

# GREATER **LONDON** AUTHORITY

## REQUEST FOR MAYORAL DECISION – MD2631

**Title: Thrive LDN work programme 2020/21**

### **Executive Summary:**

This MD seeks approval for funding for the Thrive LDN work programme for 2020/21. Thrive LDN is the GLA's delivery partner for a range of mental health programmes. This is the third year of this partnership, commencing in 2018, and this MD includes the continuation of programmes started in 2019/20. Previous MDs relating to spend in previous years are MD2265, MD2323, MD2439 and MD2510.

### **Decision:**

That the Mayor approves:

Expenditure of up to £725,000 for Thrive LDN to deliver the work set out in section 2 relating to Londoners mental health and wellbeing (healthy minds chapter of the London Health Inequalities Strategy).

### **Mayor of London**

I confirm that I do not have any disclosable pecuniary interests in the proposed decision and take the decision in compliance with the Code of Conduct for elected Members of the Authority.

The above request has my approval.

**Signature:**



**Date:**

11 May 2020

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE MAYOR**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1 The GLA Health Team has developed a programme of work to lead and implement the Mayor's ten-year London Health Inequalities Strategy (HIS) 2018-28 (October 2018) with relevant partners and stakeholders, and to support his leadership role as chair of the London Health Board. The vision and aims of this approach are:
- healthy children - every London child has a healthy start in life;
  - healthy minds - all Londoners share in a city with the best mental health in the world;
  - healthy places - all Londoners benefit from an environment and economy that promotes good mental and physical health;
  - healthy communities- all of London's diverse communities are healthy and thriving;
  - healthy living - the healthy choice is the easy choice for all Londoners; and
  - supporting the Mayor's leadership role for health.
- 1.2 The Healthy Minds chapter of the London Health Inequalities Strategy has the following five objectives:
- mental health becomes everybody's business. Londoners act to maintain their mental wellbeing, and support their families, communities and colleagues to do the same;
  - Londoners' mental health and physical health are equally valued and supported;
  - no Londoners experience stigma linked to mental ill health, with awareness and understanding of mental health increasing city-wide;
  - London's workplaces support good mental health; and
  - action is taken across London to prevent suicide, and all Londoners know where to get help when they need it.
- 1.3 Thrive LDN is a public mental health partnership supported and funded by the Mayor of London, London's Sustainability and Transformation Partnerships, London Councils and London local authorities, NHS England and Public Health England. This MD for £725,000 is the GLA's contribution to Thrive LDN, with other partners identified above contributing funding in addition to this. Thrive LDN has financial hosting arrangements in place with both the Greater London Authority and Healthy London Partnership, with other partner contributions being received by Healthy London Partnership. The majority of the team are based at Healthy London Partnership, however, there is one member of staff at the Greater London Authority working on Thrive LDN. The partnership approach is governed by the Thrive LDN Advisory Group and reports to the London Health Board. Thrive LDN formally launched in December 2016. For 2017/18 a one-year business case was agreed with partners. Following this, a three-year business case (2018-21) was agreed with partners.
- 1.4 The table below gives a breakdown of the decisions being sought for 2020/21 expenditure for Thrive LDN as part of the Healthy Minds workstream.

Workstream	Approval to spend through this MD
• Mental Health First Aid (YLF)	£375,000
• Thrive LDN Mental Health Programme	£350,000
TOTAL for Healthy Minds Aim	£725,000

- 1.5 Expenditure will take the form of grant awards or contracts for services which will be procured depending on the nature of the work / services concerned and in line with relevant GLA procedures including the GLA's Contracts and Funding Code.

## 2. Objectives and expected outcomes

*Healthy minds: all Londoners share in a city with the best mental health in the world*

- 2.1 The Mayor wants all Londoners to feel comfortable talking about their mental health, and to see an end to the stigma people face due to mental health problems. He also wants people and organisations across the city to work together to reduce suicide rates. The Mayor's key ambition is for more Londoners to be trained in mental health first aid informed approaches, starting with young Londoners.
- 2.2. This aim is articulated across a range of programmes including:
- Mental Health First Aid; and
  - Thrive LDN Mental Health Programme.

