

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2613

Identifying and addressing knowledge and skills gaps with respect to Health in All Policies across the GLA Group workforce

Executive summary:

The Mayor's ambition for the GLA Group Public Health Unit is to strengthen the GLA Group's capacity on public health; and embed the Health in All Policies (HiAP) agenda and health resilience.

Specifically, this funding will commission work to advance this HiAP agenda in two phases:

- Phase 1: identifying knowledge and skills gaps, with respect to HiAP, across the Group workforce; and outlining a foundational training plan, and a subsequent advanced training plan, to address these
- Phase 2: designing and delivering a foundational training programme to begin to address skills gaps identified in Phase 1, as part of a long-term detailed training plan.

Decision:

That the GLA Group Director of Public Health approves expenditure of £48,000 funding for two phases of work above; to identify knowledge and skills gap for HiAP and a detailed training plan; and subsequently deliver foundational training across the GLA Group organisations.

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: Vicky Hobart

Position: GLA Group Director of Public Health & Deputy Statutory Health Adviser

Signature:



Date:

19/12/2012

PART I – NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The GLA Group Public Health Unit was set up under the auspices of the Collaboration Board, as outlined in MD2940. The Collaboration Board supports the Mayor's stated ambition to strengthen the GLA Group's capacity on public health, and to support work to tackle health inequalities; and his commitment to embed a Health in All Policies (HiAP) agenda and health resilience.
- 1.2. As outlined in MD2940, the Unit is hosted by the GLA and funded by the GLA, the Mayor's Office for Policing and Crime, London Fire Brigade, Transport for London, and Old Oak and Park Royal Development Corporation, through a shared-service agreement. The GLA Group Public Health Function is overseen by a GLA Group Public Health Forum.
- 1.3. In summer 2021, via MD2688, the GLA commissioned an external provider to perform a rapid literature review, internal and external stakeholder interviews, and workshops to prepare a report on best practice in embedding a HiAP approach across organisations, illustrating this through a theory-of-change model.
- 1.4. The proposed commissions set out in this decision will build on those findings and look specifically to advance this work in two phases.
- 1.5. Phase 1 of this commission will: identify the learning and development needs, and the knowledge and skills gaps, of the organisations across the GLA Group that are necessary for embedding a HiAP approach; and outline a foundational training plan, and a subsequent advanced training plan, to address these. It will use best practice and evidence to make SMART recommendations to develop a training programme (broken down into two parts: foundational and advanced) to address these needs and gaps. It is expected these recommendations, and the training programme, will be broken down in sufficient detail to enable commission of training in Phase 2.
- 1.6. Phase 2 of this commission will build on findings and recommendations for training in Phase 1; and will design and commence delivery of the foundational training programme specified to the organisations across the GLA Group, including the Group Public Health team. The foundational training may consist of a package of content and resources (which may include workshops, webinars, written resources, tools, case studies, etc) that might be needed across the GLA Group as a whole to address common skills and knowledge gaps with respect to embedding a HiAP approach. It is anticipated that this foundational training will begin a programme of training needed to embed HiAP longer-term, as part of strategic long-term plan identified in Phase 1. The foundational training may need to be tailored in part, due to findings from Phase 1, to: address gaps and challenges unique to organisations within the GLA Group; and ensure use of a wide range of formats that might suit different learning types, and account for the size of organisations and needs of staff at differing levels of seniority.

2. Objectives and expected outcomes

- 2.1. The overall aim of this work is to: identify learning and development needs, and knowledge and skills gaps, with respect to HiAP, across the GLA Group workforce; and deliver foundational skills training to begin to address these gaps, while outlining a route map to advanced training which may further embed HiAP across the GLA Group.
- 2.2. Phase 1 of this commission will: identify the learning and development needs, and knowledge and skills gaps, of the organisations across the GLA Group necessary for embedding a HiAP approach across the Group; and outline a foundational training plan, and a subsequent advanced training plan, to address these.

2.3. The broad objectives of the work will be to:

- identify the common foundational knowledge and skills needed across the GLA Group (including the GLA Public Health team) to embed HiAP in their work
- identify the specific knowledge and skills needed, which may be unique to each organisation within the GLA Group (including the GLA Public Health team) to embed HiAP in their work
- use findings around the needs of the respective organisations to write a report, and develop a set of SMART recommendations for training, guidance and formats of delivery that will be needed on HiAP, to address both the common and specific needs identified, building on learning from previous work done on best practice
- use these SMART recommendations to develop a detailed training programme for the GLA Group that is broken down into two parts (foundational and advanced) so that future commissions can be broken down accordingly; and specify levels of training, and frequency of refresher training, that might be needed for staff at different levels of seniority across the organisations
- specify a plan for how such a programme should be evaluated.

2.4. The funding for Phase 2 of the HiAP programme of work will involve provision of foundational skills training on HiAP to address some of the core identified gaps in skills in previous work. This training can be tailored where necessary to address gaps unique to organisations within the GLA Group.

