

Report to:	CABINET	<i>Exempt information paragraph number – if private report:</i>
Report of	Corporate Director - Place	
Date of Decision:	27th June 2017	
SUBJECT:	A SUSTAINABLE SOLUTION FOR THE FUTURE OF THE WELLBEING SERVICE OUTCOMES	
Key Decision: Yes	Relevant Forward Plan Ref: 003365	
If not in the Forward Plan: (please "X" box)	Chief Executive approved <input type="checkbox"/> O&S Chairman approved <input type="checkbox"/>	
Relevant Cabinet Member(s) or Relevant Executive Member	Cllr Ward; Cllr Hamilton; Cllr Trickett; Cllr Chatfield, Cllr Stacey, Cllr Mahmood	
Relevant O&S Chairman:		
Wards affected:	All	

1. Purpose of report:

- 1.1 The Wellbeing Service was launched in June 2015 after the conclusion of a Leisure Transformation and in accordance with the Physical Activity Strategy agreed in December 2013. The service offers all Birmingham residents the opportunity to be active, improve their health, and connect with their local community, across parks and green spaces (through a range of free programmes such as Active Parks, Run Birmingham), leisure centres and community venues (via Be Active) and on the streets (through Active Streets, Big Birmingham Bikes). The service enables everyone to participate, regardless of income and ability, and removes cost and 'social distance' as a barrier to participation. Key to the success of the service is the ability to engage some of the hardest to reach communities in activity and healthy lifestyles.
- 1.2 This report seeks to outline work already undertaken to assess options for the Wellbeing Service in light of the commitments made in the budget consultation undertaken in December 2016 (Appendix 1). In light of these commitments, this report proposes that the best way to ensure that the council's outcomes will continue to be delivered in a sustainable way is through the establishment of a Community Benefit Society (Appendix 2).
- 1.3 The report seeks approval to begin the necessary preparatory work to facilitate the establishment of a community benefit society (also known as a mutual) and to endorse next steps in the due diligence on behalf of the Local Authority to ensure that the new organisation will be sustainable. This due diligence is outlined in Appendix 2
- 1.4 It seeks to propose the revised minimum scope of the service to meet the budget envelope that has reduced by £2.2million from 18/19 onwards agreed in the Budget Consultation for 2017 and as outlined in Appendix 3.
- 1.5 Finally the report is seeking to agree a solution for those services/facilities not in scope from 18/19 onwards.

2. Decision(s) recommended:	
That the cabinet:	
2.1	Note the outcome of the budget consultation in relation to the future of the Wellbeing Service included in Appendix 1.
2.2	Approve the establishment of a community benefit society to potentially deliver the council outcomes currently being delivered through the Wellbeing Service.
2.3	Approve that work starts on a process of detailed due diligence to ensure that the risks and benefits to Birmingham City Council have been identified, and similarly ensure that the risks and benefits for the proposed new organisation have been identified. The due diligence process will be completed by the end of October 2017. Furthermore to ensure that community benefit society is in a position to run the services in scope from April 2018/19.
2.4	Approve the proposed minimum services and facilities in scope as outlined in the report be transferred into the community benefit society subject to the successful completion of the above due diligence process, in order to meet the budget saving of £2.2m from 2018/19.
2.5	Approve that the sites not in scope be operated at nil subsidy or transferred to alternative providers as outlined in 5.8, and a subsequent report on the most appropriate model for each site be brought back to Cabinet.
2.6	Receive a further report following the outcome of due diligence in November to determine if the Community Benefit Society is ready to receive the transfer of services and facilities, and if so to finalise the scope of those services, the grant level required and confirm the TUPE/ secondment arrangements for the staff concerned.

Lead Contact Officer(s):	
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3. Consultation

3.1 Internal

Consultation has been undertaken with Members as part of the initial budget consultation work earlier on in December/January 2016/17. A senior group of politicians (Deputy Leader of the council, Councillor Ian Ward, Clean streets, recycling and environment, Councillor Lisa Trickett, Health and social care, Councillor Paulette Hamilton, Transparency, Openness and Equality, Councillor Tristan Chatfield, Transport and Roads Councillor Stewart Stacey) have led some recent workshops to determine the scope of the service and the process required to lead to the required results. Ward Members who have Wellbeing Sites and Hubs located in their Wards have also been advised of the proposals and will be consulted further during the due diligence period, prior to bringing a further report back to Cabinet. This has also involved senior officers from the Place and People directorates, as well as joint working with senior officers from within the Economy directorate. Discussions have specifically been undertaken with the Director of Public Health, the Head of the Corporate Policy Team, parks representatives, and The Head of Cultural Development in relation to joint working and potential opportunities for synergy. Informal consultation with Trade Union representatives has also begun on the proposed model and TUPE implications, as well as wider information with those staff potentially affected.