*Mental Health First Aid*

- 2.3 Purpose: Fund the training of Youth Mental Health First Aid (YMHFA) instructors, covering all London boroughs, and fund the delivery of Youth MHFA training in all state schools and further education colleges
- 2.4 Ambition: To ensure that every state-funded school and further education college in London has access to a Youth Mental Health First Aider by 2021.
- 2.5 Expenditure approval already in place:
- approved under cover of MD2265 (March 2018) for spend of £375,000 in 2019/20 and £375,000 in 2020/21 for YMHFA. YMHFA is funded by the Young Londoners' Fund.
  - MD2510 (August 2019) approved extra spend of £375,000 from the Young Londoners Fund unallocated scale-up funding to provide Mental Health First Aid training to the youth sector including youth clubs, universities, faith communities and other settings.
- 2.6 The table below gives a breakdown of deliverables for this programme and the decisions being sought for proposed 2020/21 expenditure.

Deliverable	Decision being sought for 2020/21 spend
Fund year 3 of the YMHFA programme. Year 3 deliverables are: 1) train twelve YMHFA Instructors; and 2) for instructors to deliver YMHFA training in 2,000 schools.	Approval to spend £290,000

<p>Due to the coronavirus pandemic, the training is currently on hold until September 2020. That will still give ample time to meet the deliverables outlined above by April 2021.</p> <p>A two year grant agreement is in place with Mental Health First Aid England, covering this year and last year.</p> <p>The change in timeline has been discussed with Mental Health First Aid England and they can deliver the training within the shortened timeline.</p>	
<p>Funding for project management of the delivery of the programme.</p> <p>A Project Officer post is based within the North East London Commissioning Support Unit (NEL CSU) with a grant agreement between GLA and NEL CSU (Thrive LDN's NHS financial host in 2020/21) to ensure delivery of programme objectives and specify the funds to transfer.</p>	Approval to spend £60,000
<p>Fund year 3 of the YMHFA programme evaluation. The evaluation is jointly funded from Thrive LDN Mental Health Programme budget (outlined below) and this budget (YMHFA).</p> <p>A grant agreement between GLA and NEL CSU to ensure delivery of the evaluation and specify the funds to transfer.</p>	Approval to spend £25,000

2.7 Total expenditure approval requested under this section: £375,000.

#### *Thrive LDN Mental Health Programme*

2.8 Purpose: Thrive LDN is a citywide movement to ensure all Londoners have an equal opportunity for good mental health, supported by the Mayor of London and London Health Board partners.

2.9 In addition, Thrive LDN has been asked by partners, including the Mayor's Office and the Greater London Authority, to coordinate the public mental health response to COVID-19 in London on behalf of the Public Health England Office for London, to support the mental health and resilience of Londoners during and after the pandemic.

#### 2.10 Ambition:

- mental health becomes everybody's business. Londoners act to maintain their mental wellbeing, and support their families, communities and colleagues to do the same;
- Londoners' mental health and physical health are equally valued and supported;
- no Londoners experience stigma linked to mental ill health, with awareness and understanding of mental health increasing city-wide;
- London's workplaces support good mental health; and
- action is taken across London to prevent suicide attempts, and all Londoners know where to get help when they need it.

2.11 The overall aims of a coordinated public mental health response to COVID-19 are to:

- buffer the effects of COVID-19 on Londoners' mental health and wellbeing and do this in a way which does not entrench inequalities; and

- decrease the vulnerability of people experiencing greater social and economic disadvantage.

2.12 The table below gives a breakdown of deliverables for this programme and the decisions being sought for proposed 2020/21 expenditure.

