| Item No. 19. | Classification: Open | Date: 18 June 2019 | Meeting Name: Cabinet |
|---|---|---|---|
| **Report title:** | | Digital Public Health in Southwark: Our Strategic Approach | |
| **Ward(s) or groups affected:** | | All | |
| **Cabinet Member:** | | Councillor Evelyn Akoto, Community Safety and Public Health | |

**FOREWORD - COUNCILLOR EVELYN AKOTO, CABINET MEMBER FOR COMMUNITY SAFETY AND PUBLIC HEALTH and COUNCILLOR RICHARD LEEMING, DEPUTY CABINET MEMBER FOR DIGITAL INCLUSION**

Our 2018/19 – 2021/22 council plan talks about our ambitions to have 'responsive, digitally enabled services that adapt well to change'.  Digital technology is revolutionising every aspect of people's lives, and expectations of how shopping, banking and the way we connect with family and friends have fundamentally changed as a result. Now, we must meet those expectations in the delivery of health care.

Southwark has always been at the cutting edge in using technology to enhance health; we are the first borough in London to have a Digital Public Health Programme and it is important to build upon our strong track record of innovation in this space, in order to lead nationally.

This strategy allows us to be take a strategic approach to investing in digital public health and provides an opportunity to work with the Health Innovation Network and NHSE London who are developing strong digital health platforms and opportunities.
Most importantly, it provides us with an opportunity to understand the opportunities and challenges of scaling up digital public health programmes in a diverse borough such as ours, with particular emphasis on opportunities to reduce inequalities, and develop culturally competent digital programming.

We want all residents and businesses in the borough to have the digital tools and skills they need. We will continue to work with partners to improve Southwark's digital infrastructure, and we will support residents and community groups to improve their skills so they are able to access everything the digital world has to offer.

**RECOMMENDATIONS**

**Recommendations for the Cabinet**

That the Cabinet:

1. Approves the overarching approach to delivering digital public health in Southwark, with an ambition of making the borough the nation's most digitally enabled borough for public health and wellbeing.

2. Notes that a further report detailing the proposed Southwark digital health hub and campaign (#TakeCareSouthwark) will be brought to cabinet for approval later in 2019.

3.      Approves the Southwark public health division to explore a potential collaboration with Public Health England (PHE) to trial a novel digital health improvement programme utilising incentives.

**BACKGROUND INFORMATION**

4.      As a young, diverse, and rapidly evolving inner London borough, Southwark is a patchwork of communities from leafy Dulwich in the south, to bustling Peckham and Camberwell, while towards the north, Borough and Bankside are thriving with private investment and development.

5.      However, Southwark is the 40th most deprived of 326 local authorities in England and 8th most deprived out of 32 local authorities in London. An estimated 39% of Southwark residents live in communities ranked in the 20% most deprived areas nationally, and only 2% of residents live in communities considered least deprived nationally. Around 15,000 children (28%) in Southwark aged under 16 live in low-income families.

6.      Deprivation has an important impact on health, as more deprived areas have higher prevalence of behavioural risk factors. Many factors that increase the risk of chronic illness and co-morbidity are present in the Southwark population, including:

   ▪ Smoking: There are approximately 30,300 residents that smoke.
   ▪ High risk drinking: It is estimated that 32,900 residents binge-drink, and 55,000 residents drink more than the recommended number of units of alcohol per week.
   ▪ Inactivity and sedentary lives: Just under 50,000 residents get less than 30 minutes of exercise each day.
   ▪ Poor mental health and wellbeing: There are over 4,000 people living in Southwark that have been diagnosed with a severe mental illness, and between 2015 and 2017, there were 65 suicide deaths in the borough.
   ▪ Nationally, 70% of adults will have two or more unhealthy lifestyle behaviours, with prevalence increasing with deprivation. In addition, national data shows that as many as 30% of adults are living with two or more long term conditions.

7.      Supporting populations to initiate and sustain a healthy lifestyle behaviour change is complex. An individual's behaviour is influenced by their capabilities, opportunities and motivation. All of these need to come together in order for a behaviour change to occur. Public health interventions are designed to influence one or more of these factors, depending on the need of the target population.

8.      There is a growing evidence base that digital technology can provide a consistent, high quality and targeted approach to supporting individuals changing their behaviour. Interventions, such as apps, online programmes and websites, complimented with wearable devices either standalone or blended with traditional face-to-face approaches, are well placed to help people to achieve healthy lifestyle changes. Supporting residents to reduce their risk of developing, or helping them to better manage, chronic conditions. They are more likely to live independently, stay in work and engage more in their community.

