

Bromsgrove District Council

Leisure and Culture Strategy 2022-2032

A report by Strategic Leisure Limited

September 2022



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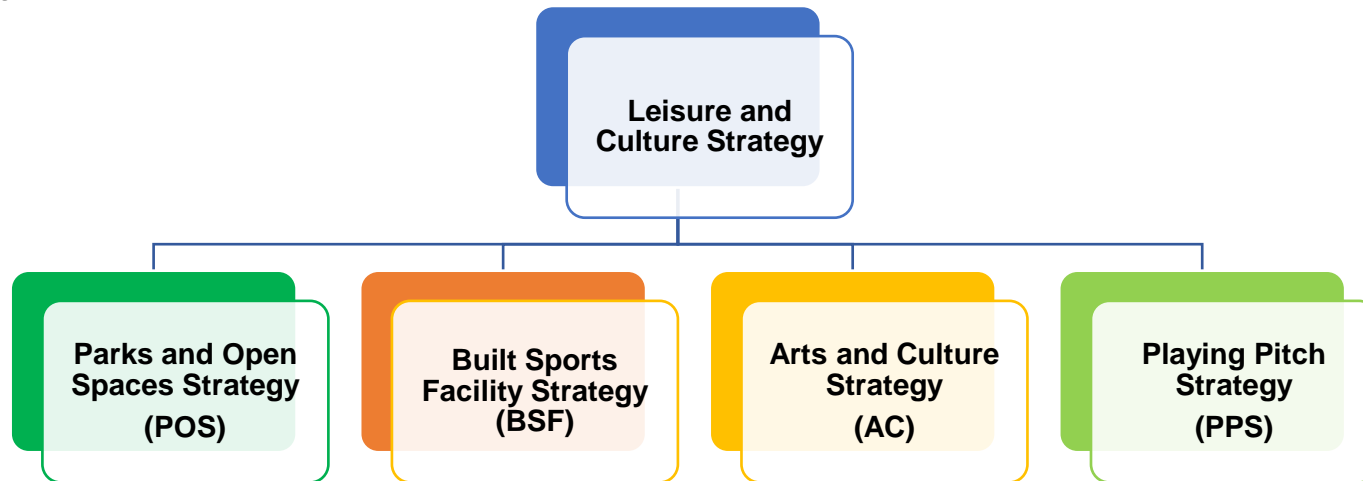
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1. Introduction

- 1.1. This Leisure and Culture Strategy ('the Strategy') for Bromsgrove District sets out our future direction of travel for leisure and culture services and identifies the priorities for provision of these important, and highly valued community services.
- 1.2. The Leisure and Culture Strategy is an over-arching document, comprising strategies for Parks and Open Spaces (including 4 Management Plans), Built Sports Facilities, Arts and Culture, and Playing Pitches.

Figure 1: Council Strategies



- 1.3 The Leisure and Culture Strategy comprises the following strategy documents. They can be described in brief terms as follows: :
 - Parks and Open Spaces Strategy – an analysis of existing provision, key issues and priority needs, production of management plans for key sites followed by recommendations.
 - Arts and Culture Strategy. – an analysis of existing provision, key issues, priority needs, followed by recommendations.
 - Built Facility Strategy - Supply and Demand, Quality and Priority Needs Assessments by location and sport type followed by recommendations (by sport and site).

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- 1.4 Playing Pitch Strategy. - Supply and Demand, Quality and Priority Needs Assessments by location and sport type followed by recommendations (by sport and site).
- 1.5 For the purposes of this Strategy, leisure and culture covers **arts, heritage, physical activity and sport, events, parks, open space facilities, venues, sites and services.**
- 1.6 This Strategy is aligned to our Corporate Plan which recognises the contribution that leisure and culture can make to the achievement of our corporate and community priorities, and in particular community health and wellbeing.
- 1.7 This Strategy also highlights the challenges facing Bromsgrove District Council in continuing to provide what are discretionary services at a time when funding is significantly reducing.

Table 1: Bromsgrove District Council Corporate Plan to 2019-2023

Bromsgrove District Council Corporate Plan to 2019-2023	
Our vision is to ‘enrich the lives and aspirations of all our residents, businesses and visitors through the provision of high quality services, ensuring that all in need receive appropriate help and support’.	
<p>Community Priorities, with a green thread throughout:</p> <ul style="list-style-type: none"> • Economic development and regeneration; • Skills for the future; • Improving health and wellbeing; • A balanced housing market; • Reducing crime and disorder; • Financial stability; • High quality services; and • Sustainability. 	<p>Organisational Priorities</p> <p>Our organisational priorities are:</p> <ul style="list-style-type: none"> • Financial Stability; • Sustainability; and • High Quality Services.