<b>Deliverable</b>	<b>Decision being sought for 2020/21 spend</b>
<p>Commission an evaluation to establish the collective impact of Thrive LDN, including the coordinated public mental health response to COVID-19.</p> <p>Thrive LDN has developed an academic partnership with the Mental Health Foundation, the National Institute for Health Research's Mental Health Policy Research Unit and King's College London's Centre for Society and Mental Health to evaluate Thrive LDN. The existing academic partnership is also supporting the evaluation of the coordinated public mental health response to COVID-19.</p> <p>A grant agreement between the GLA and NEL CSU (Thrive LDN's NHS financial host in 2020/21) to ensure delivery of the evaluation and specify the funds to transfer.</p>	Approval to spend £25,000
<p>Fund year 3 of the YMHFA programme evaluation. The evaluation is jointly funded from Thrive LDN Mental Health Programme budget and the YMHFA budget (outlined above).</p> <p>A grant agreement between GLA and NEL CSU to ensure delivery of the evaluation and specify the funds to transfer.</p>	Approval to spend £25,000
<p><i>World Mental Health Day:</i> Deliver young Londoner-led festival on World Mental Health Day (10 October 2020). Due to the coronavirus pandemic, festival planning is currently on hold until June 2020. We anticipate this being ample time to deliver a festival in October 2020.</p> <p>This will be a combination of 20-30 small grants made to third parties and a budget transfer to the GLA Peer Outreach Team.</p>	Approval to spend £50,000
<p><i>Right to Thrive:</i> Fund year 2 of the Right to Thrive grants scheme. The grant scheme funds mental health projects with and for intersectional and marginalised communities. The grant scheme has already been reframed around the coronavirus pandemic.</p> <p>This grant scheme was established in 2019. The GLA Small Grants Framework was used for the Right to Thrive grants scheme with the assistance of Transport for London Commercial. In accordance with this framework, Groundwork were awarded the call off contract to administer the grants. The original call off contract only covered the first year of the grants scheme. Therefore, a further call off contract will be agreed between GLA and Groundworks to administer the second-year of the grants scheme.</p>	Approval to spend £100,000

<p><i>Campaigning:</i> Fund Thrive LDN campaigning activity for 2020/21, this will include the This is Me campaign, Mental Health Awareness Week (18-24 May 2020), #ZeroSuicideLDN campaign and campaign collateral to support the mental health strand of the #LondonTogether campaign.</p> <p>A grant agreement will be agreed between the GLA and Lord Mayor's Appeal for This is Me campaign.</p> <p>Other campaigning activity will be commissioned through a public procurement tenders process.</p>	Approval to spend £60,000
<p><i>Social capital and community resilience:</i> To support the public mental health response to COVID-19, fund activity to work with Thrive LDN Champions and partners to develop a social capital and community resilience offer for London now and as the first step to the 'recovery phase.'</p> <p>A grant agreement between the GLA and NEL CSU to ensure delivery of the project and specify the funds to transfer.</p>	Approval to spend £80,000
<p><i>Programme costs:</i> Flexible budget to cover miscellaneous programme costs throughout the year, such as staff expenses and venue hire.</p>	Approval to spend £10,000

2.13 Total expenditure approval requested under this section: £350,000.

2.14 Total approval being sought for the Healthy Minds aim: £725,000:

<b>Programme</b>	<b>Decision being sought for 2020/21 spend</b>
Mental Health First Aid	Approval to spend £375,000
Thrive LDN Mental Health Programme	Approval to spend £350,000
<b>TOTAL for Healthy Minds aim</b>	<b>Approval to spend £725,000</b>

### 3. Equality comments

3.1 Under Section 149 of the Equality Act 2010, as a public authority, the GLA must have 'due regard' of the need to:

- eliminate unlawful discrimination, harassment and victimisation; and
- advance equality of opportunity and foster good relations between people who have a protected characteristic and those who do not.

3.2 The Mayor's Equality, Diversity and Inclusion strategy sets out how the Mayor will help address the inequalities, barriers and discrimination experienced by groups protected by the Equality Act 2010. This strategy includes objectives relating to mental health which are reflected in our mental health work programme. The GLA Health Team provide regular updates on their work for the Equality, Diversity and Inclusion action plan, and feed into the Mayor's Annual Equality Report (MAER). Publication of the MAER is a legal requirement and outlines the arrangements put in place by the GLA over the last financial year to demonstrate that due regard has been paid to the principle that there is equality of opportunity for all people in the exercise of the Mayor's general powers.