9.      There is also now growing evidence on the use of digital platforms to complement existing health and care services, providing bespoke patient support, improved patient engagement and activation, and facilitating disease

management. Digital approaches have also been used to channel shift patients to effective and less costly services. In this respect, digital approaches are not stand alone, but allow providers to deliver the more costly and intensive face-to-face interventions services to those with the greatest need, whilst those who have high digital literacy and levels of motivation can access digital support services, or a blended approach.

10. The value of digital approaches has been noted in recent national policies by the Department of Health and Social Care, Department for Digital, Culture, Media and Sport, NHS England and Public Health England. The Department of Health and Social Care has recently promoted precision public health and predictive prevention. This involves the careful, targeted and consensual use of data to provide digitally-enabled health improvement interventions in a way people are most likely to engage with and act on.

11. This type of digital engagement is a sophisticated and unobtrusive approach that is widely and effectively used in other sectors to connect people with the services and products they are most likely to want and need.  It's only natural to consider how this technology can be harnessed in public health. It fits very well with the general trend in public health as we take advantage of better data and scientific evidence to be more precise and efficient in everything we do.

12. Predictive prevention does not replace existing public health interventions at population or community level – but it does build on existing data-driven targeting techniques and channels to add another dimension of deeper customer engagement. By continuing to combine behavioural science and digital innovations, we can actively encourage people to make healthier choices and take greater responsibility for their wellbeing.

13. Southwark Council's existing Digital Strategy articulates the organisation's vision to use technology – through more efficient, effective and user-centric service delivery models – to improve outcomes for residents. It features five priority areas:
    - A transformed Southwark website
    - Making best use of our business systems and tools
    - Smarter ways of working through business intelligence and analytics
    - Ensuring digital inclusion
    - Increasing pride and engagement via digital communication channels

    This is underpinned by three principles:
    - Start with user needs
    - Do less
    - Build digital services, not websites

14. There are existing digital programmes in development across the council, including in children's services. This programme is initially focused on the wellbeing of adults. The Southwark Council approach to digital public health is in line with these principles and the council's Digital Strategy, with a specific focus on health-related behaviours.


**DIGITAL PUBLIC HEALTH STRATEGY - KEY ISSUES FOR CONSIDERATION**

15. Digital public health tools offer new ways for residents to engage with Southwark Council, improve their awareness and engagement with health and wellbeing,

and promote greater access to and uptake of services to improve outcomes and address inequalities.

16. A digital public health approach will not necessarily or immediately replace traditional public health services nor programmes, but rather, aims to enhance these in order to address three key challenges in the borough:

- **The need to transform traditional public health services:** Budgetary pressures, exiting and emerging health threats, changing patient and public needs require us to continually adapt and evolve public health programmes. Digital transformation of traditional public health programmes (eg. SH:24, online sexual health services) can help us improve access, quality, coverage, scale and impact, patient experience and help reduce costs.

- **The need to increase health literacy and activation:** In an environment where conflicting health messaging, fake news and misinformation are on the rise, digital approaches (e.g. Change4Life, OneYou, NHS choices) can help maximise opportunities to provide consistent, engaging, accurate and accessible information on health and wellbeing to all members of our community, when they need it, and in the formats that work best for them.

- **The need to increase the uptake of tools to promote prevention, wellbeing and resilience:** The high burden of chronic diseases in the borough requires an expansion of efforts to promote and support behaviour change and improve access to preventive services. Recent declines in the uptake of preventive programmes e.g. smoking cessation, cancer screening, vaccinations are of great concern. Digital public health approaches (e.g. Active10 to promote physical activity) can provide new ways to promote prevention and resilience, encourage more supported self-management and ultimately reduce the burden on health services.

## OUR APPROACH TO DIGITAL PUBLIC HEALTH

17. Additional detail on these challenges, our ambitions for addressing them, and the approaches to be adopted are summarised in the table below.