- 1.5 The addendum to the Council Plan takes the shift in priorities brought about by the pandemic into consideration and sits alongside the current Council Plan.
- 1.6 Bromsgrove District Council has considered what really matters to local residents and the impacts of the pandemic, and in that context has developed nine priorities underpinned by a set of key milestones.

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1.7 The addendum document sits alongside the Bromsgrove District Council Plan 2019 – 2023. The key priorities are:

1. Economic Development and Regeneration;
2. Housing Growth;
3. Work and Financial Independence;
4. Improved Health and Wellbeing;
5. Community Safety and Anti-Social Behaviour;
6. Green Thread;
7. Financial Stability;
8. Organisational Sustainability; and
9. High Quality Services.

1.8 The priority of Improved Health and Wellbeing is key to this Leisure and Culture Strategy. The addendum to the Council Plan 2019-2023 states that Bromsgrove District Council will work with communities to help them identify and develop their strengths. We will look at ways to encourage physical movement into people's every day routines. We will prioritise aligning leisure and culture services with the emerging Integrated Care System (ICS) in order to best achieve this.

- **Progress and learning:**

- Covid-19 helped us see the health and wellbeing importance of community, of activity, and of the health and care system.

- **Focal points:**

- **Community Development:** we will embed an Asset Based Community Development (ABCD) model that builds on the assets that are found in local communities and mobilises individuals, associations, and institutions to come together to realise and develop their strengths. Through grant funding, Community Builders within the voluntary sector will be working with local residents and existing organisations to uncover the key community assets and skills of local residents. They will assess how to build a more cohesive community that will ultimately lead to a less isolated, healthier, and more connected community, particularly as we move towards Covid recovery.
- **Active travel:** we will work with local people and experts to explore how we might establish a local transport infrastructure that encourages physical movement.
- **Integrated care:** we will work with local public service partners to establish an integrated care model, using a blend of professional and community led support to ensure those who most need support are properly cared for.
- **Leisure Strategy:** we will develop a Leisure Strategy for the district.

1.9 The Worcestershire Health and Wellbeing Board's (WHWB) Strategy 2022-2032 identifies good mental health and wellbeing as the main priority, supported by action in areas that we all need to '**Be Well in Worcestershire**'. The Vision of the WHWB is 'working together for all to be well in Worcestershire'.

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- 1.10 The priority is good mental health and wellbeing, supported by actions on the wider determinants of health:
- Healthy Living at all ages;
 - Safe, thriving and healthy homes, communities and place; and
 - Quality local jobs and opportunities.
- 1.11 We know that good mental health and wellbeing is an important part of all our experiences in life and that it is something that affects other areas of our health too. Better mental health and wellbeing is linked to improved physical health, performance in education and living longer in better health.
- 1.12 Working with other Worcestershire districts, Bromsgrove District Council has a role as a preventative provider in terms of health and wellbeing. It's focus is:
- Tackling inactivity;
 - Prevention; and
 - Commissioning and the Integrated Care Partnership (ICP).
- 1.13 Working with the Primary Care Network (PCN) across the wider preventative agenda, Bromsgrove District Council has a key role in co-designing and co-delivering services. Provision of leisure and culture services is central to this role given the contribution they make to health and wellbeing, reduced inequalities and overall quality of life.

Bromsgrove District

- 1.14 Bromsgrove District is situated in north Worcestershire. It is a predominantly rural district, with approximately 89% of the land designated as Green Belt, although the north of the district is part of the major urban conurbation linked to south Birmingham. The main centre of population is in Bromsgrove Town, with other large centres in Alvechurch, Barnt Green, Catshill, Hagley, Rubery and Wythall.
- 1.15 The population in Bromsgrove is expected to increase overall by 13.5% between 2021 and 2040 with significant increases in those aged 40-50 and 75+.