3.3 An Integrated Impact Assessment, which included an Equalities Impact Assessment within its scope, was conducted as part of the development of the Health Inequalities Strategy. This identified major

positive and negative impacts of the programme for groups protected under the Equality Act 2010 and proposed ways to strengthen benefits and mitigate negative impacts, as well as identify issues concerning the four cross-cutting themes under the GLA Act 1999. The Health Inequalities Strategy was adopted in October 2018 (<https://www.london.gov.uk/what-we-do/health/health-inequalities-strategy>), and the integrated impact assessment was published at the same time ([https://www.london.gov.uk/sites/default/files/the\\_mayor\\_of\\_londons\\_health\\_inequalities\\_strategy\\_ia\\_report\\_-\\_final\\_23.08.17\\_0.pdf](https://www.london.gov.uk/sites/default/files/the_mayor_of_londons_health_inequalities_strategy_ia_report_-_final_23.08.17_0.pdf)).

- 3.4 The mental health programme delivered through Thrive LDN has taken a proportionate universalism<sup>1</sup> (a key principle in addressing health inequalities) approach to all activity, by addressing the whole population while providing bespoke support for individuals, communities and groups who need it. Thrive LDN is committed to widening participation and reach across London to give everyone the equal opportunity to good mental health and wellbeing. Thrive LDN recognises that certain cohorts are over-represented in mental ill-health stats and this will be taken into consideration in future programme development. In particular, the Right to Thrive workstream focuses on those at higher risk of unfair treatment based on their identity, beliefs or their social class. The aim is to improve opportunities across London for marginalised and intersectional communities in London (intersectionality is the interconnected nature of social categorisations, e.g. the protected characteristics in the Equality Act). By recognising intersectionality we are, for example, recognising that experiences of discrimination may differ for Black LGBTQ+ community and Asian LGBTQ+ community.

#### 4. Other considerations

##### *Major risks and issues*

- 4.1 Risk are assessed and managed on a programme basis. Cross-cutting and major risks are reported quarterly through the GLA's corporate performance management process. At the time of writing, the major risks are as follows:

Risk	Mitigation
Ongoing restrictions relating to COVID-19 especially social distancing measures creating challenges in holding public events, e.g. World Mental Health Day.	Virtual events are being explored. Thrive LDN are supporting Virtual Pride and Virtual Creativity and Wellbeing Week to learn more about the potential for this and logistics. The World Mental Health Day Festival is led by the GLA's Peer Outreach Team, with Thrive LDN supporting. Options for Virtual events will be explored with them in June 2020 if social distancing restrictions are ongoing.
Ongoing restrictions relating to COVID-19 social distancing requirements creating challenges for providing Youth Mental Health First Aid Training (e.g. relating to schools and other education settings).	The timeline for the delivery of training has flexibility built in and there is scope to deliver training at scale and at pace if needed. A digital alternative to Youth Mental Health First Aid training is being explored with Mental Health First Aid England. Should ongoing restrictions be extended for some time and delivery of training at scale/pace is no longer feasible, we will offer a digital alternative to the training programme. There would not be

<sup>1</sup> Proportionate Universalism is the principle that - *focusing solely on the most disadvantaged will not reduce health inequalities sufficiently. 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*