Three ambitions form the pillars of our digital public health approach. These ambitions are not sequential, but represent three strands of the work being planned and delivered concurrently, to embed and scale digital approaches in our public health practice.

| Table: Southwark's Digital Public Health Approach | | | |
|---|---|---|---|
| **Ambition** | **Objective** | **Target group** | **Opportunities** |
| **I. Transform public health services** | Redesign existing statutory public health services to include digital service components where this adds value. | Specific cohorts of residents, as per clinical need being addressed. | ▪ Many public health programmes and services are delivered using models dating back decades. Digital first allows new ways of designing and commissioning public health and prevention services. It also allows us to think differently about existing mandated services. For example:<br> - Digital NHS Health Check programme<br> - Sexual Health London e- |

| | | | service for self-STI testing<br>- SH:24 collaboration to improve knowledge of and access to contraception |
|---|---|---|---|
| **II. Promote population-wide digital activation to support health and wellbeing** | Increase access to information, advice, tools and services that promote health awareness, health literacy and promote wellbeing through facilitating sustained behaviour change. | All residents aged 18-74. | ▪ Maximise use of Southwark's digital interactions with residents to promote health and wellbeing.<br>▪ Promote programmes to increase digital health literacy across the life course, e.g. in schools, workplaces, community settings<br>▪ Work with digital and technology partners to monitor and evaluate key digital uptake and effectiveness. |
| **III. Deliver innovative digital support for adopting healthier behaviours** | Scale-up use of evidence based digital tools to target priority behavioural risks, as a blended approach with existing service offerings, to influence behaviour change. | Cohorts of residents with suboptimal health behaviours or at increased risk of disease or disability. | ▪ Scale up promotion and engagement with pan-London digital tools and interventions to promote active, healthy living and wellbeing. For example: Active 10, Thrive, Good Thinking, smoking cessation and sleep management tools |

**Ambition 1: Transform public health services**

18. Through this pillar of the digital public health programme, we will build upon digital public health successes to date and accelerate transformation of other traditional public health services.

19. This element of the programme is currently best developed in Southwark, and we are seen as national leaders in this space. We are keen to identify other traditional public health services that can benefit from digital transformation to improve quality, coverage, impact and cost-savings for the council. We will ensure that all new projects are done in partnership with the council's digital team, based on robust evidence and evaluation, and combine digital service design with behavioural science theory.

20. Examples of the transformation to date pioneered by Southwark include:

   ▪ Sexual health e-services: Creation of online STI self-testing services for low-risk, asymptomatic people (working with SH:24 and now Sexual Health London). Along with Lambeth, Southwark provided proof of concept from 2016 for embedding a digital service as a major part of an effective local sexual health system. This digital transformation created additional capacity in oversubscribed sexual health clinics and contributed to the delivery of significant cost reductions in the delivery of sexual health services. Online STI testing has proven popular with residents.

   ▪ Physical activity: Beat the Street was implemented in Southwark in 2018, and is an example of gamification, i.e. making physical activity fun by using game design principles.

   ▪ Digital NHS Health Check: The NHS Health Check is a 5-yearly check at GP surgeries for adults aged 40 – 74, to identify and prevent early signs of cardiovascular disease. The check acts as a signposting and referral

opportunity, however around half of those invited for the check do not attend. Southwark Council was accepted onto the Design Council's *Design in Public Sector* programme to explore digital solutions to this issue. This includes building an online Health Check tool, and improving the invitation schedule for non-responders utilising text messaging and quick access to online checks using QR codes. These launched in early 2019.

- Child death overview function: The council has a statutory duty to review the death of any child or young person with a range of partners. Since 2018, the council has adopted an electronic system (eCDOP) to electronically process child death reviews which has streamlined data collection, allows easier sharing of information for panel meetings and automatically feeds into the National Child Mortality Database (NCMD). This has saved a significant amount of officer time and allows officers to focus on disseminating learning from deaths to prevent future incidents.

21. Future areas of development in this workstream will include:

- Sexual health:
  - Create an online information resource and eligibility checker for different types of contraception for patients and professionals.
  - Create an online central booking system for long-acting reversible contraception (LARC) across SE London to improve patient access.
  - Work with key stakeholders (e.g. clinicians, patients) to identify additional opportunities to leverage digital services to improve the patient journey and cost effectiveness.

- Physical activity: Utilising open data, which (like holiday comparison sites) will enable people to easily find and book activities that suit their personal needs. This will be a partnership with London Sport and local activity providers, lead by Leisure.

- NHS Health Checks: Expanding implementation of the digital health check and evaluating its effectiveness at increasing uptake of the NHS Health Check.

