

GREATER LONDON AUTHORITY

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2850

Health Inequalities Strategy Implementation Plan

Programme: Reducing Inequalities

Executive summary:

In January 2026, Mayoral Decision (MD) 3391 approved the delivery plan for the strategic programme, Reducing Inequalities. It also:

- approved the Assistant Director of Health, Children and Young Londoners as the Senior Responsible Owner
- delegated authority to this Assistant Director to approve spend in line with MD3391.

The London Health Improvement Plan (LHIP) is being developed as a strategic, insight-led framework to guide the new London Health Improvement Board. The Health Inequalities Strategy Implementation Plan (HIS IP) Public Progress Report is scheduled for publication in November 2026. Section 1.19 of MD3391 approves the delivery plan for the Reducing Inequalities programme (which is where the LHIP and the HIS IP reside).

The purpose of the spend is to support the overall delivery of the LHIP and the HIS, by covering design and development costs for associated externally facing outputs. This Assistant Director Decision relates to £20,000 design and development costs for an LHIP report and an HIS IP Public Progress Report. The cost breakdown is:

- up to £5,000 to support the design and development of the LHIP Report
- up to £10,000 to support the launch of the LHIP Report
- up to £5,000 on design work for the HIS IP Public Progress Report.

Decision:

That the Assistant Director of Health, Children and Young Londoners approves spending up to £20,000 to support the publication of:

- the London Health Improvement Plan Report
- the Health Inequalities Strategy Implementation Plan Public Progress Report.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Jazz Bhogal

Position: Assistant Director, Health, Children and Young Londoners

Signature:



Date:

23 June 2026

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

1.1. Reducing Inequalities is one of 14 delivery plans being led by the Mayor. The core London-level outcomes to which this programme will contribute are:

- Londoners are treated fairly and with dignity
- Londoners can have a say in the running of the city
- Londoners' incomes meet their everyday needs
- Londoners get on with and support each other
- Londoners have access to a health and care system that supports them when they need it
- Londoners live in a city that supports their mental and physical health.

The delivery plan describes how the GLA will play its part to reduce inequalities through system leadership, leading by example, and making direct interventions to address inequality.

1.2. Development of the London Health Improvement Plan (LHIP) is under way. This is a strategic, insight-driven plan that will underpin the work of a new London Health Improvement Board (LHIB). The LHIP will set out a small number of high-impact, measurable, London-wide priorities to improve health outcomes, with a particular focus on achieving equitable improvements across different groups, helping people to live more independent, healthier lives for longer.

1.3. These priorities will:

- require pan-London or cross-system action
- align with national and local strategies
- complement existing work at borough and Integrated Care Board (ICB) levels
- be evidence-based and data-driven
- be achievable within existing resources to help Londoners live healthier, more independent lives for longer.

At the first LHIB meeting, scheduled for 1 July 2026, a draft of the LHIP will be discussed.

1.4. The LHIP has been jointly commissioned by the Mayor of London, the NHS and London Councils. The commission requires focus on a small number of high-impact, measurable and deliverable London-wide priorities that:

- require pan-London leadership or cross-system action
- improve health, and address health inequalities
- complement, not duplicate, ICB or borough activity
- reflect both London and national strategic direction
- are evidence based and data-driven
- can be delivered within existing resources.

- 1.5. In 2018 the Mayor (through Mayoral Decision (MD) 2344) approved the HIS (2018-28), which outlined how he and his partners would work to tackle health inequalities.
- 1.6. The HIS Implementation Plan (HIS IP) (2025-28) sets out the Mayor’s priority actions, using a health inequalities lens across wider policy areas. It focuses on improving child wellbeing; protecting mental health; tackling structural racism and inequality; addressing housing insecurity; and helping Londoners live healthier, longer lives.
- 1.7. The HIS IP Public Progress Report is due to be published in November 2026. This is the first opportunity since June 2025 (when the HIS IP 2025-28 was published) to update stakeholders and Londoners on Mayoral-led health inequalities activity. The Progress Report should demonstrate the actions that the Mayor is taking to address health inequalities in London; and the progress that’s being made to improve Londoners’ health and wellbeing. It should raise awareness of the work the Mayor is doing among partners, and among Londoners. It should show that the HIS is not just being delivered internally, but is also focused on partnership working: building trust, improving coordination across London, and communicating a clear message about health inequalities.