	additional costs for this but would need to obtain agreement to reassign existing funding commitments to a digital alternative.
Partners (e.g. Voluntary, Community and Social Enterprise (VCSE) organisations) experience financial challenges meaning they are unable to fulfil the programme.	Thrive LDN has already undertaken engagement with existing VCSE partners to understand current challenges and restrictions. Mitigation measures are in place with existing partners to ensure the continued delivery of activities. Enhanced due diligence will be undertaken for any contracts with new partners to understand challenges and restrictions in the context of COVID-19.
Staff unavailable due to ill health.	The Thrive LDN team have implemented a dual responsibility process (i.e. a single member of the team isn't solely responsible for an activity). Therefore, staffing cover is in place if staff become unavailable due to ill health. In addition, there is some flexibility within our Sustainability and Transformation Partnerships' funding contribution to recruit short-term agency workers to provide cover if necessary.
Lack of programme oversight due to the unavailability of senior stakeholders due to COVID-19 related issues.	New governance arrangements have been agreed with the Thrive LDN Leadership Team and Thrive LDN Advisory Group during the current COVID19 period to ensure robust governance arrangements are in place. In addition, Thrive LDN are now reporting directly into Public Health England Office for London and the Strategic Coordination Group to ensure alignment with wider COVID-19 efforts.
Change in programme deliverables due to emergent mental health issues around COVID-19 that need addressing.	Thrive LDN have implemented a 4x4 of considerations to manage capacity and timings of activities. There are two dimensions: planning (operations, activities, communications and strategy) and time (this week, next 2-4 weeks, next 1-3 months and next 3-6 months). This enables the programme to be agile and responsive to any emergent mental health issues. Any significant change in programme deliverables would be raised with the Assistant Director for Health, Education and Youth, and formal approval would be sought.

- 4.2 The GLA health programme is directly related to delivery of the Mayor's Health Inequalities Strategy, a statutory duty under the GLA Act 1999.

*Impact assessment and consultations*

- 4.3 Impact assessments have been conducted on the key elements of the programme, as detailed above.
- 4.4 Participation is the driving force of Thrive LDN and the partnership regularly publish insights from outreach and engagement work with Londoners. For example, in 2017/18 Thrive LDN facilitated 18 community conversations in half of London boroughs attended by over 1,000 Londoners. A meta-analysis from the community conversations was published [here](#). In 2020, this was followed up in the



Londoners Did [report](#), which outlined how this work developed and how those conversations made a difference locally.

- 4.5 In 2019/20, more than 1,500 people from the Black LGBTQ+, Asian LGBTQ+, Latino, Gypsy, Roma and Traveller, and transgender communities, as well as people seeking refuge in London, co-produced and participated in a series of activities and events to celebrate and protect their diversity and explore and improve mental health and wellbeing in a safe space. The primary outcome of this work has been over 1,500 people from London's most disadvantaged communities are better placed to make decisions about their own health and care, reducing the gap of inequality and improving outcomes on an individual and community level. Following this, Thrive LDN launched the Right to Thrive grants scheme to support mental health projects with and for intersectional and marginalised communities in London. Grants totalling £200,000 have been awarded so far.
- 4.6 There are no known conflicts of interest to note for any of those involved in the drafting or clearance of this decision.

## **5 Financial comments**

- 5.3 Approval is being sought for expenditure of up to £725,000 on the Health Team's "Healthy Minds" Work Programme for 2020-21. This expenditure is for Thrive LDN to deliver the work relating to Londoners' mental health and wellbeing (the Healthy Minds chapter of the London Health Inequalities Strategy).
- 5.4 Of this amount, £375,000 for Mental Health First Aid will be funded by the Mayor's Young Londoner's Fund (as approved via MD2265); the remaining £350,000 will be funded by the 2020-21 Healthy Minds programme budget held within the Health Unit.

## **6 Legal comments**

- 6.1 Paragraphs 1 to 2 of this report indicate that the decisions requested of the Mayor concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people;
  - consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
  - consult with appropriate bodies.
- 6.2 In taking the decisions requested, the Mayor must have due regard to the Public Sector Equality Duty; namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, and to advance equality of opportunity between persons who share a relevant protected characteristic (race, disability, gender, age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment) and foster good relations between persons who share a relevant protected characteristic and persons who do not share it (section 149 of the Equality Act 2010). To this end, the Mayor should have particular regard to Section 3 (above) of this report.
- 6.3 Any services required must be procured by Transport for London Commercial who will determine the detail of the procurement strategy to be adopted in line with the GLA's Contracts and Funding Code.

Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder(s) and the GLA before the commencement of the services.