**Ambition 2: Deliver population-wide digital support to enable behaviour change to improve health and wellbeing**

22. In this pillar of our digital public health approach we aim to use and expand digital approaches to health promotion and primary prevention, linking those in the borough to digital health resources including information, tools, activities, services and community assets that promote wellbeing and support behaviour change.

23. The key identified initiative to deliver this ambition will be the development and evaluation of a bespoke digital health hub for Southwark currently referred to as #TakeCareSouthwark. The digital hub will be developed in partnership with colleagues from across the council, the NHS, Guys and St Thomas' Charity, and community partners and aims to provide:

- a 'one stop shop' for information the health and wellbeing offer for all residents and
- a platform to access digital health tools to support individual behaviour change.

24. The development of the health hub will follow a digital design process (discovery: understanding user need and reviewing the evidence; alpha: scoping solutions and rapidly testing with residents and key stakeholders; beta: building the solution and testing with the public, making rapid improvements; live). Evaluation will run throughout.

25. The #TakeCareSouthwark hub will be underpinned by a social marketing campaign that will signpost residents to the site and to promote available digital resources. The hub and campaign will create a digital health promotion brand for Southwark, which over time will be evaluated to determine its coverage, penetration, acceptability and utility to local residents. Including promotion by professionals linking to initiatives such as making every contact count, and social prescribing.

26. A #TakeCareSouthwark steering group will be established to oversee the development of the programme and its timescales, including public health, communications, digital officers and key external experts, including Southwark CCG, NHS London, PHE London, and the South London Health Innovation Network (HIN).

27. The steering group advised by expert communications officers, will agree the approach to developing the brand, and developing the communications plan including month by month opportunities for co-branding Southwark campaigns, health stories, and promotion of health resources and tools. Partners will also endorse and promote the campaign.

28. The content of the digital health hub will be curated by the steering group, and will build upon resources already available from PHE, NHS England and London, but customised and relevant to those in Southwark. Given the Council's focus on promoting mental wellbeing in the current Council Plan, it is proposed that the initial focus is on mental health and wellbeing and with monthly promotional content and activities.

29. There will be a launch event in 2019/20 to kick-start the new digital campaign and hub and celebrate the Council's commitment to applying and using digital approaches in all we do. The launch will not be rushed, as there is only one chance to launch a campaign.

30. The draft objectives of the #TakeCareSouthwark digital health hub are to:
    - Develop a new overarching digital brand for Southwark's health promotion campaigns and health marketing activities. The brand proposition and social marketing campaign assets will be developed using in-depth insight research with target residents and key stakeholders.
    - Co-brand all health and wellbeing-related content from the council under the brand, creating a more cohesive approach to our health promotion activities and work.
    - Increase knowledge and awareness of important health and wellbeing issues through the social marketing campaign, and develop a call to action that directs residents to the digital hub. Leveraging Southwark's strong digital assets including Facebook, Twitter, Instagram and the Southwark website.
    - Develop the digital health promotion hub following digital design principles, in partnership with key stakeholders and service users.
    - Ensure this hub promotes ready access to information, resources, tools

and services that increase the individual's intention to change their health behaviours and maximises the potential for actual sustained behaviour change. Consider interoperability and role in a blended approach with more traditional face to face services.

- Launch and test "Beta" phase, undertake rapid improvement for borough wide launch of "live" stage.
- Evaluate the degree to which this approach is effective, including understanding who engages in this type of programme and the benefits and risks of this approach compared to other methods of engagement.

**Ambition 3: Deliver innovative digital support for adopting healthier behaviours**

31. The third pillar our digital health programme aims to expand the local use of evidence-based digital tools to target priority behavioural risks. The NHS app library and Public Health England already provide access to a range of accredited digital tools to help support healthy behaviours including physical activity, sleep, mental wellbeing, smoking cessation, oral health and mindfulness.

32. We will work with local health and care partners, and our local communities, to identify the most relevant digital interventions and actively promote their availability and utility. Our partnership with digital companies and academic partners will enable us to evaluate whether this active marketing is effective, with whom and with what impact. This approach will be embedded within our digital health hub and associated campaigning.

33. One of the novel opportunities in this pillar is a potential collaboration with Public Health England to develop, evaluate and implement an innovative digital health incentives programme. PHE have partnered with Greater Manchester to test digital methodologies for creating and sustaining healthier behaviours, using a tool they have commissioned. Southwark Council have been invited to be part of the exploratory work to examine the feasibility and utility of this approach at no cost to Southwark.