2.5. The broad objectives of the work will be to:

- use previously commissioned reports and findings on best practice in embedding HiAP in the organisation, and findings from Phase 1, across the GLA Group workforce, to design and deliver a training programme in a variety of agreed and accessible formats (workshops, webinars, written guidance, tools, frameworks, case studies etc) to address the learning needs identified
- deliver the training programme across the respective organisations of the GLA Group, including the GLA Public Health team. The training should:
 - be developed in a way that is sustainable, and that allows it to be incorporated into GLA Group organisations' culture and processes
 - be tailored to account for the different needs of staff at different levels of seniority and influence within GLA Group organisations (bearing in mind the ultimate goal of embedding HiAP)
 - upon completion, include a robust evaluation that outlines the further and advanced skills training needed to continue embedding a HiAP approach across organisations. This should include a report on findings collected through appropriate mixed methods methodology (collects information on how training participants engaged, and judged quality of training content delivered and whether they believed the intended goals/ learning outcomes from the training were met).

2.6. Ultimately, the intended outcome of this overall work is to continue to progress towards embedding a Health in All Policies approach across the GLA Group.

3. Equality comments

3.1. HiAP is a collaborative approach to policy development that encourages all sectors to consider the health impacts of their policies, and work together to provide integrated and joined-up responses to complex health challenges and health inequalities. HiAP covers a wide range of activities and seeks to

“embed considerations of health, equity and sustainability as a standard part of decision-making processes”.

- 3.2. Embedding a Health in all Policies approach across the GLA Group is the goal of this commission. This approach requires all sectors to work towards minimising social inequalities that give rise to health inequalities (avoidable, unfair and systematic differences in health between different groups of people). Health inequalities are most often experienced by those belonging to these four groups: deprived groups, those with protected characteristics e.g., sex, ethnicity, inclusion health (socially vulnerable groups e.g., asylum seekers, homeless) and geographical areas.
- 3.3. As such, this programme of work – which seeks to advance knowledge and skills across the GLA Group of how to embed a HiAP approach in their work, will ultimately aim to support non-health sectors to consider health more systematically in their work and strive to improve equality and reduce inequalities across such population groups. This underpins the GLA Health team’s work, and complements the goals set out in the Mayor’s London Health Inequalities Strategy.

4. Other considerations

- 4.1. This project contributes to the Mayor’s commitment for a HiAP approach to policies and programmes that aim to reduce health inequalities.
- 4.2. The GLA Group Public Health Unit is funded through a series of shared-service agreements with TfL, MOPAC and VRU, LFC, and OPDC. It has a small programme budget, which will be used in part to fund this work with the beneficiaries of the project being the signatories to the shared-service agreement.
- 4.3. This proposal was discussed and agreed at the GLA Group public health forum meeting on 9 November 2022.
- 4.4. Risks and issues will be assessed and managed at each phase of the work prior to commencement.
- 4.5. There are no conflicts of interest to note for any of the officers involved in the drafting or clearance of this decision form.

5. Financial comments

- 5.1. This decision seeks approval from the GLA Group Director of Public Health for the expenditure of £48,000 to fund two phases of work; initially to identify knowledge and skills gaps and develop a detailed training plan; and subsequently to deliver foundational training to begin to address these gaps with respect to Health in All Policies, across the GLA Group organisations.
- 5.2. Based on the planned delivery timeline in section 6, it is expected that only phase 1 will be completed and delivered this financial year (2022-23) and phase 2 is expected to be delivered next financial year (2023-24). The anticipated split of expenditure for each phase is £24,000.
- 5.3. There is sufficient budget to fund the 2022-23 expenditure for phase 1 of £24,000.
- 5.4. Funding for future financial years will be subject to the annual budget setting process and is subject to change. The phase 2 expenditure of £24,000 in the financial year 2023-24 is assumed to be affordable within the provisional budget and can only be confirmed when the budget allocation is formally approved in March 2023.
- 5.5. Any contracts that commit the GLA in future years are subject to appropriate break clauses.

6. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract for Phase 1	December/January 2023
Announcement	January 2023
Delivery start date for Phase 1	January 2023
Phase 1 – identifying the knowledge and skills gaps, with respect to HiAP, across the Group workforce; and designing a training plan to address these	January – March 2023
Procurement of contract for Phase 2	March 2023
Phase 2 – designing and delivering a foundational training programme to begin to address the skills gaps	March – July 2023
Phase 2 – evaluation report provided on training delivery	July-August 2023
Delivery end date [for project proposals]	August 2023
Project closure [for project proposals]	August 2023

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 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

If YES, for what reason:

Until what date: (a date is required if deferring)

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:

Manuj Sharma has drafted this report in accordance with GLA procedures and confirms the following:

✓

Corporate Investment Board

✓

A summary of this decision was reviewed by the Corporate Investment Board on 12 December 2022.

ASSISTANT DIRECTOR OF FINANCIAL SERVICES:

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

Signature



Date

19/12/2022