

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD208

Title: London Healthy Workplace Charter 2014/15 programme delivery

Executive Summary:

The London Healthy Workplace Charter (LHWC) is a framework that enables employers to self-assess the work environment and the activities they have in place to protect and promote the physical and mental wellbeing of their staff. The Charter is a delivery programme for the Mayor's Health Inequalities Strategy and supports the London Health Board priority on mental health. The health team is seeking approval to allocate £35,000 to this programme to:

- Commission external delivery partner support to accredit employers.
- Hold an awards ceremony to promote the programme and recognise success against the standards.
- Revise current programme material to support further employer engagement.

The programme is delivered in partnership with Public Health England and twenty-one London boroughs.

Decision:

The Assistant Director approves expenditure of up to £35,000 for the London Healthy Workplace Charter programme covering:

- 1) £17,500 on external consultancy services providing support for the delivery of the London Healthy Workplace Charter in terms of accreditation and employer engagement.
- 2) Up to £15,500 towards the London Healthy Workplace Charter 2014 award ceremony, including the production of three short films promoting the Charter.
- 3) Up to £2,000 on promotional material, including revised Charter standards and verification guidance and leaflets to support employer engagement.

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: Amanda Coyle

Position: Assistant Director of Health and Communities

Signature:

Date: 2 July 2014

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- With London's working population now standing at 4.5million there is great potential to continue to show leadership and support to employers through promoting the health of their employees. The workplace environment can provide responsive support systems for employees experiencing periods of ill health in addition to influencing health behaviours, for example increasing physical activity rates or raising awareness of cancer screening programmes. A healthy workforce has additional business benefit in terms of staff performance and productivity.
- Fourteen million working days were lost to sickness absence in London in 2013 and the impact of health-related productivity loss is estimated to be even greater. Analysis by GLA Economics concluded that workplace health programmes are cost effective for businesses and the wider economy.
- The London Healthy Workplace Charter is a framework that improves health at work by enabling organisations to self-assess the work environment and the activities they have in place to protect and promote the physical and mental wellbeing of their staff. It supports delivery of the Mayor's Health Inequalities Strategy and the London Health Board priority on mental health, with the Charter being identified as a key delivery strand for this work.
- Previous expert delivery support for the Charter has been approved for the total of £19,170 (ADD48 £8,000; as part of ADD125 (£4,000) and DD891 £7170) since it began as a Mayor of London delivery programme in July 2012. Since this time the London Healthy Workplace Charter has accredited twenty nine employers against the standards from across the public and private sector, covering over 92,000 employees. A further twenty four organisations are working towards accreditation and twenty-one London boroughs have identified resource to support delivery of the programme locally.
- The London Health Board is supporting accreditation of London boroughs as employers and London NHS Trusts against the London Healthy Workplace Charter, which has been discussed at the London Health Chief Officers Group. This has potential to support the health of a large number of employees in London (with around 350,000 employed by local authorities and NHS Trusts) and is a recommended approach to reducing health inequalities. Commissioning of an external delivery partner is required to accredit these additional organisations.
- The award ceremony will recognise and celebrate the achievements of up to twenty employers that have been successfully accredited against the Healthy Workplace Charter in its third year of operation. In addition the award ceremony will help promote the Charter to other employers in London, particularly NHS Trusts and local authorities as employers. It will also highlight the importance of the workplace in promoting mental well-being, linking to key messages from the GLA report *London Mental Health: The invisible costs of mental ill health* (2014).
- Revising the London Healthy Workplace Charter standards and verification guidance will improve the clarity of standards and evidence collation for employers, increasing its accessibility to organisations across London. Low cost marketing materials will also support London borough delivery partners increase employer engagement in their areas.
- An budget bid is likely to take place later in 2014 or as part of the 15/16 budget planning process, to scale up delivery across London and become a sustainable programme supported centrally, and through Corporate Social Responsibility (CSR).