34. This new digital tool has been tested at a large scale internationally, and engages users in health improvement by incentivising behaviour change with meaningful reward points. Users pick their preferred reward points (e.g. Boots Advantage, Tesco Clubcard, Sainsbury's Nectar), complete quizzes that allow them to improve their knowledge of key wellness topics, make small, meaningful changes to their behaviour (i.e. achieving personal walking goals), and are rewarded with a number of points.

35. Detailed discussions with PHE are yet to commence. We believe that this may provide another channel to engage and support people in Southwark to adopt healthier behaviours. If effective, this platform could potentially be offered to support local residents in five areas:

- Digital health assessment
- Physical activity
- Mental wellbeing
- Tobacco cessation
- Alcohol moderation

36. PHE is still very early in this process, and as lessons are learnt from

development and implementation in Manchester, we will have an opportunity to build upon these locally. If feasible and acceptable, the provider will work in partnership with Southwark Council and PHE to tailor the platform for Southwark.

**Digital Public Health: Maximising the benefits, minimising the harm**

37. While providing an exciting new opportunity for public health in Southwark, we recognise the challenges with developing and implementing digital health solutions and will work with partners within and outside of the council to mitigate these. Risks we have identified to date, that we will be working to mitigate during programme development include:

   - Ensuring that we utilise digital technology in a way that actively reduces inequalities, and avoids further exacerbation.
   - Design services that incorporate digital technology that are centred on the needs and views of residents.
   - Takes into account the emerging evidence of the impact of excessive screen time on physical and mental health. Ensures that services that have a digital component are designed to take these issues into account.
   - Establish a quality assurance process for digital tools which we are making available to the public?
   - Understand and manage effectively the potential concerns about data ownership, privacy, data sharing, and intellectual property in the current and future environment?
   - In a rapidly changing world, how do we ensure sustainability of our programmes and engagement?
   - What will good look like and how will we know we have achieved it?

38. Each of these will be explored and addressed during the development phase of the programme and will be considered in depth by the steering group.

39. Other considerations that will be taken forward as part of our digital public health approach include:

   - Explore and evaluate the most effective ways to reach and engage all sectors of our community, using digital approaches. Ensuring our approach is inclusive.
   - Work with a broad range of clinical and community partners to ensure wide engagement and support those in greatest need to take up these approaches.
   - Explore the opportunities to link with our local IT community and partners who are developing innovative and approved digital tools, supporting our local economy.
   - Explore what works in promoting engagement with digital health tools and their ongoing use.

**Policy implications**

40. These proposals are in line with the objectives set out in the following internal and external policies:

   - Southwark Council's three relevant strategies: *IT Strategy, Digital Strategy, and Digital Infrastructure Strategy*
   - *Southwark Health and Wellbeing Strategy*
   - UK Government's *Digital Strategy*

- Public Health England's *Digital First Strategy*
- Greater London Authority's *London Plan for Digital: Smarter London Together.*

**Community impact statement**

41. There is a risk that digital health initiatives may widen health inequalities between people who are more or less comfortable with digital technology. This digital divide may be stronger for the following protected characteristics: older age; disability; race (in cases where this correlates with income and deprivation). This creates the risk that those with the largest health needs (older people from disadvantaged backgrounds with health conditions and disabilities) will uptake services less than younger, potentially healthier people from advantaged backgrounds with lower health needs. However, it is envisaged that this programme will enable the targeting of face-to-face services towards those who need them most (as has been observed in sexual health service transformation and the introduction of e-services).

42. There are three primary mitigations against this risk:
    - This programme has been designed to complement and amplify the effects of traditional health services, not replace them.
    - Lead officers will monitor uptake of these programmes including protected characteristics, and inequalities arising, with services as they are developed. In cases where early signs of inequalities are noted, it will be appropriate to adapt services.
    - The Digital Infrastructure Strategy is developing a programme of upskilling and support that will enable Southwark residents to take advantage of opportunities like Southwark Health Incentives Programme.

43. An Equalities Impact Assessment will be undertaken as part of implementing each component of the strategy.

**Resource implications**

44. A new officer post has been created and appointed to, which will lead the Southwark approach to digital public health.

45. This officer will manage the implementation and evaluation of the entire programme described in this report, calling on other officers as required.

**Legal implications**

46. Under Regulation 6 of the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013, local authorities have a duty to provide, or to make arrangements to secure the provision of a range of public health services, including those described in this report. The Regulations do not prescribe how the services should be provided.

