

**Manchester Health and Wellbeing Board  
Report for Resolution**

**Report to:** Manchester Health and Wellbeing Board – 5 June 2019

**Subject:** Locality Workplace Health and Wellbeing

**Report of:** Director of Workforce & Organisation Development, MHCC  
Director of Population Health and Wellbeing

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**Summary**

This report provides an overview of progress in the delivery of a locality based approach to improving workplace health and wellbeing systems and outcomes for the combined health and social care workforce within the city.

**Recommendations**

The Board is asked to:

1. Note the findings and support the recommendations within the report.
  2. Agree that the Manchester HR Directors Locality Workforce Group continues to take lead responsibility for driving forward an action plan based on the report recommendations.
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**Board Priority(s) Addressed:**

<b>Health and Wellbeing Strategy priority</b>	<b>Summary of contribution to the strategy</b>
Getting the youngest people in our communities off to the best start	
Improving people's mental health and wellbeing	
Bringing people into employment and ensuring good work for all	<b>This report forms a core part of the delivery of this strategic priority and falls under 'ensuring good work for all'</b>
Enabling people to keep well and live independently as they grow older	
Turning round the lives of troubled families as part of the Confident and Achieving Manchester programme	
One health and care system – right care, right place, right time	
Self-care	

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

[https://secure.manchester.gov.uk/meetings/meeting/3008/health\\_and\\_wellbeing\\_board](https://secure.manchester.gov.uk/meetings/meeting/3008/health_and_wellbeing_board)

[http://www.manchester.gov.uk/meetings/meeting/2262/health\\_and\\_wellbeing\\_board](http://www.manchester.gov.uk/meetings/meeting/2262/health_and_wellbeing_board)

[http://www.manchester.gov.uk/meetings/meeting/2641/health\\_and\\_wellbeing\\_board](http://www.manchester.gov.uk/meetings/meeting/2641/health_and_wellbeing_board)

## **1. Introduction**

- 1.1 This report provides an update on progress on the work undertaken to deliver improvements to the health and wellbeing offer for the combined workforce of Health and Wellbeing Board member organisations.
- 1.2 The Board committed to demonstrate public service leadership under the Strategic Priority 'bringing people into employment and ensuring good work for all' in 2015. This was in recognition of the importance of providing 'good work' to improve health outcomes for residents. The steering group established to lead on this provided a framework for member organisations to learn from good practice, identify gaps and both individual and collective areas for improvement, particularly in terms of recruitment, retention and progression for disabled people and people with long term health conditions. By doing this, the intention was also to provide better working conditions and reduce the costs of sickness absence, presenteeism and turnover across the wider workforce. It also provided the opportunity for Board members to act as exemplar employers to support engagement with other public and private sector employers on this agenda.
- 1.3 A baseline assessment tool was developed collaboratively across Board member organisations and a report on findings and recommendations was presented to the Board in July 2017. The steering group has continued to meet to deliver the recommendations made within the report.

## **2. Background**

- 2.1 As reported to the July 2017 Board meeting, a baseline assessment tool was developed using Transformation Challenge Award funding to identify how each organisation was performing in relation to workplace health against those organisations which were exemplars. Clear protocols were set out to assist member organisations to achieve this.
- 2.2 An independent contractor was appointed to deliver the baseline assessment. PACE and Aspire, a North-West based team of consultants specialising in health and wellbeing, leadership and organisational development were awarded the contract. The work was supervised by a steering group comprising senior managers from key Board members, and with involvement of the HR/OD Leads from each organisation.
- 2.3 The key findings of the report presented in 2017 were as follows;
  - The level of sickness absence across participating organisations represented a significant cost to Manchester Health and Wellbeing Board organisations.
  - The average number of days lost through sickness absence was higher in all participating organisations when compared to national data.
  - The main reason for sickness absence across participating organisations was mental ill health or disability.

- There were pockets of good practice where valuable and beneficial health and wellbeing interventions were taking place. However, there were also significant gaps, which would benefit from a Manchester-wide, collective response, particularly in relation to disability.

2.4 The key recommendations were around how organisations might work together across the locality to build on the baseline assessment through a collaborative approach to health and wellbeing policy and practice. A summary of the recommendations, progress made against them and agreed priorities for 2019/20 is set out in Appendix 1.

### **3. Progress**

3.1 The steering group has continued to meet regularly to drive continued collaboration in this work area and it is now chaired by MHCC's Director of Workforce and Organisation Development. It is a priority theme within the Health and Social Care Locality Workforce Development Plan. It should be noted that there has been further organisational change since the baseline report was produced but the framework approach allows for different levels of engagement and has proved effective in establishing gaps in support for staff through times of change. Current membership includes Manchester Health and Care Commissioning (MHCC), Manchester City Council (MCC), Manchester University Hospitals NHS Foundation Trust (MFT), Greater Manchester Mental Health Trust (GMMH), The Christie, Pennine Care and Manchester Local Care Organisation (MLCO).

3.2 Whilst MHCC has taken the lead in coordination of the steering group, MCC's Work and Skills Team has supported this work and individual organisations have taken the lead on agreed priorities and actions. This has supported a genuinely collaborative approach which has secured commitment from all organisations.

3.3 An assessment tool has been developed which can be used by any employer and is therefore ideal for integrated health and social care working. All Manchester Health and Wellbeing Board organisations committed to completion of domain four of the assessment tool which focuses on sickness absence, disability and long term sickness in 2018/19. Some organisations have completed all domains within the tool which supports a wider assessment of workforce health and wellbeing. All have committed to completion of the full tool this year. In 2019/20 and priorities have been agreed for the year based on where we can make the greatest impact through collaboration.

3.4 There has been good engagement and participation in this work across organisations which is evidence of the value placed on this collaborative approach. Some of the original recommendations have been overtaken by other developments but there have been other quick wins and new initiatives developed. For example, members supported a recent disabled people's jobs fair coordinated by MCC and Breakthrough UK.

- 3.5 As originally intended, the development of this approach has generated interest from other public and private employers. The chair of the steering group is now leading on a similar piece of work within the GM Health and Social Care Partnership and there have been discussions with and presentations to the following organisations; the GMCA Workforce Collaborative group for HROD leads, the NHS Clinical Commissioners membership organisation, NHS Employers and Greater Manchester Police.
- 3.6 In 2019/20 we will build on initial discussions around how the tool could be used by other employers through both Manchester based business networks, the Mayor's Good Employment Charter and within MHCC and MCC's Social Value requirements.

#### **4. Recommendations**

- 4.1 The Board is asked to note and comment upon the progress made.
- 4.2 A further progress report will be brought to the Board in 2020.