3.2 External

Early discussions with Sport England have resulted in financial support being provided, as well as expertise and guidance based on national learning. The financial support from Sport England (£20,000) has been used to bring in legal and financial experts to help with the potential modelling for a new delivery organisation. Key partner organisations have been informed of the direction of travel for the service, and a dependencies chart has been developed which outlines current partnerships and stakeholder relationships as well as intended post functional possibilities for the new organisation. Timescales for more formal and detailed consultation with partners is planned as part of the proposed due diligence.

Informal discussions have taken place with a wide range of strategic partners and collaborators including Birmingham Open Spaces Forum/ Saheli/ Streetgames/ The Real Junk Food Project/ Coca Cola GB/ Wild Network/ The Lawn Tennis Association/ British Cycling/ Sport Birmingham, as well as wider residents networks and local organisation. Initial consultation with citizens was undertaken as part of the overall generic consultation on the budget proposals for 2017/18. It is envisaged that further consultation on the specific outcomes being proposed for the Wellbeing Service will be undertaken as part of the due diligence phase prior to the final sign off late Autumn 2017.

4. Compliance Issues:

4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?

There is clear evidence presented within the supporting documentation to demonstrate that these recommended decisions are closely aligned with the councils strategic approaches and corporate priorities. The City Council has adopted a Vision which sees *a whole Council focus to make a positive difference every day for citizens of*

Birmingham. This is supported by four clear priorities which are linked with key drivers of change for its city and citizens.



For **housing**, the objectives currently most contributed to are:

- excellent delivery through partnerships
- cleaner, greener streets and neighbourhoods.

Appropriate **Jobs and Skills** play an important role in wellbeing and objectives the service contributes here are to:

- support local people to access employment opportunities
- support the growth of thriving, distinctive neighbourhoods.

Health is a key focus for the Wellbeing Service, addressing the objectives below:

- creating a healthier environment for Birmingham
- increasing levels of physical activity in Birmingham and developing a healthy eating environment
- reducing health inequalities
- leading a real change in the mental wellbeing of all people in Birmingham
- promoting independence of all our citizens

Amongst key areas where the Service delivers health outcomes are:

- increased use of public spaces for physical activity
- more people walking and cycling
- improved air quality and utilisation of WHO guidance on health and planning
- improved sense of community and individual mental wellbeing
- seeking to prevent, reduce and delay dependency and maximise the resilience and independence of citizens, their family and the community.

4.2 Financial Implications

4.2.1 The short and medium term financial implications from the proposals to establish a Community Benefit Society for the existing Health and Wellbeing Service are set out in this commentary and the full details are set out in Appendix 3.

4.2.2 Existing Health and Wellbeing Service

- the existing Health and Wellbeing Service provided by the Council includes a number of local community leisure centres and a strategic/commissioning service
- the net expenditure in 2017/18 to the Council for both services is estimated at £1.665m (this includes gross expenditure of £9.051m and is offset by gross income of £7.386m) – the income includes a contribution from Public Health grant of £4.242m for the provision of the services
- the net cost of the Health and Wellbeing Community Centres' service to the Council is estimated at £0.293m and major components of expenditure and income include:

- employee costs of £3.000m
- operational costs including capital financing costs of £2.774m
- public health grant of £3.242m
- fees and charges and capital financing costs adjustments of £2.239m
- the net cost of the strategic and commissioning service to the Council is estimated at £1.372m and the major components of expenditure and income include:
 - employee costs of £1.799m
 - operational costs and external commissioning of £1.478m
 - public health grant of £1.000m
 - other grants and income of £0.905m
- the Strategic and Commissioning Service also includes a number of programmes mainly Big Birmingham Bikes, Active Parks Programme and Run Birmingham (these three programmes are partly funded from external grant contributions from contractual sponsorship agreements and Sport England).
- the new Community Benefit Society is expected to provide the services that are indicated above (and include the Community Hubs)

4.2.3 Medium Term Financial Plans from 2017/18 to 2020/21

- the current approved financial plans of the Council from 2017/18 to 2020/21 assume that there will be a reduction of £2.200m in the Public Health Grant contribution from 2018/19 on an ongoing basis.
- the financial resources that would be provided to the Community Benefits Society from the Council are estimated at £3.707m (this representing the current net expenditure of the services of £1.665m and a public health contribution of £2.042m).

