Public Document Pack

Shareholders Committee

Tue 25 Aug
2026
5.30 pm

Oakenshaw Community Centre,
Castleditch Lane, B98 7YB

Redditch
Borough Council
Working together for our communities

If you have any queries on this Agenda please contact
Jess Bayley-Hill

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GUIDANCE ON FACE-TO-FACE MEETINGS

Please note that this is a public meeting although the agenda does include soe information which may need to be considered in private session.

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

PUBLIC ATTENDANCE AT MEETINGS

Members of the public are welcome to attend the meeting to observe proceedings in public session. Members of the public may also film or record meetings whilst they are in public session.

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 that part of the meeting cannot be recorded.

Redditch Borough Council
Working together for our communities

Shareholders Committee

Tuesday, 25th August, 2026

5.30 pm

Oakenshaw Community Centre

Agenda

Membership:

Cllrs:	Matthew Dormer (Chair)	Ashley Monk
	Gemma Monaco (Vice-Chair)	Craig Warhurst
	Brandon Clayton	

1. Apologies for Absence and Named Substitutes

2. Declarations of Interest

3. Exclusion of the Press and Public

Should it be necessary, in the opinion of the Chief Executive, during the course of the meeting to consider excluding the public from the meeting on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:

"That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12 (A) of the said Act".

The relevant paragraph is as follows:

Subject to the "public interest" test, information relating to:

- Para 3 – financial or business affairs

and may need to be considered as 'exempt'.

4. Minutes of the Meetings of the Shareholders Committee held on 31st March and 7th April 2026 (Pages 5 - 22)

Members are asked to note that the minutes of the meeting of the Shareholders Committee held on 31st March 2026 contain exempt information. The minutes of the meeting of the Shareholders Committee held on 7th April 2026 are entirely in the public domain.

5. Performance Outturn Monitoring Report 2025/26 - Rubicon Leisure Limited (Pages 23 - 34)

6. Performance Monitoring Quarter 1 2026/27 - Rubicon Leisure Limited (Pages 35 - 48)

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

Redditch Borough Council
Working together for our communities

Shareholders Committee

Tuesday, 31st March, 2026

MINUTES

Present:

Councillor Sharon Harvey (Chair), Councillor Ian Woodall (Vice-Chair) and Councillors Juliet Barker Smith, Bill Hartnett and Jane Spilsbury

Also Present:

Ben Clawson-Chan (Managing Director, Rubicon Leisure Limited)

Officers:

Ruth Bamford and Julie Lorraine

Principal Democratic Services Officer:

Jess Bayley-Hill

15. APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES

There were no apologies for absence received from Committee members.

An apology for absence was received from Councillor Craig Warhurst, who had been invited to attend the meeting in his capacity as a group leader, in line with the terms of reference for the Committee in the Council's constitution.

16. DECLARATIONS OF INTEREST

Councillor Jane Spilsbury declared an other disclosable interest in all the items on the agenda as her son worked for Rubicon Leisure Limited. She remained present during consideration of each item of business and voted thereon.

17. SUPPORT FOR THE COUNCIL

The Interim Section 151 Officer presented a report on the subject of support provided by the Council to Rubicon Leisure Limited.

The Committee was advised that Rubicon Leisure Limited had submitted bids for capital funding which had been considered as part of the authority's budget setting process. All of these bids had been agreed.

The Interim Section 151 Officer had been meeting with the Council's accountants, Ernst & Young, regarding the accounts. A position statement in respect of Rubicon Leisure Limited was expected shortly.

There had been a number of historic issues for the Council in respect of VAT receipts, which had had implications for Rubicon Leisure Limited because both the authority and the company used the same finance system. Discussions had been held with HMRC and the Council was due to receive £20 million in VAT returns.

There were due to be changes to personnel at a senior level within the Council's Financial Services team. A new permanent Section 151 Officer was scheduled to commence employment with the authorities on 13th April 2026. The Assistant Director of Finance and Customer Services was already serving as a Deputy Section 151 Officer. The Interim Section 151 Officer had also appointed two further Deputy Section 151 Officers at the Council.

Work had been ongoing to review the Tech1 financial system that was used by the Council. Two modules in this system were due to be switched off. In addition, action was being taken to address issues remaining within the system.

Following the presentation of the report, Members discussed a number of points in detail:

- The work of the project team for the finance system and the extent to which the external supplier was involved in the work of this project team. Members were advised that there was a specialist providing support to an internal working group.
- The extent to which the choice of one Unitary Authority for Worcestershire rather than two would impact on Rubicon Leisure Limited. Members were informed that this would have limited impact: depending on the Government's decision, Council staff would either transfer to one or two authorities and the new Unitary Council would consider its contractual obligations, including to Rubicon Leisure Limited and the assets the company managed on behalf of the Council.
- The risks associated with the Council's finance system and whether these should be included on the corporate risk register.
- The investments that had been listed in the report, which included repairs and investment in services.

Shareholders Committee

Tuesday, 31st March, 2026

RESOLVED to note

the position in terms of:

a) the budget and MTFP position for 2026/27 to 2028/29;
b) the closure of the 2023/24 Accounts and 2024/25 Accounts;
c) the update on VAT;
d) the stabilisation of the Council's finance service; and
e) the update on Technology One ledger system.

18. MINUTES OF THE PREVIOUS MEETING

RESOLVED that

the minutes of the meeting of the Shareholders Committee held on 1st December 2025 be approved as a true and correct record and signed by the Chair.

19. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that:

Under S100 A (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12 of the said act, as amended.

- **Minute Item No. 20 – Rubicon Business Plan 2026/27**
- **Minute Item No. 21 – Rubicon Budget Report 2026/27**
- **Minute Item No. 22 – Quarter 3 Performance Monitoring Report 2025/26**

20. RUBICON BUSINESS PLAN 2026/27

The Managing Director of Rubicon Leisure Limited presented the Business Plan 2026/27 for the Committee's consideration.

Members were asked to note that the Rubicon Board had already considered and endorsed the content of the business plan. However, approval was required from the Shareholders Committee in line with reserved matters in the Articles of the company.

The overarching mission of Rubicon Leisure Limited remained to inspire communities to live healthier and happier lives. This was supported by five key objectives and themes, underpinned by service plans. The themes were consistent with those included in the previous year's plan and would support a trajectory of growth.

Rubicon Leisure Limited aimed to deliver a robust and sustainable business plan whilst meeting the needs of communities.

In terms of Rubicon Leisure Limited's staff, the company was working with Redditch Business Improvement District (BID) on a number of training programmes that would support staff development.

A range of events and activities had been and would continue to be delivered at venues operated by the company.

Forge Mill Needle Museum had performed really well during the 2025/26 financial year. It was anticipated that works on the water wheel at the mill would be completed by the summer of 2026.

Once the report had been presented, Members discussed the following points in detail:

- The contributions made by staff and volunteers at Rubicon Leisure Limited in 2025/26. Members thanked them for their hard work.
- The progress that had been made with the works on the water wheel at Forge Mill Needle Museum. Members welcomed news that these works would be completed soon.
- The growth in services that had been delivered by Rubicon Leisure Limited.
- The links between the themes and objectives detailed in the company's business plan and the priorities included in the Council's Plan. Members welcomed these synergies and suggested that this could be highlighted more explicitly within the business plan in future.
- The extent to which Rubicon Leisure Limited was applying for grant funding available from external bodies.
- The opportunities available for Rubicon Leisure Limited to contribute to tackling health inequalities in the Borough. Clarification was provided that the company worked closely with Redditch District Collaborative.
- The commitment that the company was demonstrating to its staff through investment in training and development opportunities. Members welcomed this commitment.

Shareholders Committee

Tuesday, 31st March, 2026

RESOLVED that

the Rubicon Leisure Annual Business Plan 2026/27 be approved.

(During consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed that included information relating to the financial or business affairs of any particular person (including the authority holding that information)).

21. RUBICON BUDGET REPORT 2026/27

The Managing Director of Rubicon Leisure Limited presented the company's Budget Report 2026/27.

Once the report had been presented, Members discussed the following points:

- The fact that Rubicon Leisure Limited had been established by the Council to make a positive contribution to the health and wellbeing of the local community.
- The impact that conflict in the Middle East could have on financial costs and supplies, including for Rubicon Leisure Limited.
- The action that could be taken to attract more visitors to Forge Mill Needle Museum. Members were informed that the museum was performing really well.
- The investment that the Council had agreed to make in upgrading the changing facilities for customers of 'dry' fitness services and equipment at the Abbey Stadium.
- The impact that access to public transport in the Borough might have on the number of visitors using services provided by Rubicon Leisure Limited.
- The value for money that the Council received, in terms of services delivered by Rubicon Leisure Limited.
- The fact that Rubicon Leisure Limited delivered services and operated facilities as required by the Council.

