councillor P.M. McDonald.

Following a show of hands the vote was again tied and the proposal was therefore not carried.

Due to the fact that no agreement had been reached on the election of a Chairman of the Board for the 2026/27 municipal year, the election of a Vice-Chairman of the Board for the 2026/27 municipal year and the election of a Chair for the meeting and in the absence of any agreement to proceed with the meeting, the meeting had to be abandoned without further business being conducted.

The meeting closed at 6.23 p.m.

Chairman

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