**Financial implications**

47. Participation in the digital incentives trial with PHE is at no cost to Southwark Council. However, officers have approached the Guys and St Thomas' Charity as collaborating partners as the trial is adapted to and enhanced in Southwark, with a particular focus on evaluation. If successful, officers will explore how

investments could be sustained using other sources of funding as part of the commitment to health improvement in the borough.

48. It is expected that there will be modest costs associated with the development of the new #TakeCareSouthwark website, which will be scoped in detail at the next stage of this programme, including the engagement strategy, and detailed in a relevant cabinet report.

49. It is not anticipated that there will be new investments required as part of this initial programme; any spend would be managed within existing budgets (e.g. as part of transforming services from a traditional model to a mixed traditional/digital model).

50. Any future spend under this programme would follow the contract standing orders authorisation processes.

**Consultation**

51. This approach has been developed in consultation with various officers, including physical activity, communications, digital, and public health.


**SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

**Head of Procurement**

52. This report seeks approval by Cabinet of the approach to delivering digital public health in Southwark in partnership with PHE.

53. The trial stage of the report is at no cost to Southwark Council, there will be some modest cost detailed in paragraph 48 regarding development of the website and all other costs will be managed within existing Council budgets.

54. Dependant on the value of the digital health services the necessary gateway reports will need to be complete or comply with the Council's contract standing orders.

**Director of Law and Democracy**

55. This report seeks approval of the approach to delivering digital public health in Southwark and to enter into a partnership with PHE. The decision to agree this is one that can be taken by the Cabinet.

56. As stated in paragraph 46 the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 require local authorities to make arrangements to secure the provision of a range of public health services, including those described in this report.

57. The implementation of this will need to ensure that the council comply with relevant legislation such as Data Protection Act and GDPR.

58. In addition the implementation will need to have regard to the council's duties regarding best value.

59. The cabinet should have regard to the council's duty under the Equality Act 2010 ("the Act") which requires the council to have due regard when taking decision to the need to:
   - Eliminate discrimination, harassment, victimisation or other prohibited conduct;
   - Advance of equality of opportunity between persons who share a relevant protected characteristics and those who do not share it;
   - Foster good relations between those who share a relevant characteristic and those that do not share it.

60. Of particular regard are issues of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

**Strategic Director of Finance and Governance** (FC18/041)

61. The strategic director of finance and governance notes that there no new financial implications arising from this report as all related expenditure are expected to be funded within existing budgets.

62. Staffing and any other costs connected with this report to be contained within existing departmental revenue budgets.

**Other officers:  Director of Modernise**

63. This initiative aligns with both the Digital and Digital Infrastructure Strategies of the council.  As detail emerges around the digital and technology requirements for this initiative, further engagement with IT & Digital Services will be required.

**Other officers: Head of Communications**

64. The Digital Health project is identified as a priority campaign in the External Affairs (EA) strategy (2018-2022), and is in line with the council's wider ambitions to find innovative digital solutions for services and messages. The digital hub will provide a home for engaging content to influence resident behaviour in other key council plan and EA priority areas such as tackling childhood obesity, reducing STIs, and encouraging active, healthy lives. It will also enhance Southwark's reputation as an innovator and leader in public health and digital innovation.

**BACKGROUND DOCUMENTS**

| Background Papers | Held At | Contact |
|---|---|---|
| None | | |

**APPENDICES**

| No. | Title |
|---|---|
| None | |

**AUDIT TRAIL**

| | |
|---|---|
| **Cabinet Member** | Councillor Evelyn Akoto, Community Safety and Public Health, and Councillor Richard Leeming, Deputy Cabinet Member for Digital Inclusion |
| **Lead Officer** | Professor Kevin Fenton, Strategic Director Health and Wellbeing |
| **Report Author** | Sigrid Blackman, Jo Stead |
| **Version** | Final |
| **Dated** | 7 June 2019 |
| **Key Decision?** | No |
| **CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER** | |

| Officer Title | Comments Sought | Comments Included |
|---|---|---|
| Director of Law and Democracy | Yes | Yes |
| Strategic Director of Finance and Governance | Yes | Yes |
| Head of Procurement | Yes | Yes |
| Director of Modernise | Yes | Yes |
| Head of Communications | Yes | Yes |
| **Cabinet Members** | Yes | Yes |
| **Date final report sent to Constitutional Team** | | 10  June 2019 |