2. Objectives and expected outcomes

- To improve the health of working Londoners.
- To build up the London Healthy Workplace charter programme as an effective delivery programme to promote health and support a reduction in health inequalities across London.
- Support delivery of the employment strand of the London Health Board mental health priority.
- To align key delivery partners with the London Healthy Workplace charter model, including London local authorities and Public Health England.
- To promote the success of the Charter and encourage further employer engagement through an annual awards ceremony.

3. Equality comments

A commitment to equalities is a core component of the London Healthy Workplace Charter programme. The Charter framework requires a commitment to (and verification of) implementation of equalities and diversity policies within the workplace. By promoting flexible, secure working conditions and good quality jobs, the Charter framework contributes to supporting more people to stay in, or return to, work (including carers and people with long-term health conditions). It also endorses that any approach to health improvement through the workplace must be based on a good understanding of the health needs of different groups of workers. This is a basic requirement of the Charter's 'Corporate Support' Commitment standards.

A health inequalities impact assessment was carried out for the programme in 2013. Its recommendations are being built into the programme model going forward.

4. Other considerations

a) Key risks and issues

Approval for the allocation of this funding is required in order to progress the work currently taking place as part of the health team 2014/15 business plan. If the funding is not allocated, the project will be delayed and the health team will not be able to complete this work. The programme supports delivery of the Mayor's Health Inequalities Strategy and the London Health Board priority on mental health, which will both be impacted by failure to deliver on this area of work. In addition twenty-one London boroughs have committed resources against the London Healthy Workplace Charter programme, either as a tool to support engagement with local employers and/ or to work towards the Charter standards as an employer. No funding for the central coordination of the programme would significantly impact delivery by local partners.

Procuring external expertise also supports an independent and robust approach to employer verification, protecting the Mayor of London brand and ensuring that health has been embedded systematically across an organisation before an employer is accredited with the Charter mark. This reduces the risk of accrediting an organisation that has failed to adequately meet the Charter standards.

b) Links to Mayoral strategies and priorities

The London Healthy Workplace charter supports delivery of the Mayor's Health Inequalities Strategy in addition to his statutory duty to promote health. It also supports the delivery of the mental health priority of the London Health Board which the Mayor chairs. The London Healthy Workplace Charter supports the GLA's Economic and Business Policy business plan, particularly in terms of fairness and opportunity. It also supports the *Equal Life Chances for All* (2010) framework, which asks for support to

businesses in considering social issues in their corporate planning to bring real change to people’s quality of life.

The Greater London Authority’s Business Plan 2014/15 to 2015/16 includes the delivery of the London Healthy Workplace Charter, including a Key Performance Indicator to hold an annual awards event to recognise employers against the Charter standards.

c) Impact assessments and consultations

The decision to develop this project followed consultation with a number of London boroughs, including stakeholder meetings and a questionnaire. It was initially piloted at the Department of Health and at the Greater London Authority in 2012. This includes a successful independent evaluation carried out by consultants work2health. To support its further roll out in London high level discussions have taken place with London Directors of Public Health, London Councils and Public Health England.

5. Financial comments

5.1 Approval is being sought for expenditure totalling up to £35,000 on the London Healthy Workplace Charter Programme in the 2014-15 financial-year. The specific expenditure for the programme are summarised in the table below:

Proposed Programme Expenditure	Amount
Consultancy services (accreditation & employer engagement)	£17,500
Healthy Workplace Charter 2014 award ceremony & film production	£15,500
Promotional material (revised charter standards, leaflets, guidance).	£2,000
Total	£35,000

5.2 The estimated cost of £35,000 for this work programme will be funded via a virement from the Authority’s Central Programme budget for 2014-15 to the Health Programme budget held within the Health & Communities Unit.

5.3 Any changes to this proposal, including budgetary implications will be subject to further approval via the Authority’s decision-making process. All appropriate budget adjustments will be made.