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1.16 Key demographic characteristics impacting future leisure and culture provision include ¹:

- Bromsgrove has a relatively young population at the moment, including many younger families - The population ages significantly to 2040;
- The main ethnic grouping is white British; the second largest ethnic group is Pakistani or British Pakistani;
- The health of people in Bromsgrove is varied compared with the England average. Bromsgrove is one of the 20% least deprived districts/unitary authorities in England, however about 10.2% (1,605) children's live-in low-income families. Life expectancy for men is higher than the England average;
- Life expectancy is 8.9 years lower for men and 8.4 years lower for women in the most deprived areas of Bromsgrove than in the least deprived areas;
- 15.3% of Year 6 aged children are classified as obese – this rate is lower than the English average; and
- 21% of 16-64 year olds are unemployed, but 22.2% of these people want a job; this rate is higher than the average in the West Midlands and England.

¹ Sources: ONS 2018 Based Sub National Population Projections – BROMSGROVE 2021 and 2040; Index of Multiple Deprivation – BROMSGROVE- 2019; Public Health England (BROMSGROVE) Local Authority Health Profile 2019

2. The Value of Leisure and Culture Services

- 2.1 Leisure and culture services are increasingly recognised for the contribution they can make to happier and healthier communities, community identity and place-making. Networks of inclusive and accessible leisure and culture facilities significantly contribute to the quality of life of our Bromsgrove communities:
- Physical and mental health improvement;
 - Community cohesion;
 - Lifelong learning and skills development;
 - Economic development and regeneration;
 - Biodiversity and nature conservation; and
 - Climate change reduction.
- 2.2 Respondents to the Community Survey (SLL Autumn 2021) undertaken endorses the importance of leisure and culture provision in their own communities because of the benefits they deliver at both an individual and community level. Key themes identified through consultation included:
- The importance of being able to access parks and open spaces close to where people live, and the need to retain as much open space as possible for community benefit;
 - The value of inclusive and affordable leisure facilities for activities such as swimming, playing or walking in a park, music and arts;
 - The role of events and collaborative projects for bringing communities together and raising the profile of Bromsgrove; and
 - The potential of arts, leisure, culture, green open space, parks and heritage to develop and celebrate community and a sense of place, and engage individuals and groups in a range of creative and participative activities.
- 2.3 Consultation feedback underlined the value of leisure and culture facilities and services delivered by a range of providers e.g. community and voluntary organisations, education, religious groups and local authorities; and highlights that people want to be more involved in their planning, development and delivery, through partnership working. The ability and opportunity to volunteer, or get involved in other ways, is a key priority for many.

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2.4 This feedback is in line with the latest leisure and culture industry thinking that leisure and culture facilities are:

‘valuable assets to drive health outcomes and reduce inequalities.’²

2.5 The role of such assets is:

‘The delivery of social, economic and health outcomes on both a local and national level whilst also providing affordable, accessible leisure services and facilities to local communities.’³

2.6 The feedback also reflects the Government’s approach to delivery through the new Office of Health Improvement and Disparities (OHID) aimed at preventing health disparities across the United Kingdom and supporting people to live longer, healthier, and happier lives.

2.7 OHID will focus on stopping debilitating health conditions before they develop and represents a distinct step-change in focus from the Government towards a more preventative approach to health.

² Source: UK Active Leisure Consultancy Report July 2021

³ Source: UK Active Leisure Consultancy Report July 2021

3. Existing Leisure and Culture Provision

3.1 There is a wide range of leisure and culture provision - services and facilities - across Bromsgrove District. These include:

- Sanders Park, Lickey End Recreation Ground, St Chads Park, King George's Park, other parks and areas of open space;
- Playing pitches e.g. Aston Fields, Braces Lane;
- Allotments;
- Events;
- Bromsgrove Sports and Leisure Centre; the Rylands Centre;
- Play areas;
- Avoncroft Museum, Norton Collection Museum;
- Sports, Arts, Health and Community Development;
- Environmental activities;
- Community Centres;
- Bromsgrove Golf Centre, Midlands Golf Bromsgrove; and
- Wide-ranging partnerships and collaborative working.

3.2 Other provision includes live music venues, arts centres, and exhibition spaces.

3.3 Everyone Active manages Bromsgrove Sports and Leisure Centre.

3.4 Bromsgrove District Council has no arts facilities within its portfolio.

3.5 Artrix is a Bromsgrove based multi-purpose venue which includes a theatre, a studio, spaces for events and catering facilities. It opened in 2005 and is built on land owned by the Heart of Worcestershire College (HOWC) although its construction costs were met by the Bromsgrove District Council. The Council owns the freehold of the building, leases the land on which it is built from HOWC and leased the building to a Holding Trust. Within this arrangement the operation of the building was delegated with tapering financial support from HOWC and Bromsgrove Council under a lease to the Artrix Operating Trust which is no longer in existence.

3.6 The cessation of the tapering financial support coupled with the effects of lock down and other restrictions in response to the Covid pandemic has resulted in the operating trust going into administration leading to the closure of the venue and the operating lease being handed back to the Holding Trust.

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- 3.7 The Holding Trust, with support from the Council, is currently appraising the options for a future operating model for Artrix. At the time of writing it seems unlikely that a model can be identified that will not require an operating subsidy from the Council and/or the Heart of Worcestershire College although recent investment has improved the energy efficiency and, consequently, the operational cost of the building.
- 3.8 There is, however, an established multi-sectoral arts infrastructure in the area including, in addition to community and voluntary organisations, a number of built facilities; the most significant being:
- The Avoncroft Outdoor Museum which is owned and operated by a charitable trust;
 - The theatre and studio facilities owned and operated by the Bromsgrove School;
 - Birdbox and associated pop-up spaces managed by North Worcestershire Economic Development; and
 - Worcestershire County Council Libraries at Alvechurch, Bromsgrove, Catshill, Hagley, Rubery and Wythall.
- 3.4 Identified key issues and challenges with existing provision, (based on internal and external stake holder consultation and community surveys carried out by Strategic Leisure Limited during Autumn 2021) are summarised in Table 2.

Table 2: Summary of Key Issues and Challenges for Bromsgrove District Council Leisure and Culture Provision

Leisure and Culture Provision	Bromsgrove District
Parks, Country Parks and open spaces, including play areas	<p>The key areas for action set out in the Parks and Open Space Strategy and the 4 Management Plans are:</p> <ul style="list-style-type: none"> • Biodiversity and Nature Recovery; • Climate Change Adaptation and Mitigation; • Health and Wellbeing; • Planning and Development; • Quality of parks and open spaces and their infrastructure; and • Achieving Green Flag standard parks and open spaces.
Playing pitches	<p>The emerging findings of the playing pitch analysis (Stage C) are set out below. These will be examined further in the final report.</p> <p>Football Small amount of spare capacity on all pitch sizes other than 9v9. Expected to be a deficit of youth 11v11, 9v9 and 7v7 aside pitches by 2040</p> <p>All-Weather Grass Pitch Provision (AGP) Under-supply of 3.5 full size equivalent 3G AGPs</p>

Leisure and Culture Provision	Bromsgrove District
	<p>Hockey AGP Under-supply of available capacity for Hockey at secured sites. This under-supply is expected to increase by 2040.</p> <p>Rugby Union Large under-supply of training availability</p> <p>Cricket Overall spare capacity but influenced by very large spare capacity in SA3 postcode sub area. Predicted to be a significant under supply of provision by 2040, due to very large deficits in SA2 and SA5 postcode sub-areas</p> <p>Outdoor Bowls Spare capacity</p> <p>Tennis Club sites operating 2% over capacity, whilst public sites are operating at approx. 60% of their capacity. Club sites are expected to be working 16% over capacity by 2040. However, there is still predicted to be approximately 32% spare capacity on public courts</p>
Allotments	<ul style="list-style-type: none"> • The cost of providing, maintaining and managing allotments; and • Feasibility for allotments to be transferred to self-management/a management organisation (as per 2019/20 Bromsgrove District Council report).
Events	<p>Event specific analysis (2021/22) undertaken as part of developing the Parks and Open Spaces Strategy identifies:</p> <ul style="list-style-type: none"> • There is a need to consider the future role of the Council in delivering events, and which service is best placed to manage Council events; • The type and scale of events the Council delivers given the costs of internal resources, and the subsidy required per participant; • High levels of participant satisfaction with Council events; • Lower levels of resident satisfaction with events; • The need for objectives for, and outcomes of, Council events and how these align to strategic priorities; • The opportunity to better connect events into local priorities, as opposed to being one-off occurrences; and • The potential for more events to be developed and delivered by the community given the potential of these to raise funds for the third sector, and the cost of delivering major events.

