

6. Recommendations

- 6.1. To deliver our Vision for community health and wellbeing through leisure and culture services our priority actions and recommendations across leisure and culture services are described in Table 4 (below). The table presents a sliding scale in terms of prioritisation (ongoing-short term- short term to medium term- medium term – medium term to long term – long term).

Key:

Timescales		
	Long term	5 years +
	Medium to long term	3 – 5 years +
	Medium term	3 – 5 years
	Short to medium term	2 – 5 years
	Short term	1 – 2 years
	Ongoing	

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Table 4: Recommendations

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Parks and Open Spaces					
Recommendation 1 Develop a better understanding of the biodiversity value of the district's green assets.		✓		Short Term	Internal and External
Recommendation 2 Positively engage in partnership working at a local and county level to improve biodiversity, nature recovery and deliver wildlife-rich landscapes.		✓		Short Term	Internal
Recommendation 3 Develop a clear approach to Biodiversity Net Gain and Green Infrastructure to provide a measurable approach to develop and manage land.		✓		Short-Medium Term	External
Recommendation 4 Carry out a natural capital assessment of the value of the District's parks and open spaces.		✓		Medium Term	External
Recommendation 5 Develop a plan to identify priorities for delivering further carbon capture and natural capital gains.		✓		Medium Term	External
Recommendation 6 Increase the network of active travel routes that use parks and open spaces.		✓	✓	Short-Medium Term	Internal and External
Recommendation 7 Develop targeted programmes of activity in parks and open spaces that contribute to improved health and wellbeing outcomes.		✓		Short-Medium Term	Internal

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Recommendation 8 Apply robust approaches to the Local Standards in relation to planning development to address deficiencies in the accessibility and quantity of open spaces across the District		✓	✓	Short-Medium Term	Internal and External
Recommendation 9 Carry out a detailed assessment of the play value, quality and accessibility of equipped play spaces across the District		✓		Short Term	External
Recommendation 10 Deliver a pilot project to test how Council managed land can deliver offsite Biodiversity Net Gain through the development process.		✓		Short Term	
Recommendation 11 Develop an overall capital investment plan for enhancing parks and open spaces to provide a more strategic approach to the use of Section106 and other funding.	✓	✓	✓	Short Term	Internal and External
Recommendation 12 Develop an environmental management strategy for parks and environmental services.		✓		Short Term	Internal and External
Recommendation 13 Develop a clear marketing plan for green spaces that includes new web pages, social media and targeted work with key audiences.		✓		Short Term	Internal and External
Recommendation 14 Promote active travel routes within parks and open spaces.		✓		Short-Medium Term	Internal

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Recommendation 15 Develop a volunteer plan and a clear approach to working with Friends groups tied to its aspirations for Green Flag Award across its priority parks.		✓		Short Term	Internal
Recommendation 16 Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the District.		✓		Short Term	External
Recommendation 17 Start a pilot project to explore the process of transfer of allotments to self-management and share this learning across the District		✓		Short Term	Internal
Recommendation 18 Develop a consistent approach to signage across all priority parks.		✓	✓	Short-Medium Term	Internal and External
Recommendation 19 Develop engaging interpretation on those sites of significant biodiversity or heritage interest.		✓		Short-Medium Term	Internal and External
Recommendation 20 Pilot an approach to establish a new model for event delivery that allows local organisations to deliver programmes of events and activities.		✓		Short Term	Internal and External
Recommendation 21 Develop programmes of support to increase skills and capacity amongst local organisations and to ensure the successful delivery of new programmes of events and activities.		✓		Short-Medium Term	Internal

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Recommendation 22 Evaluate the success of the pilot projects and implement any required changes to the new delivery model.		✓		Short Term	Internal and External
Recommendation 23 Engage more regularly with potential partners at a county wide level.		✓		Short-Medium Term	Internal
Recommendation 24 Develop a partnership with the National Trust to deliver the 8 Hills project.		✓		Short Term	Internal and External
Recommendation 25 Develop service wide Key Performance Indicators.		✓		Short Term	Internal and External
Recommendation 26 Develop a rolling programme of applications to the Green Flag Award:	✓	✓	✓	Short-Medium Term	Internal and External
Built Sports Facilities					
Recommendation 27 The existing levels of community accessible (including pay and play) sports hall, swimming pool and fitness provision in the district are retained as a minimum, but these need not necessarily be the same facilities as at present. An agreement on the future management of the Ryland Centre to protect this as a community facility is recommended as an imperative.		✓		Long Term	Internal
Recommendation 28 Bromsgrove District Council and partners to plan for the future refurbishment of Bromsgrove Sports and Leisure		✓	✓	Long Term	Internal and External

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Centres to ensure that it can continue to respond to local health and wellbeing priorities leading up to 2040.					
Recommendation 29 Bromsgrove District Council to work in partnership with neighbouring local authorities i.e., RBC, Dudley MBC, and Birmingham City Council to develop joint strategic planning of sports hall and swimming facilities.		✓		Short-Medium Term	Internal and External
Recommendation 30 Bromsgrove District Council and its partners to plan for refurbishment of the current facility stock of sports halls, which are primarily on education sites		✓		Medium-Long Term	Internal and External
Recommendation 31 As appropriate Bromsgrove District Council to ensure that any new education provision involving new or enhanced sports facilities has a Community Use Agreement as part of the planning consent to secure pay and play opportunities for clubs and groups, e.g., new sports provision		✓		Ongoing	Internal
Recommendation 32 Consider the opportunity for Bromsgrove District Council to work with partners in education to increase community access to existing education sports facilities where community access is currently provided, and where it is not. Where possible, seek enhanced provision through a Community Use Agreement, for example with Bromsgrove School.		✓		Ongoing	Internal and External
Recommendation 33 Bromsgrove District Council secures agreement with Everyone Active to manage North Bromsgrove High School		✓		Short-Medium Term	Internal and External

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as part of a CUA which will increase available hours for pay and play and community bookings.					
Recommendation 34 Explore the potential for integrated operational leisure management across both Bromsgrove and Redditch to identify economies of scale.		✓		Short-Medium Term	Internal and External
Recommendation 35 Where appropriate, Bromsgrove District Council and its partners seek to secure developer contributions from strategic developments that could contribute towards the development/refurbishment of strategic facilities, additional and safe walking, running, and cycling routes, and where possible to open up other informal, multipurpose places and spaces where people can be active.		✓		Ongoing	Internal and External
Recommendation 36 Bromsgrove District Council and its partners prioritise investment in the development of high-quality community sports facilities/spaces, with local partners in so doing increasing available capacity and therefore opportunities to take part in regular physical activity, in the local community, which will contribute to improved health and wellbeing, increased participation and better community cohesion.		✓		Ongoing	Internal and External
Recommendation 37 To carry out on-going monitoring of this Strategy throughout its implementation, but as a minimum, progress should be reviewed and refreshed every five years. On-going monitoring should include partnership working with neighbouring local authorities to keep aware of facility changes and developments.		✓		Ongoing	Internal

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Arts and Culture Provision					
Recommendation 38 Agree the following priorities for the planning and delivery of arts and culture services by the Council: <ul style="list-style-type: none"> • Economic development and regeneration, including skills development. • Improving physical, emotional and mental health and wellbeing. • Reducing crime and disorder; • Improved community safety and responding to anti-social behaviour • High quality services; • Sustainability. 		✓		Short Term	Internal
Recommendation 39 Endorse the Council's engagement with and support for the strategic initiatives identified in this report as appropriate for the delivery of the Council's vision, objectives and milestones: <ul style="list-style-type: none"> • Tell Me What You Want; • Heritage Corridor North Worcestershire; • Bromsgrove and Redditch Culture Compact; • Levelling Up for Culture Places; • Levelling Up Fund. 		✓		Short Term	Internal

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<p>Recommendation 40 The Council develops:</p> <p>a) A detailed Programme Management Plan, including i) outline timetable, ii) resource requirements, together with iii) outcomes and milestones, for the delivery of the strategic initiatives for incorporation into the Council's Corporate and Community Plan.</p> <ul style="list-style-type: none"> • Bromsgrove and Redditch Cultural Compact • Heritage Corridor North Worcestershire; • Levelling Up for Culture Places; • Tell Me What You Want. <p>These Programme Management Plans to be regularly monitored and updated to reflect completion of initiatives and any additional initiatives embarked upon</p>		✓		Short Term	Internal
<p>b) For Bromsgrove District Council to produce a detailed and costed appraisal of the options available to those arts, culture and heritage facilities in the Bromsgrove District whom may be so inclined to explore partnership approaches to achieve economies of scale that bring forward better financial sustainability</p>		✓		Short-Medium Term	Internal
<p>Recommendation 41 Endorse the delivery of the strategic initiatives and additional arts and culture projects including appraisals of the future operation of performance venues and museums as a single, integrated programme and on a programme/project management basis, as described in the</p>		✓		Short Term	Internal

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draft strategies to be overseen by the Head of Planning, Regeneration and Leisure.					
<p>Recommendation 42</p> <p>Note the outcomes of the various community consultations undertaken during the Tell Me What You Want and Re-imagine Redditch initiatives and the development of these strategies and in partnership with providers, to develop strategies to respond to the concerns raised:</p> <ul style="list-style-type: none"> • a wish for greater diversity of and community involvement with arts provision; • a wish for increased delivery of arts provision in neighbourhoods; • a wish for greater community involvement in the commissioning and choice of arts activities; and • a wish for improved marketing and awareness raising of arts activities and opportunities. 		✓		Short Term	Internal
<p>Recommendation 43</p> <p>Review the existing staffing structure for arts and culture in the context of the above changes in functions and responsibility and to implement any changes required to that structure to ensure delivery of the integrated programme.</p>		✓		Short Term	Internal and possibly external
<p>Playing Pitches</p> <p>TBC when PPS is complete</p>					
KPIs and Financial Profiling					

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<p>Recommendation 44 Develop a costed action plan to deliver the recommended actions identified in the leisure and culture strategy:</p> <ol style="list-style-type: none"> 1. Officers to progress with immediate effect projects categorised as “ongoing” or “short term” priorities and that have no need for additional staff or cash resources 2. Officers to prioritise the production of costed action plans for all “ongoing” and “short term” priorities that have an additional cost implication and to bring these forward to Council for agreement 3. Officers to schedule the production of costed action plans for all “short to medium”, “medium to long term” and “long term” priorities and to bring forward to Council for agreement 		✓		Short Term	Internal
<p>Recommendation 45 Identify KPIs to demonstrate the way leisure and culture in its widest sense contributes to the Council’s Plan (vision and priorities including health and wellbeing)</p>		✓		Short term	Internal
<p>Recommendation 46 Identify KPIs to demonstrate the way in which the leisure and culture strategy and its associated projects specifically contribute to the Council’s Plan (vision and priorities including health and wellbeing)</p>		✓		Short term	Internal

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