5.4 The Health Team within the Communities & Intelligence Directorate will be responsible for managing this programme of work and ensuring that all activities and related expenditure complies with the Authority’s Financial Regulations, Contracts & Funding Code and Expenses & Benefits Framework.

6. Planned delivery approach and next steps

External delivery support

Twenty-one London boroughs have now signed up to supporting delivery of the London workplace health charter and twenty-four organisations are currently working towards accreditation (in addition to the twenty-nine that have been awarded Charter status). However further operation and capacity building support is required to maintain programme momentum over the next year while its structure is refreshed.

The external delivery support covers operational delivery, including programme delivery expertise and external verification. The delivery partner will be asked to support three specific areas of delivery:

- 1) Support scale up of the London Healthy Workplace Charter to increase the number of employers working towards and accredited against the Charter standards, including.
 - a) Using own employer networks to promote the London Healthy Workplace Charter framework
 - b) Support changes to the current delivery model
 - c) Support London borough workplace health leads build up confidence and expertise
 - d) Support employer facing events/networks with London's public sector employers
 - e) Support a small number of employers work against the LHWC standards in areas where there is currently no London borough lead.
 - f) Support the GLA programme lead identify programme delivery models going forward.

- 2) Facilitate and provide expert advice for London Healthy Workplace Charter verification days, including:
 - a) Facilitating three verification days, together with supporting verifiers attending the day.
 - b) Preparing detailed reports for employers summarising the outcomes of the verification panel meetings and highlighting development opportunities for the organisations.
 - c) Capturing what the employers have done as a result of signing up to the Charter and where possible profiling the cost benefit of sign up.

- 3) Provide verifier training and recruitment, including:
 - a) Supporting the production of a sustainable high quality training package for the verifiers that builds on existing training material.
 - b) Supporting two verifier network days
 - c) Using own networks and contacts to help recruit additional verifiers where required

Activity	Timeline
Tender published	End of May 2014
Closing date for tender response	End of June 2014
GLA shortlisting	Beginning July 2014
Grant award panel	Beginning July 2014
Appoint	Beginning July 2014
Successful organisation to hold initiation meeting with the GLA	July 2014
Signing of contract agreement	July 2014
Successful organisation to begin delivery	July 2014
Delivery ends	End of March 2015
Quarterly updates to GLA on progress	Quarterly basis from July 2014.

Award ceremony

Catering costs are based on the quote provided for the 2013 awards ceremony (£3,300) and increased slightly to allow for higher delegate attendance (£3,500 in total).

For the filming project, competitive quotes from three suppliers will be sought in line with the GLA's contracts and funding code. The contractor will be selected to ensure best value for money for the GLA. The timeline for the filming project is set out below.

Activity	Timeline
Procurement of contract	Early Sept 14
Announcement	Early Oct 14
Delivery Start Date	Early Oct 14
Delivery End Date	End Nov 14
Project Closure:	End Nov 14

Marketing materials

Revision of the London Healthy Workplace charter standards will take place following publication of Public Health England national standards (4 June 2014) and in consultation with key stakeholders, including London borough delivery partners and Small and Medium Employer networks. Revision of the verification model will take place once an expert delivery partner is in place.

The new material and frameworks will be ready in advance of the award ceremony in late autumn 2014.

Activity	Timeline
Revise London Charter standards against National Charter standards and consultation with key partners	June to July 14
Revise verification model in consultation with key partners, taking into account needs of smaller employers and using expertise of delivery partner	July to Aug 2014
Promotional material designed and printed	Aug to Sept 2014
Publication of new standards and guidance	October 2014

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) 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 approval or on the defer date.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred?

NO

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

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be 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:

Laura Austin Croft has drafted this report in accordance with GLA procedures and confirms that the Finance and Legal teams have commented on this proposal as required, and this decision reflects their comments.

✓

HEAD OF GOVERNANCE AND RESILIENCE:

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

Signature:

Date: