

Redditch Borough Council

Leisure and Culture Strategy 2022-2032

A report by Strategic Leisure Limited

September 2022



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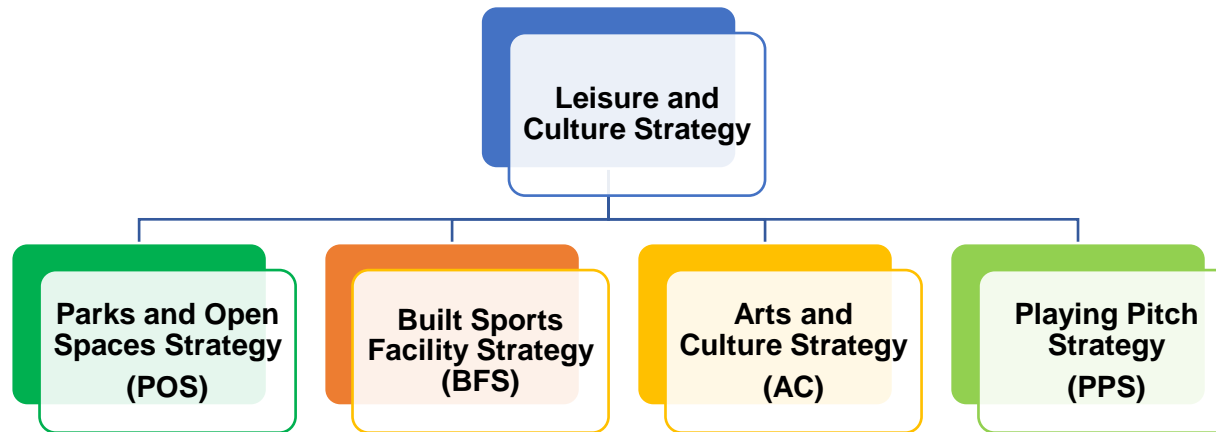
Appendices

1. Parks and Open Spaces Strategy
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1. Introduction

- 1.1. This Leisure and Culture Strategy ('the Strategy') for Redditch Borough sets out our future direction 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).
 - Playing Pitch 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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Table 1: Redditch Borough Council Corporate Plan 2019-2024

Redditch Borough Council Corporate Plan 2019-2024	
Our vision is to enrich the lives & aspirations of all our residents, businesses & visitors through the provision of high quality services, ensuring that all in need receive appropriate help, support and opportunities.	
Community Priorities	Organisational Priorities
<ul style="list-style-type: none">• Economic development and regeneration;• Housing growth;• Skills;• Improved health and wellbeing; and• Community safety and anti-social behaviour.	<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 Redditch Borough 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. The addendum document sits alongside the Redditch Borough Council Plan 2019 – 2024. 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.

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- 1.7 The priority of Improved Health and Wellbeing is key to this Leisure and Culture Strategy. The addendum to the Council Plan 2019-2024 states that Redditch Borough 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 everyday routines. We will prioritise aligning leisure and culture services with the emerging Integrated Care System (ICS) in order to best achieve this.
- 1.8 We will prioritise embedding leisure and culture services within the emerging Integrating 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 Borough.
- 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'. 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.

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- 1.10 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.
- 1.11 Working with other Worcestershire districts, Redditch Borough 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).
- 1.12 Working with the Primary Care Network (PCN) across the wider preventative agenda, Redditch Borough 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.

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- 1.13 Redditch Borough is within the County of Worcestershire and borders Warwickshire County to the east and southeast. It is surrounded by Bromsgrove District to the west and north, Stratford-on-Avon District to the east and southeast and Wychavon District to the southwest.
- 1.14 The Borough is situated at the outer edge of the Green Belt boundary for the West Midlands. Redditch offers easy access to the countryside and prominent local areas, including culturally rich areas such as Stratford-upon-Avon and naturally rich areas such as the Cotswolds. The Borough lies 15 miles south of the Birmingham conurbation and Birmingham airport is approximately 25 minutes' drive time away.
- 1.15 Redditch Borough consists of the main town of Redditch, the villages of Astwood Bank and Feckenham and several other hamlets. It covers an area of 5,435 hectares (13,430 acres) with a population of 84,214 (2011 Census).
- 1.16 The Borough is split into the urban area of Redditch in the north, accounting for 50% of the area and 93% of the population; and the rural area to the south with 7% of the population. The rural area consists predominantly of Green Belt land, but also open countryside, as well as the villages of Astwood Bank and Feckenham.

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

- The main ethnic grouping is white British; the second largest ethnic group is Asian or British Asian;
- The health of people in Redditch is varied compared with the England average. About 15.6% (2,620) children's live-in low-income families;
- Life expectancy is 12.7 years lower for men and 10.4 years lower for women in the most deprived areas of Redditch than in the least deprived areas;
- 17.7% of Year 6 aged children are classified as obese – this rate is lower than the English average;
- Estimated levels of excess weight in adults (aged 18+) are worse than the England average; and
- There is 3.9% unemployment in Redditch.