4.2.4 Other Financial Considerations

- the financial viability of the new Community Benefits Society will be established through their independent service and financial business plan – the loss of public health grant of £2.200m will have to be compensated by the generation of additional income or reduction in expenditure.
- any other financial reductions in external grant to provide services including Big Birmingham Bikes, Active Parks and Run Birmingham will have to be managed by the Community Benefits Society
- there are other financial considerations for the Community Benefits Society, for example the potential to generate extra commercial income and diversification of trading activities will need to have due consideration to other obligations relating to taxation matters and compliance to statutory legislation for companies and financial governance (these costs will have to be managed by the Community Benefits Society Business Plan).
- the potential ownership of the current Community Health and Wellbeing Centres will also need to be considered (these could be provided to the new organisation on a full repair and maintenance lease or a transfer of the assets – the latter will have to be at best consideration and will generate a potential capital receipt for the City Council)

the development of the potential Community Benefits Society and the option appraisals were funded from an allocation of £0.300m from public health grant (carried forward as an earmarked reserve in 2017/18)

4.3 Legal power to carry out:

- (1) Under Section 1 of the Localism Act 2011, the Council has the power to enter into the arrangements set out in this report, which are within the remit and limits of the general power of competence Section 2 and 4 of the Localism Act 2011.
- (2) Under the Co-operative and Community Benefit Societies Act 2014, should this be the chosen option, the Council has power to create a Society for carrying on any industry business or trade (including dealings of any description with land) provided that it conducts the business for the benefit of its community.

In advance of consultation in accordance with TUPE (Transfer of Undertakings [Protection of Employment] Regulations) 2006, there will be engagement with service users, affected employees, trade unions and Elected Members. This will include a full explanation of the company model, staff transfer approach and the scope of services to transfer. Outcomes of this process will be fully outlined in any award report.

4.4 Public Sector Equality Duty

A copy of the Equality Act 2010 – Public Sector Duty statement is appended – Appendix 4 together with the initial equality assessment screening.

5. Relevant background/chronology of key events:

- 5.1 In December 2013, a report was presented to Cabinet outlining the final recommendations for the leisure assets for the city. The recommendations included:-
- i) Community Asset Transfers (CAT) of some facilities.
 - ii) The use of Leisure Framework contractors to deliver and manage both new and remaining facilities.
 - iii) The establishment of a Wellbeing Service which incorporates existing facilities and an outreach service in parks and open spaces, commissioning directly and through a range of partners.

This process was completed on 1st June 2015 and at this point the Wellbeing Service went live operating the remaining centres in the most deprived parts of the city that required an ongoing subsidy. This subsidy was made up of a contribution of mainstream leisure budget and a public health allocation (outlined in section 4.2). Key targets were established for the Wellbeing Service to deliver against the Public Health Outcomes Framework and a behaviour change programme was established within the service that focused on removing the barriers to engagement for those who are the most deprived and the most inactive, while still providing a service for everyone.

- 5.2 The drivers behind the current budget savings relate to pressures within BCC to realise savings on the non-statutory, controllable spend, while also preserving the outcomes for

citizens wherever possible. The rationale behind the original wellbeing service was to provide physical activity interventions at scale for those communities most likely to be the most sedentary. This is where the biggest impact on health inequalities can be made. Evidence shows a clear correlation between poverty and physical inactivity, and as such the focus of the work for the Wellbeing Service has been to work with poor communities to identify and overcome the barriers to physical activity. In a city with the demographic profile of Birmingham, cost is the main barrier to engagement in increases in physical activity (although not the only one), and on that basis the Wellbeing Service has sought to provide free activities for citizens by identifying the beneficiaries of the behaviour change, and in the main to date these beneficiaries have been within the public health arena.