2. Objectives and expected outcomes

- 2.1. The LHIP is being developed as a strategic, insight-led framework to guide the new LHIB. The HIS IP Public Progress Report is scheduled to be published in November 2026. The approval of the budget contained within this Assistant Director Decision (ADD) will enable the following:
 - LHIP – supporting the design and development and launch: Creative design will enhance the LHIP publication, making it more engaging, professional and easier to disseminate. It will also help to make it resonate with stakeholders.
 - HIS IP Public Progress Report – Design work: The objective is to produce an accessible report on delivery against the HIS IP, using design to make data understandable; and to highlight progress, early impact and key messages.

3. Equality comments

- 3.1. The LHIP and HIS IP Reports described in this ADD will be designed with GLA equality considerations in mind. They will use inclusive language, accessible design, and diverse representation to ensure they are usable by people of all ages, backgrounds and protected characteristics. Data will be disaggregated where possible to make inequalities visible; and alternative formats will be considered upon request. This work is expected to particularly benefit groups who experience disproportionately poorer health outcomes and barriers to access, including people from Black, Asian and minority ethnic communities; disabled people; older people; younger people; women; LGBTQ+ individuals; and those from socioeconomically disadvantaged backgrounds.

4. Other considerations

Key risks and issues:

- 4.1. The key risk and mitigation is shown in the table below:

Risk	Mitigation	RAG rating
Tight timeframe to produce the first draft of LHIP and subsequent design work, which could impact the publication	A clear project plan for commissioning the work – with key milestones mapped out, to ensure that the procurement	Green

date. This could lead to a late delivery of outputs/outcomes.	process stays on track and the work starts on time.	
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Delivery plans

- 4.2. The work described in this ADD sits within the Reducing Inequalities programme (see [MD3391 – Delivery Plan – Reducing Inequalities](#)).

Conflicts of interest

- 4.3. There are no conflicts of interest to declare from any officer involved in the drafting or clearance of this ADD.

Procurement

- 4.4. Procurement will be a free and fair process led by the Health and Wellbeing Team. Three artists will provide quotes for the LHIP commission; they will be assessed on their portfolios and price.

5. Financial comments

- 5.1. Approval is sought for the expenditure of up to £20,000 in 2026-27 financial year to support the publication of the London Health Improvement Plan Report and the Health Inequalities Strategy Implementation Plan Public Progress Report.
- 5.2. The cost breakdown is:
- up to £5,000 to support the design and development of the LHIP Report
 - up to £10,000 to support the launch of the LHIP Report
 - up to £5,000 on design work for the HIS IP Public Progress Report.
- 5.3. This proposed spending is financed by GLA resources as agreed in the budget for this financial year 2026-27. It will be financed from the Health Inequalities Strategy Implementation programme budget.

6. Planned delivery approach and next steps

- 6.1. The next steps are outlined below:

Activity	Timeline
LHIP	
Begin drafting LHIP	Week beginning 11 May up to 1 June 2026
Procurement process: <ul style="list-style-type: none"> • graphic design of LHIP • report publication and video 	Mid June – Early September 2026 (TBC)
LHIB meeting	1 Jul 2026
HIS IP Public Progress Report	
Planning and scope	15 April – 30 June 2026
Procurement for data visualisation/design work	Mid June – September 2026 (TBC)
Data and engagement	1 July – 1 September 2026

Narrative and drafting	1-29 September 2026
Review cycles	30 September – 27 October 2026
Finalise and publish	27 October – 30 November 2026

Appendices and supporting papers:

None.

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 be published either within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? YES

If YES, which programme does this fall within: Reducing Inequalities

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 the 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:

Nathan Winch has drafted this report in accordance with GLA procedures and confirms the following:

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 22 June 2026.

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

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

Signature



Date

23 June 2026