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

2. The Value of Leisure and Cultural Services

- 2.1. Leisure and culture services are increasingly recognised for the contribution they can make to happier, healthy communities, community identity and place-making. Networks of inclusive and accessible leisure and culture facilities significantly contribute to the quality of life for our Redditch communities:
- Physical and mental health improvement;
 - Community cohesion;
 - Lifelong learning and skill development;
 - Economic development and regeneration;
 - Biodiversity and nature conservation; and
 - Climate change reduction.
- 2.2 Respondents to the Community Survey (SLL Autumn 2021) undertaken in both Bromsgrove and Redditch endorse the importance of leisure and culture provision in their own communities, because of the benefits they deliver at both 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, street music and the arts;
 - The role of events and collaborative projects for bringing communities together and raising the profile of Redditch; 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 underlines the value of leisure and culture facilities and services delivered by a range of providers e.g. community and voluntary organisations, education, religious groups, 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.

2.4 This feedback is in line with the latest 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 latest Government approach to be delivered 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, rather than diagnostic, 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 Redditch Borough. These include:
- Arrow Valley Country Park, Morton Stanley Park, Overdale Park, Brockhill Park, Batchley Pool, other parks and areas of open space;
 - Playing pitches e.g. Greenlands Playing Fields;
 - Allotments;
 - Events;
 - Abbey Stadium Leisure Centre;
 - Play areas;
 - Forge Mill Needle Museum, Bordesley Abbey;
 - Palace Theatre;
 - Sport, Arts, Health and Community Development;
 - Environmental activities;
 - Community Centres;
 - Pitcheroak Golf Course; and
 - Wide-ranging partnerships and collaborative working.
- 3.2 Other provision includes live music venues, arts centres, exhibition spaces and community centres.
- 3.3 Rubicon Leisure Limited, the Council's wholly owned trading company, manages the Palace Theatre, the Forge Mill Needle Museum, and Bordesley Abbey, Abbey Stadium Leisure Centre, Pitcheroak Golf Course, Arrow Valley Visitor Centre and a number of community centres.
- 3.4 Redditch has an established multi-sectoral arts infrastructure including, in addition to community and voluntary organisations, a number of built facilities; the most significant being:
- Town Centre Bandstand, Redditch;
 - Paolozzi Mosaics; and
 - Redditch and Woodrow Libraries provided by Worcestershire County Council.
- 3.5 In order to make the most of leisure and culture provision to benefit the health and wellbeing of Redditch communities there is a need to consider these key issues and where possible address them.

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3.6 Identified key issues and challenges with existing provision, (based on internal and external stakeholder 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 Redditch Borough Council Leisure and Culture Provision

Leisure and Culture Provision	Redditch Borough
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 • 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 Very small amount of spare capacity on all pitch sizes other than adult 11v11. Overall deficit by 2040, due to deficit of match equivalent sessions on Adult 11v11 and Youth 11v11 pitches.</p> <p>All-Weather Grass Pitch Provision (AGP) Very small amount of spare capacity on all pitch sizes other than adult 11v11.</p> <p>Hockey AGP Adequate supply for current and future demand.</p> <p>Rugby Union Deficit of training and match play sessions</p> <p>Cricket Current small surplus which is predicted to turn into a small deficit by 2040</p> <p>Outdoor Bowls Spare capacity</p>

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Leisure and Culture Provision	Redditch Borough
	<p>Tennis If existing provision was catering for informal demand in Redditch, it would be working at a 13.6% capacity. However, it is believed that this demand is being met outside of the area, due to the poor quality and inaccessibility of courts in Redditch. Redditch Tennis Club currently has an 87% utilisation rate, meaning there is capacity for another 41 members.</p>
Allotments	<ul style="list-style-type: none"> • The cost of providing, maintaining and managing allotments • Feasibility for allotments to be transferred to self-management/a management organisation (as per 2019/20 Redditch Borough 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 • Reducing levels of participant satisfaction with Council 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 • 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.
Leisure Centres	<ul style="list-style-type: none"> • Under-supply of publicly accessible swimming facilities which contributes to many Redditch residents using pools outside the borough • Inability to access casual swimming at Abbey Stadium, particularly weekday evenings • Affordability of activities • Limited access to education sports halls i.e. only evenings and weekends • Ageing facilities e.g. some education-based sports halls • Operational sustainability e.g. the Council's LATCO due to the range of facilities in the portfolio it manages • Need for investment
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 • Partnership working limited by available resources