RESOLVED that

the Rubicon Leisure Budget Report 2026/27, and its underlying assumptions be approved.

Shareholders Committee

Tuesday, 31st March, 2026

(During consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed that included information relating to the financial or business affairs of any particular person (including the authority holding that information)).

22. QUARTER 3 PERFORMANCE MONITORING REPORT 2025/26

The Managing Director of Rubicon Leisure Limited presented the company's performance monitoring report for quarter 3 of the 2025/26 financial year.

Performance had been good during the quarter.

The company had had £500,000 Council funding from the capital programme for 2026/27 which was to be invested in facilities.

Consideration was given to the feedback that had been received from customers during consultation exercises. Members welcomed the positive feedback that had been received and the fact that this exceeded the industry standard.

RESOLVED that

the report be noted.

(During consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed that included information relating to the financial or business affairs of any particular person (including the authority holding that information)).

The Meeting commenced at 6.30 pm
and closed at 7.52 pm

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Redditch Borough Council
Working together for our communities

Shareholders Committee

Tuesday, 7th April, 2026

MINUTES

Present:

Councillor Ian Woodall, Juliet Barker Smith and Jane Spilsbury

Officers:

Ruth Bamford and Juie Lorraine

Democratic Services Officers:

Jess Bayley-Hill

23. APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES

Apologies for absence were received on behalf of Councillors Bill Hartnett and Sharon Harvey.

In the absence of the Chair, the Vice Chair, Councillor Ian Woodall, chaired the meeting.

24. DECLARATIONS OF INTEREST

Councillor Jane Spilsbury declared an other disclosable interest in respect of Minute Item no. 25 – Shareholders Committee Annual Report 2025/26 - as her son worked for Rubicon Leisure Limited. She remained present for the debate in respect of this item and voted thereon.

25. SHAREHOLDERS COMMITTEE ANNUAL REPORT 2025/26

The Principal Democratic Services Officer presented the Shareholders Committee's draft Annual Report 2025/26 for Members' consideration.

Members were advised that there was a requirement, detailed in the terms of reference for the Shareholders Committee in the Council's constitution, for an Annual Report to be prepared each year which detailed the work of the Committee during the municipal year. The draft report would be considered by the Shareholders Committee and subsequently by the Executive Committee, as the Shareholders Committee was a sub-committee of the Executive.

Shareholders Committee **Tuesday, 7th April, 2026**

The final report was due to be presented at the first ordinary meeting of Council to be held in the 2026/27 municipal year.

There were certain reserved matters in the Articles for Rubicon Leisure Limited that could only be determined by the Shareholders Committee. The Committee's work in respect of these reserved matters had been detailed in the draft Annual Report and included approval of the company's business plan for the following financial year.

There was a requirement in the Articles for at least four meetings of the Shareholders Committee to be held each year. Members were advised that this requirement had been fulfilled in the 2025/26 municipal year.

Following the presentation of the report, Members commented that Rubicon Leisure Limited had had a successful year. The suggestion was made that the achievements arising as a result of the Committee's input during the year, including actions delivered under the previous business plan that had been approved by the Committee, should be highlighted in the report. In addition, Members commented that these achievements could be further highlighted through the inclusion of images in the final version of the report.

Reference was made to the performance of Rubicon Leisure Limited. Members commented that they were proud of the fact that the company was performing well in terms of income targets and was also making a positive contribution towards tackling health inequalities within the Borough. However, it was also noted that the focus of the report was on the work of the Committee during the year, not the performance of the company or specific facilities managed by the company.

Consideration was given to the potential for the Council to assist Rubicon Leisure Limited with the promotion of the company's achievements. It was highlighted that the Council's Communications team could assist with highlighting the company's positive achievements. However, Members were also asked to note that there were restrictions on Council publicity during the pre-election period.

Reference was made to the meetings of the Committee that had been held in 2025/26 and questions were raised about the extent to which other Members could attend and participate in the meetings. Confirmation was provided that the Committee was a sub-committee of the Executive Committee, in line with national best practice, and therefore only Members of the Executive could be appointed to serve on the Committee. However, in line with the terms of reference for the Committee, group leaders were invited to attend meetings, and they could participate in the debate. Meetings of the Committee were also open to other Members to attend to observe, with their participation in the debate subject to the discretion of the Chair.

During consideration of this item, a few typographical errors were identified, including in respect of the membership gallery. A request was received to address these prior to publication of the final report.