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Leisure and Culture Provision	Bromsgrove District
Leisure Centres	<ul style="list-style-type: none"> • Over-use of some facilities e.g. the Rylands Centre; • Need for joint planning with neighbouring authorities in particular both Redditch Borough Council and Birmingham City Council; • Limited access to education sports halls i.e. only evenings and weekends; • Ageing facilities e.g. some education-based sports halls; • Need for investment ; • Underutilisation of Bromsgrove School for community use; • Over utilisation of Bromsgrove Sport and Leisure Centre pools; • No need for additional swimming pools by 2040 unless there is no investment in swimming pools in Redditch or South Birmingham which would reduce the level of use of Bromsgrove Sport and Leisure Centre by residents from neighbouring local authority areas; • Lack of supply of pools in Redditch, meaning residents are travelling from Redditch to use Bromsgrove facilities; • Considerable demand from Bromsgrove residents for swimming is being met from pools in South Birmingham; and • Over-supply of fitness stations
Sport, Arts, Health and Community Development	<ul style="list-style-type: none"> • It would be beneficial for clearer service delivery priorities to be established so that available resources can be appropriately targeted; • Limited links with facility operators so programmes/initiatives are not aligned; • Ability to join up and link delivery resources across service and geographical areas; and • Partnership working limited by available resources.
Arts activities, museums, theatre	<p>The majority of respondents feel that the arts, cultural and heritage facilities are very valuable but that there are a number of barriers to visiting them:</p> <ul style="list-style-type: none"> • Lack of time; • Poor programmes of activities; • Difficulty in obtaining information about the programmes of activities; • Closure of the Artrix arts centre; • Lack of interest; • COVID 19; and • Parking, access and fees. <p>Most respondents travel to arts, culture and heritage facilities by car.</p>

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Leisure and Culture Provision	Bromsgrove District
	<p>The overwhelming response is that views are not actively sought on the operation of and/or the activities delivered at the arts, culture and heritage facilities.</p> <p>Other key issues and challenges include:</p> <ul style="list-style-type: none"> • There is overwhelming support for the Artrix arts centre to re-open; • There are issues with parking at facilities and the fees that are charged for parking; • Residents do not restrict their engagement with the arts and culture to the Bromsgrove District area; • There is a need to improve publicity/marketing to raise the profile of and promote the arts, culture and heritage offer; • Awareness and accessibility of arts facilities, activities and organisations; • Options for the future operational delivery of culture and heritage built assets; • Ensuring Bromsgrove District Council's influence is retained through externally funded initiatives; and • Ensuring that Bromsgrove District Council priorities are at the heart of all externally funded programmes.
Wide-ranging partnerships and collaborative working	<ul style="list-style-type: none"> • Opportunities for community to engage and contribute; • Increasing opportunities for community-based/led delivery; and • Identifying the priority partnerships on which Bromsgrove District Council resources should be focused.

3.5 A key challenge across all current provision is that there is no one set of strategic priorities to which the Council's leisure and culture provision aligns; there is no rationale for why the services are provided, nor co-ordinated outcomes they should deliver. The contribution of leisure and culture services in reducing health inequalities is, however, recognised both within the community and at a political level. There is a need to link leisure and culture service provision to health and wellbeing outcomes.

4. Our Vision for Leisure and Culture Provision

- 4.1 We recognise what our communities have told us about leisure and culture provision: it is important to our places, it shapes identity and creativity, reduces health inequalities, and improves well-being and quality of life for our communities. Provision of good quality, sustainable and green leisure and culture services will also contribute positively to our net carbon reduction targets and mitigate the impacts of climate change. Our communities have also told us they want to be more involved in our leisure and culture provision – as participants, volunteers and deliverers. They want to see greater partnership working with the community, and have more involvement in what is provided.
- 4.2 Bromsgrove District Council wants to ensure provision of good quality leisure and culture services, which are sustainable, contribute to community health, are affordable, and meet local need.
- 4.3 Reflecting the above, our Vision for leisure and culture provision in Bromsgrove is :

Table 3: Our Vision for leisure and culture provision in Bromsgrove

Bromsgrove DC
VISION: Healthy bodies and minds through active, engaged and creative communities
AIM: To inspire everyone to celebrate our historic past and participate in building a brighter future through access to parks, open spaces, sport, physical activity, arts, heritage, culture and everyday creativity. This way we will inspire our communities to lead longer, happier, healthier and more successful lives.
AIM
<ul style="list-style-type: none">• To inspire residents and build their confidence to be more active and creative;• To work with partners to identify and remove the barriers to being safely involved with parks and open spaces, sport, physical activity, arts, culture, heritage, and events to improve health and wellbeing;• To facilitate better connectivity between historic places, vibrant open spaces, culture and leisure facilities;• To build the confidence and pride of individuals and communities through active participation and volunteering;• To create improved collaborative and resident-engaged projects which focus on celebrating the relationship communities have with their landscape, culture and heritage;• To build a healthy community that enables success in education, training and the workplace;