- 6.4 Officers have indicated in paragraph 2.12 of this report that the framework under which it is proposed the Right to Thrive Grant administration services required are to be “call-off” and have been procured fully in accordance with the requirements of that framework. Officers must ensure that appropriate “call-off” documentation is put in place and executed by Groundwork and the GLA before the commencement of the services.
- 6.5 Officers must ensure any grant funding being provided to third parties as set out in Section 2 is distributed fairly, transparently, in accordance with the GLA’s equalities and in a manner which affords value for money and in accordance with the Contracts and Funding Code. Officers must ensure that an appropriate funding agreement is put in place between and executed by the GLA and the recipient before any commitment to fund is made.
- 6.6 Officers must ensure that they comply fully with all applicable GLA HR/Head of Paid Service protocols in respect of any staffing proposals, in particular the need to gain all necessary approvals for the creation of new posts.

## 7 Planned delivery approach and next step

- 7.1 A detailed business plan for the work of the Health Team will be developed, setting out the full range of programmes, policy and advocacy work the team plans to undertake in 2020/21 alongside a timeline for each specific deliverable.

Milestone	Date	Evidence
Train twelve YMHFA Instructors and for instructors to deliver YMHFA training in 2,000 schools	April 2021	An external evaluation of the programme has been commissioned.
Evaluation of Thrive LDN programme published	April 2021	An external report will be published.
Young Londoner-led festival on World Mental Health Day (10 October 2020) delivered	Oct 2020	Whether event is delivered. Will be evaluated as part of Thrive LDN programme evaluation.
10-15 grants awarded as part of Right to Thrive grant scheme.	June 2020	Will be evaluated as part of Thrive LDN programme evaluation.
Deliver 5 campaigns throughout 2020/21.	Various – all by April 2021	Will be evaluated as part of Thrive LDN programme evaluation.
Publish guidance on psychological first aid for community groups (as part of social capital offer).	June 2020	Will be evaluated as part of Thrive LDN programme evaluation.

### Supporting papers:

- The London Health Inequalities Strategy 2018-28: <https://www.london.gov.uk/what-we-do/health/health-inequalities-strategy>
- The London Health Inequalities Strategy Implementation Plan 2018-2020: [https://www.london.gov.uk/sites/default/files/his\\_implementation\\_plan.pdf](https://www.london.gov.uk/sites/default/files/his_implementation_plan.pdf)
- Health Inequalities Strategy Annual report 2018-19
- [https://www.london.gov.uk/sites/default/files/his\\_annual\\_report\\_1819\\_final.pdf](https://www.london.gov.uk/sites/default/files/his_annual_report_1819_final.pdf)

- Our Vision for London: The next steps on our journey to becoming the healthiest global city (2019) [https://www.london.gov.uk/sites/default/files/11448\\_hlp\\_london\\_vision\\_-\\_annual\\_report\\_2019\\_full\\_version.pdf](https://www.london.gov.uk/sites/default/files/11448_hlp_london_vision_-_annual_report_2019_full_version.pdf)
- Thrive LDN Londoners said report: <https://thrivedn.co.uk/resources/londoners-said-2/>
- Thrive LDN Insights report 2019/20: <https://thrivedn.co.uk/resources/2019insights/>

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

**Part 1 - Deferral**

**Is the publication of Part 1 of this approval to be deferred? NO**

**Part 2 – Sensitive information**

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – NO**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to confirm the following (✓)

**Drafting officer:**

Karen Steadman has drafted this report in accordance with GLA procedures and confirms the following:

✓

**Sponsoring Director:**

Sarah Mulley has reviewed the request and is satisfied it is correct and consistent with the Mayor's plans and priorities.

✓

**Mayoral Adviser:**

Tom Coffey has been consulted about the proposal and agrees the recommendations.

✓

**Advice:**

The Finance and Legal teams have commented on this proposal.

✓

**Corporate Investment Board**

This decision was agreed by the Corporate Investment Board on 27 April 2020.

**EXECUTIVE DIRECTOR, RESOURCES:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature**

**Date**

30 April 2020

**CHIEF OF STAFF:**

I am satisfied that this is an appropriate request to be submitted to the Mayor

**Signature**

**Date**

30 April 2020