- 5.3 As a result of focusing on reducing the health inequalities associated with poverty and deprivation, the service has developed a behaviour change approach which puts the citizens at its heart. Using a principle recommended by Professor Sir Michael Marmot, 'Proportionate Universalism' ('To reduce the steepness of the social gradient in health, actions must be universal, but with a scale and intensity that is proportionate to the level of disadvantage. This is called proportionate universalism.' <http://www.hospitaldr.co.uk/blogs/features/marmot-review-reducing-health-inequalities-in-england>) the Wellbeing Service has worked with the Corporate Policy and Insight team and established priority communities across the city. The service ensures that the design and delivery of the interventions understand and mitigate against the barriers for those communities so that they can engage in physical activity. The inclusion of the wellbeing centres in 2013 cabinet report was an acknowledgement that the market (traditional leisure centre models run for profit) would not deliver in the poor parts of the city without significant subsidy. As such, the model for the wellbeing service, of stimulating healthy behaviour change and identifying funding from the beneficiaries of that behaviour change, has been fundamental to the model for the service to date.
- 5.4 Increasingly in the last 18 months of the service's delivery, there has been a shift from straightforward participation in physical activity interventions to creating opportunities for more active citizenship in total. In order to deliver on a wide range of social outcomes for the city, a focus on active citizenship and enhancing moral agency by using physical activity to do the 'social knitting' with communities has been gathering pace. This was subsequently the focus of a recent bid for substantial funding to Sport England to become a local delivery pilot (at the time of writing the outcome of this bid is awaited). As such, work on active citizenship will form an essential part of the vision for the new mutual organisation. Evidence from the behaviour change work of the service to date provides significant evidence that the model is working and bringing in those who are most likely to be sedentary and those also in the most deprived communities. The proposals for this decision arise out of the context of an agreed £2.2 million cut to the 2016/17 base budget for the Wellbeing Service. The budget proposals, accepted in Full Council in February 2017, outlined this reduction, and agreed to look at moving the future operating model out of the council to better facilitate the delivery the key outcomes that the service currently deliver to those in the most need, as part of the necessary changes to delivery required to achieve the budget reduction required.
- 5.5 Currently there is a mixture of funding streams that make up the funding of the Wellbeing Service. These income streams include internal funding (Public Health and mainstream council funding for sport and leisure which amounted in 2016/17 to £5.8 million) and external funding streams that include grants from Sport England, EU funded projects, funding from the Department for Transport, and corporate sponsorship. Most of the external funding is related to delivering explicit outcomes and most also include a contribution from BCC either in kind/ cash which is funded through the internal funding from BCC. The proposal to deliver a £2.2 million reduction is a reduction to the

BCC/PH funding envelope (leaving a remaining budget of £3.6 million for 17/18 onwards). This reduction will be accommodated by the rationalisation of the current assets by the end of the financial year ahead of the final transfer to a new model. The funding of commissioned services would also need to come to an end, with a focus on delivering the required outcomes within the transferred service. In addition, once transferred there is potential to generate additional income across the remaining provision as well as efficiencies from vacancy management and other running costs. The above financial assumptions will be tested as part of the due diligence process.

- 5.6 The main benefit of the decision to mutualise the service would be to draw down funding from streams currently not accessible to Local Authorities, which are numerous within the wellbeing environment. There would be scope for the newly formed mutual to deliver services beyond Birmingham boundaries and also be an opportunity for the Council to rationalise the buildings and divest itself of the responsibility and risk of capital repairs in the associated asset transfer. This would protect the wellbeing outcomes for citizens and provide a reduction in the health and wellbeing outcome gaps for citizens. It is further envisaged that a restructure prior to transfer would allow savings to be realised from 18/19. It is proposed that during the due diligence process a business model for the new organisation is developed that builds on the grant allocation from BCC and has expectations of business growth and a potential profit share back to the Council. This could also ensure a return for citizens through the membership route.
- 5.7 During the process of due diligence, further explorations of the final full costs of establishing a new organisation and transferring the liabilities and assets of the current (albeit streamlined) service into it will be undertaken. Any further financial contributions from the local authority will be clearly outlined, with achievable solutions identified as part of the final business plan for the new organisation. In order to ensure that the transferring service continues to deliver as many of its current outcomes as possible within the reduced financial envelope the following assets are proposed to be in scope for the transfer: -
- Wellbeing Centres: Handsworth, Kingstanding, Saltley, Small Heath and Shard End (the exact tenure of the transfer would be established as part of the subsequent due diligence process but could include a lease, total asset transfer, etc.)
 - Wellbeing Hubs: Stanhope, Calthorpe
 - Specific outdoor projects: Active Parks/Parklives, Big Birmingham Bikes, Active Streets, Be active plus, Run Birmingham (project through SE), Bikeability (contract through Transportation), National data work (part funded by SE), Workforce planning (Part funded by SE), This Girl Can (Part funded by SE), Young adult's cancer referral pathway (funded by Macmillan), Disability activity/ Disability swimming 'level water' (part funded by SE), Swimming tutor apprenticeships (part funded by ASA), Active citizenship work (directly within remit from BCC), Community cohesion (Part funded by SE), Strategic analysis and policy development (directly within remit for BCC)
 - Strategic development and representation for the city at a national and international level: including EU projects, core cities representation, Sport England work, International work (funding from EU), Sponsorship development (funding from Sponsors), Relationship management and stakeholder development (directly within remit for BCC).
- 5.8 This would leave the following sites out of scope requiring an alternative solution for their on going operation at no subsidy , either through CAT transfers, commercial leases or operated through the Leisure Framework i.e. Nechells Wellbeing Centre ,Ackers Pavilion, Aston Pitches and Pavilion , and Masefield and Firs and Bromford hubs. Work