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Leisure and Culture Provision	Redditch Borough
Arts activities, museums, theatre	<p>Respondents in Redditch Borough described access to arts, culture and heritage as good, with heritage attractions being the most visited. A number of barriers were identified to engagement with arts, culture and heritage facilities:</p> <ul style="list-style-type: none"> • More publicity/marketing is required to raise awareness of services on offer; • Some respondents feel disconnected from the Council and the leisure and culture services provided; • A feeling that increased investment is needed in arts, culture and heritage ‘without cutting corners’; • There is a need for more and greater diversity of local community events and for the Council to work more closely with communities and groups on these; • Better, more reliable, and more affordable public transport links to assist travel to facilities and events; • There are concerns about not feeling safe in and around the town when travelling to facilities; • A feeling that the town is being neglected and frustration at ‘missed opportunities’; and • Recognition that the Covid pandemic has had a huge impact on services. <p>Other key issues and challenges include:</p> <ul style="list-style-type: none"> • Awareness and accessibility of arts facilities, activities and organisations • Options for the future operational delivery of culture and heritage built assets • Ensuring Redditch Borough Council’s influence is retained through externally funded initiatives • Ensuring that Redditch Borough Council priorities are at the heart of all externally funded programmes
Community Centres	<ul style="list-style-type: none"> • Community centres are seen as important places • Public awareness of the community centres and what is provided through them • The potential opportunities to asset transfer community centres to alternative operational delivery models
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 • Identifying the priority partnerships on which Redditch Borough Council resources should be focused

3.7 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 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 Redditch Borough 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 Redditch is :

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

Redditch Borough Council
Vision: Healthier and happier communities actively engaged in leisure and culture.
Aim: To improve community health and wellbeing through inclusive 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
- To adopt creative placemaking and active travel strategies

5. Delivering our Vision

- 5.1 Redditch Borough 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 forward our role will increasingly focus on Redditch Borough 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, Redditch Borough 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 Redditch Borough 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 Redditch Borough 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 borough'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 Borough'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 Develop targeted programmes of activity in parks and open spaces that contribute to improved health and wellbeing outcomes.		✓		Short-Medium Term	Internal
Recommendation 7 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 borough.		✓	✓	Short-Medium 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)
Recommendation 8 Carry out a detailed assessment of the play value, quality and accessibility of equipped play spaces across the Borough.		✓		Short Term	
Recommendation 9 Deliver a pilot project to test how Council managed land can deliver offsite Biodiversity Net Gain through the development process.		✓		Short Term	External
Recommendation 10 Develop an overall capital investment plan for enhancing parks and open spaces to provide a more strategic approach to the use of s106 funding.	✓	✓	✓	Short Term	Internal and External
Recommendation 11 Develop an application to the Levelling Up Parks Fund by October 2022.	✓	✓	✓	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
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

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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 16 Carry out a feasibility study to establish a roadmap for the self-management of allotment sites across the borough.		✓		Short Term	External
Recommendation 17 Start a pilot project to explore the process of transfer to self-management and share this learning across the borough.		✓		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
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

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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Recommendation 24 Develop a partnership with the National Trust to deliver the 8 Hills project.		✓		Short Term	Internal
Recommendation 25 Develop service wide Key Performance Indicators to reflect service plan priorities.		✓		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					
To follow Recommendations 27 to 39					

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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Arts and Culture Provision					
<p>Recommendation 40 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 41 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; • Creative People and Places 		✓		Short Term	Internal

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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
<p>Recommendation 42 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"> • Reimagine Redditch: Creative People & Places Programme; • 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> <p>b) In partnership with other providers deliver strategies to respond to the key outcomes from Reimagine Redditch and other community consultations:-</p> <ul style="list-style-type: none"> • A wish for greater diversity of and community involvement with arts and cultural provision; • A wish for increased delivery of arts and cultural provision in neighbourhoods; • A wish for greater community involvement in the commissioning and choice of arts and cultural activities; 		✓		Short Term	Internal

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Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
<ul style="list-style-type: none"> A wish for improved marketing and awareness raising of arts and cultural activities and opportunities. <p>c) That the Leisure and Culture Services team work closely with the Legal Services team on an ongoing basis to contribute to setting out future strategy and direction of travel for the Palace Theatre and Forge Mill Needle Museum/Bordesley Abbey Visitor Centre and in so doing deliver all key priorities as set out in this Arts and Culture Strategy.</p>					
<p>Recommendation 43 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 draft strategies to be overseen by the Head of Planning, Regeneration and Leisure.</p>		✓		Short Term	Internal
<p>Recommendation 44 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>					
<p>KPIs and Financial Profiling Recommendation 45</p>		✓		Short Term	Internal

Redditch Borough Council

Leisure and Culture Strategy

Recommendations	Priority for Action				
	Health and Safety	Contribution to Strategic Priorities	Asset Condition/Quality	Timescale	Resources (Internal/External)
Develop and then implement KPIs to evaluate the way in which leisure and culture provision contributes to the Council's Plan (vision and priorities including health and wellbeing)					
Recommendation 46 Develop and then implement KPIs to evaluate the way in which the leisure and culture strategy and its associated projects contribute to the Council's Plan (vision and priorities including health and wellbeing)		✓		Short term	Internal
Recommendation 47 Develop a costed and resourced 3 stage action plan to deliver the recommended actions identified in the leisure and culture strategy: <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 or otherwise 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

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