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- To reduce the long-term financial pressures on our public services by getting communities more active, creative, and better connected to our natural environment;
- To manage, develop and maintain a biodiverse, and environmentally sustainable network of spaces and places contributing positively to reducing the impact of climate change;
- To generate a high profile, safe, inclusive, well-connected and managed network of active travel networks, green and blue corridors, heritage trails, leisure and culture facilities;
- To connect home grown talent with local employment and volunteering opportunities;
- To facilitate a vibrant, commercially viable and growing visitor and tourism economy;
- To better connect business with the leisure and culture sector; and
- To adopt creative placemaking and active travel strategies.

5. Delivering our Vision

- 5.1 Bromsgrove District Council is committed to ensuring leisure and culture provision continues to play an important role in the lives of our communities. Importantly, we want to see this provision having a positive impact on community health and well-being through a reduction in physical and mental health inequalities.
- 5.2 We consider that moving forwards our role will increasingly focus on Bromsgrove District Council being a facilitator and enabler. This means identifying opportunities for new partnerships, building and establishing alternative delivery models, and working more creatively within our communities. In the future, Bromsgrove District Council may have a reduced role in direct delivery.
- 5.3 We recognise there is an opportunity to change some of the ways in which we deliver leisure and culture services to make the most of our available resources, develop local partnerships, and deliver value for money provision. Change is needed to address the challenges in delivering leisure and culture services given reducing public sector resources against the backdrop of recognising the value to the health, well-being and quality of life of our communities.
- 5.4 Future planning and delivery of leisure and culture services will be aligned to the priorities of our Corporate Plan and the addendum to that, whether led by Bromsgrove District Council or developed in partnership with other organisations. Leisure and culture services will focus on the development, management, maintenance and delivery of activities and opportunities contributing to the following corporate and community priorities:-
- 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; and
 - A Green thread under-pinning all the above.
- 5.5 Our priority outcomes are for leisure and culture services to:
- Have an impact on quality of life for our most disadvantaged communities;
 - Reduce health inequalities – mental and physical;
 - Engage with all residents;
 - Be inclusive and accessible;
 - Increase active involvement as participants, spectators and volunteers;

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- Contribute in a measurable way to our corporate priorities;
- Contribute positively to climate change reduction through promotion of e.g. active travel, net carbon footprint reduction; and
- Be appropriately resourced.

5.6 This high level strategic document recognises that Bromsgrove District Council cannot deliver all of these priorities on its own. It will need considerable support and input from partner organisations if these priorities are to be successfully achieved. It is for this reason that the Council has determined its role in some of these far reaching projects to be categorised as either:

- **Lead** – to be the lead organisation in the delivery of the activity/project that delivers the priority;
- **Participate** – to be involved with partner agencies who will be leading the activity/project that delivers the priority; and
- **Influence** – to work collaboratively with other partner agencies to persuade them to take a particular course of action/undertake a particular project.

5.7 Clear KPIs, aligned to health and wellbeing outcomes, will enable the overall contribution of leisure and culture services to be measured. KPIs for each element of leisure and culture services will enable their impact within the community to be assessed. Understanding the extent to which leisure and culture services are addressing identified health and well-being priorities will also help in developing specific activities/programmes and built assets to better respond to community need over the lifetime of this Strategy.

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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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
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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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
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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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
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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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
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

Bromsgrove District Council

Leisure and Culture Strategy

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
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

Bromsgrove District Council

Leisure and Culture Strategy

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Arts and Culture Provision					
<p>Recommendation 38 Agree the following priorities for the planning and delivery of arts and culture services by the Council:</p> <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
<p>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:</p> <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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Leisure and Culture Strategy

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
<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

Bromsgrove District Council

Leisure and Culture Strategy

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
draft strategies to be overseen by the Head of Planning, Regeneration and Leisure.					
<p>Recommendation 42 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 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 TBC when PPS is complete</p>					
KPIs and Financial Profiling					

Bromsgrove District Council

Leisure and Culture Strategy

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
<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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