will be required on alternative delivery models now to ensure the budget savings are in place for the 18/19 financial year.

- 5.9 Given the extensive pressure on current resources within the Local Authority, and the non- statutory nature of the Wellbeing Service, there are currently very real threats to the continued funding of the service. Over the last 7 years, additional funding has been secured by the service to support the emerging behaviour change model (including corporate sponsorship, Dept. Transport and DCMS funding, and other grant/ ad hoc funding sources). There is scope to continue to establish additional funding sources to eventually replace some of the current Local Authority funding sources, and that this would be maximised and delivered in a more stable environment if the service revised the model and delivered outside of the Local Authority. After the options appraisal work that BCC and Sport England's advisers have carried out on this basis, it is proposed that the service is transferred from the council into a new organisation, specifically a Community Benefit Society. This would allow the council to continue to support the new organisation (by means of an annual grant, potentially guaranteed for the first five years). The proposed grant level would be at £3.6 million per year, which is a saving of £2.2 million per year on the current subsidy of over £5.8 million from different sources within BCC. The Council would retain a close relationship with the newly formed organisation, including being part of the proposed board of trustees (it is proposed that the council would nominate two of the 9 trustees to ensure that both the administration and the opposition were represented on the board).
- 5.10 The new structure for The Community Benefit Society would also ensure an 'asset lock' on any of the Local Authority's transferring assets, and the membership model and legal restrictions upon it would ensure that any profits generated would be returned to the community (which would be the citizens of Birmingham- according to proposed rules). The focus of the new society would be to develop capital- social, economic and symbolic. Social capital through the 'social knitting', bringing people together in a place to collaborate on a street initiative, or to participate together in an activity in their local park and so on. Social capacity by developing aspirations for a neighbourhood as part of the consultation for a road closure, for safer cycling routes now they are out and about on their free bikes. Social capital by developing volunteers who act as champions and ambassadors in their own communities. Economic capital through the development of new 'volunteering to work' skills development pathways. Economic capital through bringing events into the city on the basis of the reputation the city has for involving and developing its citizens, and Symbolic capital, by ensuring a presence for the local authority in the communities that experience the greatest need, demonstrating a model that is based on reducing the inequalities present within the city.
- 5.11 On the basis of such an ethical and legal model, a clear vision for the new organisation is proposed that would:
- Provide a new format for the delivery of the non-statutory public sector offer that affords citizens a clear stake in the design and delivery of the service, and has a level of participatory membership expected within its governance and structure (in this case through a participatory membership role).
 - Continue to provoke active citizenship opportunities through the deliberate provision of physical activity interventions designed to bring people together around a sense of place (park, street, and neighbourhood).
 - Continue to increase levels of physical activity in deprived communities
 - Co-create solutions with citizens at a local level
 - Provide anchor institutions in key local communities to ensure that priority communities have support around place holding and place shaping.
- 5.12 It is proposed that the subsequent stage of due diligence being outlined below ensures

that there was a robust business plan developed for the above delivery areas. A further cabinet report will be presented in the autumn confirming the completion of the due diligence process and proposing the final transfer of assets to the new organisation for April 2018. This builds on the learning from previous externalisations and assets transfers that the authority has undertaken. It is envisaged that this proposal will allow the service to be successfully transitioned to a new operating model outside of the organisation, with the necessary support and a public sector ethos from the beginning while allowing it to benefit from the flexibilities and opportunities of its proposed model, while ensuring continued benefit and delivery of outcomes to citizens.