RECOMMENDED that

subject to the amendments detailed in the preamble above, the Shareholders Committee's Annual Report 2025/26 be submitted to Council for consideration.

The Meeting commenced at 6.30 pm
and closed at 6.46 pm

Agenda Item 5

REDDITCH BOROUGH COUNCIL

SHAREHOLDERS COMMITTEE **25th August 2026**

PERFORMANCE OUTTURN MONITORING REPORT 2025-26 - RUBICON LEISURE LIMITED

Relevant Portfolio Holder	Councillor Matthew Dormer
Relevant Assistant Director	Ruth Bamford, Assistant Director of Planning, Leisure and Culture Services
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	N/A
Non-key decision	
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. SUMMARY OF PROPOSALS

To update Shareholders on the operational performance of Rubicon Leisure Limited for the period January – March 2026.

2. RECOMMENDATIONS

The Committee is asked to RESOLVE that

the report be noted.

3. KEY ISSUES

3.1 The performance monitoring report for the fourth quarter of 2025/26 is attached at Appendix A. This report details the work that has been undertaken by Rubicon Leisure Limited during this quarter.

4. Financial Implications

4.1 There are no specific financial implications detailed in this report.

5. **Legal Implications**

5.1 The Council retains control over Rubicon Leisure Limited. This ensures that the company continues to benefit from Teckal exemptions, subject to legal rules.

6. Customer / Equalities and Diversity Implications

6.1 As can be seen in the performance monitoring report, Rubicon Leisure Limited continues to provide opportunities across leisure and culture to help inspire the communities of Redditch to live healthier and happier lives. By reviewing the performance update, the Shareholders can help to ensure that the community and local partners are supported by the leisure and cultural offer, and that Rubicon Leisure continues to deliver on the Council's corporate priorities.

7. RISK MANAGEMENT

7.1 Rubicon Leisure maintains risk registers in relation to both service delivery and Health and Safety compliance. These are regularly monitored, and any updates reported to the Rubicon Board at each meeting.

8. APPENDICES

8.1 Appendix A - Quarter 4 Performance Monitoring Report (2025-26)

9. BACKGROUND PAPERS

9.1 Service Specification as reported to the Executive Committee and Council in September 2018.

AUTHOR OF REPORT

Name: Jess Bayley-Hill, Principal Democratic Services Officer
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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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REDDITCH BOROUGH COUNCIL

SHAREHOLDERS COMMITTEE **25th August 2026**

PERFORMANCE MONITORING REPORT QUARTER 1 2026-27 - RUBICON LEISURE LIMITED

Relevant Portfolio Holder	Councillor Matthew Dormer
Relevant Head of Service	Ruth Bamford, Assistant Director of Planning, Leisure and Culture Services
Ward(s) Affected	N/A
Ward Councillor(s) Consulted	N/A
Non-Key Decision	
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. SUMMARY OF PROPOSALS

To update Shareholders on the operational performance of Rubicon Leisure Limited for the period April – June 2026.

2. RECOMMENDATIONS

The Committee is asked to RESOLVE that

the report be noted.

3. KEY ISSUES

3.1 The performance monitoring report for the first quarter of the 2026/27 financial year is attached at Appendix A to the report. The report details the work that has been undertaken by Rubicon Leisure Limited during this period.

4. Financial Implications

4.1 There are no specific financial implications detailed in the report.

5. **Legal Implications**

5.1 The Council retains control over Rubicon Leisure Limited. This ensures that the company continues to benefit from Teckal exemptions, subject to legal rules.

6. Customer / Equalities and Diversity Implications

6.1 Rubicon Leisure Limited provides services and activities which help inspire communities in Redditch to live healthier and happier lives. By reviewing the performance update, the Shareholders Committee can help to ensure that residents and local partners are supported by the leisure and cultural offer, and that the company continues to deliver on the Council's priorities.

7. RISK MANAGEMENT

7.1 Rubicon Leisure maintains risk registers in relation to service delivery and Health and Safety compliance. These are regularly monitored, and updates are reported to the Rubicon Board at each meeting.

8. APPENDICES

8.1 Appendix A - Quarter 1 Performance Monitoring Report (2026-27)

9. BACKGROUND PAPERS

9.1 Service Specification as reported to the Executive Committee and Council in September 2018.

AUTHOR OF REPORT

Name: Jess Bayley-Hill, Principal Democratic Services Officer
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