5.13 The proposed model also allows the authority to make immediate savings from 2018, with a further opportunity to review the situation again in 2023. Further benefits of the proposed model include continued delivery of key services to citizens in the most deprived communities in the city:

- Evidence of the outcomes from the service show that it is consistently the most deprived individuals that are using the wellbeing services most locally.
- Large numbers of children from the poorest communities are swimming free in the wellbeing centre pools during the summer holidays for example, and are being fed by the collaborations with The Real Junk Food Project, streetgames 'fit and fed' project, and food donation organisations like 'foodshare'.
- The work that the service undertakes currently contributes significantly to a 'Better Birmingham' and provides a number of anchor institutions in some of the most marginalised communities in the city, either literally through the centres and hubs, or by encouraging a wider use of the physical infrastructure through the work in parks, on the streets, and by bike.

The proposed model put forward here will work to deliver a continuation of these outcomes for those that need them the most.

5.14 The proposed process of due diligence and the subsequent timescales for the rest of the transfer to a Community Benefit Society is attached within Appendix 2. It is expected that the due diligence process will be completed by the late autumn and once final authorisation from cabinet is received, the transfer to the new organisation for staff and assets will conclude by April 2018. This will include legal transfer of assets, establishment of any leases and variances to contracts, TUPE/ secondment processes for staff (including finalising any pension transfer issues with WMPS).

6. Evaluation of alternative option(s):

6.1 A number of options have been explored in terms of securing the long term outcomes for citizens currently being delivered. These included other models that could be used to take the service out of the LA, as well as an analysis of the risks and potential benefits of keeping the service within the Local Authority. These were agreed as unsuitable and higher risk, prior to the final decision on the budget proposals for 2018/19. Work with Members and senior officers to date has reinforced this decision and therefore the decision to transform Birmingham City Council Wellbeing Service into The Active Wellbeing Society, a participatory membership mutual organisation, with clear legacy from and continued governance through to the Local Authority is being proposed. More information about these options is contained within Appendix 2

7. Reasons for Decision(s):	
7.1	The decision to support the externalisation of the Wellbeing Service and move to into the due diligence phase for the Community Benefit Society model are evidenced as those which will offer the most protection of these important outcomes for Birmingham Citizens given the reduction in the proposed budget for 2018/19. This proposal makes the most of the funding flexibilities, provides security and moral integrity through governance links back to the council, but allows for the development of a new public sector response to emerge in co-production with the community groups and third sector.
7.2	The proposed model also makes most use of flexibility for funding across a range of sources, allowing continued co-production and co-creation of the service alongside community groups and third sector organisations. The development of a participatory membership for the newly formed mutual organisation will allow for funding and value to be generated from members of the organisation, including through the release of community shares. This proposal is supported by all key funders, including Public Health Colleagues (who have agreed to provide the funding for the initial set up of a Trust/Social Enterprise model) as well as Sport England and community groups the service are currently working with.
7.3.	A detailed due diligence phase (proposed within this report) gives a mandate for the necessary work to be done pre-transfer to ensure that any model for the new organisation has been robustly stress tested and is fit for purpose in the new environment. It allows for the effective and transparent development of the new organisation from the outset and ensures that the officers involved in the development of the new organisation have a clear mandate made at the most senior level within the organisation to further develop the model.

Signatures		<u>Date</u>
Deputy Leader Cllr Ian Ward Deputy Leader
Cabinet Member Cllr Paulette Hamilton Cabinet Member – Health and Social Care
 Cllr Lisa Trickett Cabinet Member – Clean Streets, Recycling and Environment
 Cllr Tristan Chatfield Cabinet Member – Transparency, Openness and Equality

	Cllr Stewart Stacey Cabinet Member – Transport and Roads	

	Cllr Majid Mahmood Cabinet Member – Value for Money and Efficiency	
Chief Officer
	Jacqui Kennedy, Corporate Director – Place	

List of Background Documents used to compile this Report:

1. Options appraisal paper 2016
2. Original PDD 2015/16
3. Legal report on structures– Elderflower 2017
4. Leisure transformation Cabinet report December 2013
5. Background and context to cooperatives and mutual 2017

List of Appendices accompanying this Report (if any):

1. Budget consultation wording
2. FMG report on the future of the wellbeing service
3. Financial model
4. Equalities Public Sector Duty Statement and Initial Equalities Assessment Screening

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