

Work and Health – Joint Local Health and Wellbeing Strategy Programme Delivery Plan, 2025 – 2028

Context and vision

The links between work and health are strong and now widely recognised. Unemployment and poor-quality work can make people unwell. Poor health can make it harder for people to find and stay in employment. Access to good work is a building block of healthy lives and of fairer, more prosperous communities ([PHE, 2019](#); [IPPR, 2024](#)).

Our September 2025 [joint strategic needs assessment](#) (JSNA) explored issues of work and health. The rate of economic inactivity due to ill health in Nottingham is high and rising. People living in deprived areas of the city, ethnic minority groups, and those with lower qualifications are more likely to be economically inactive. Low paid, insecure and physically demanding jobs are common in the city, and the rate of youth employment is falling.

The [Get Britain Working White Paper](#) offers a national plan with leadership through local authorities, the combined mayoral authorities and integrated care systems. [The Inclusive Growth Commission](#) will seek to shape a long-term framework for inclusive growth in the East Midlands.

This plan will help us to deliver our vision of a city where all residents have support available to access good employment and thrive in their work.

Programme objectives

We will support and strengthen the collaboration between organisations with the aim of improving wellbeing and wider participation in work. This includes better supporting those with long-term health conditions and other barriers to employment and promoting good health in workplaces. We will further develop the provision of skills, education, and training that support access to good quality work. We will focus on the routes into work, local approaches to staying well in work, and coordinating the sources of support available in Nottingham to make them easier to find.

Who will work together to deliver this?

This delivery plan is owned Nottingham Work, Money and Health Co-ordination Group. We will continue to collaborate to support implementation through existing partnerships including the Nottingham City Growth Board and the Strategic Employment and Health Partnership Group for Nottingham and Nottinghamshire.

Delivery of this priority will require organisations to work together and to tackle challenges collaboratively. “Anchor institutions” (large, local organisations) have an

opportunity to make considerable impact through their own recruitment, employment, and other practices.

Delivery will require contribution from:

- Department for Work and Pensions
- East Midlands Combined County Authority
- General practice, NHS community and acute trusts
- NHS Nottingham and Nottinghamshire Integrated Care Board
- Nottingham City Council
- Nottingham City Place Based Partnership
- Nottingham Community and Voluntary Service
- Office for Health Improvement and Disparities
- Providers of employment support services
- University of Nottingham and Nottingham Trent University

How will we know we've made a difference?

The successful delivery of this plan will:

- bring a better understanding of local needs as they relate to work and health
- result in more residents being given the support they need to work
- help local employers to provide positive working environments that enable health and wellbeing

We will monitor the implementation of local initiatives and track progress against relevant national comparative indicators. This will include the reach and impact of forthcoming Good Employment Hub and Good Work Charter and measures relating to economic inactivity and employment of people with long term physical and mental health conditions.

Delivery themes

We have set out our delivery plan under three themes. The themes and their content are informed by existing local collaboration and build on our understanding of local need from our recent JSNA.

Theme 1 – Develop our understanding of needs

What we want to achieve

We want to achieve a better understanding of the needs and preferences of our population as it relates to work and health.

We aim to better utilise available data to build a clearer, more action-orientated picture of how health affects employment opportunities in Nottingham. This includes

identifying patterns and inequalities, quantifying the scale of need in, evaluating the effectiveness of current services, and informing future planning. By doing so, we can ensure that interventions are targeted, inclusive, and responsive to the evolving needs faced by our working-age population.

We want to strengthen data integration by linking the JSNA findings with other local data sets, strategies, and needs assessments to create an improved view of need and service use. This includes exploring further issues of intersectionality, including how factors like ethnicity, gender, age, and deprivation interact with health and employment outcomes. We want established mechanisms to track progress against the identified needs within the JSNA, including across employment outcomes, service uptake, and health improvement.

How we will do it

We will make better use of data and insight to monitor trends in employment, economic inactivity, and health-related outcomes. We will explore the potential of mapping tools to help us track trends. We will encourage collaboration between partners, including local universities and EMCCA, with a focus on equity and inclusive growth. We will consider how delivery plan partners can better understand, and improve, the health and wellbeing of their workforces.

We will build on the learning from the JSNA and explore further research opportunities to better understand the lived experience of people in Nottingham. This will include the barriers to employment for those with identified needs (including disabilities or mental health conditions) and how health needs influence people's work preferences and capabilities. We will involve people with lived experience of worklessness due to ill health in strategic decision making, service design and delivery, and evaluation. We will work with local employers and health and care professionals to understand barriers and facilitators to supporting individuals with health conditions to thrive at work.

Measuring impact

- Further research recommended by the Work and Health JSNA to better understand the barriers to employment for Nottingham residents is undertaken and published.
- People with lived experience of worklessness due to ill health are demonstrably involved in strategic decision making, service design and delivery, and evaluation.

Theme 2 – Support access to employment

What we want to achieve

We want to improve and promote routes into work across our population. This will include better coordination and promotion of employment support for those facing barriers to employment, such as people with long term conditions or caring responsibilities.

We want to ensure that skills and training offers engage disadvantaged groups. This will include strengthening the support offered to young people who are not in education, employment or training.

How we will do it

We will improve the way we link residents with information and advice. This will better help people receive the right money and employment information, advice and support when they need it.

We will develop consistent messaging to health and care services, employers, and the Nottingham residents about the relationship between health and work. This aims to reduce stigma associated with long-term health conditions and disability that can act as barriers to accessing good employment.

We will support health and care partners to embed employment-related conversations with patients into routine appointments, providing structured routes into employment and early intervention after periods of sickness absence. This will be supported by the provision of appropriate training. We will strengthen and promote referral pathways between health, social care, and employment services to streamline access to timely and effective support.

Integrated employment and health services such as Individual Placement and Support (IPS) help people with long-term conditions to find and sustain paid work. We will renew our commitment to these impactful programmes and support the local provision of the Connect to Work programme. We will implement an IPS project with an employment specialist post focussed on people with severe and multiple disadvantage and draw learning from this.

We will launch the Good Employment Hub. The Hub will increase opportunities for employers to connect with a wider selection of local jobseekers, including those from disadvantaged backgrounds, and promote inclusive hiring and workplace practices.

We will actively support the development and implementation of regional plans. This will include working with EMCCA to ensure city residents benefit from their “Opportunity Escalator” approach.

We will explore funding opportunities for organisations in the city that strengthen communities and support economically inactive and long-term unemployed residents to improve their employability.

Measuring impact

- Establishment of HR Inclusive Recruitment specialist post within the Good Employment Hub
- Number of employers using the services of the Good Employment Hub
- Number of job placements achieved through the Good Employment Hub
- Increase in number of referrals to the Individual Placement and Support in Primary Care programme
- Increase engagement with Individual Placement and Support in secondary mental health services (Futures Positive)
- Number of people progressing to employment following support – for any funded local organisations
- Reduce the rate of economic inactivity due to ill health
- Reduce the proportion of young people who are not in education, employment or training

Theme 3 – Promote good work

What we want to achieve

We want workplaces to be environments that promote health and wellbeing for residents and other people who are employed in the city.

This will prevent some people from becoming unwell, provide early support intervention to reduce the number of people leaving work for health reasons, and give employers the knowledge and confidence to support people with health conditions to become and remain part of the local workforce.

How we will do it

We will define and promote healthy, secure and inclusive employment standards across sectors – this will include the development of a Good Work Charter. The Good Employment Hub will create a centralised platform for employers to access organisational growth support, staff training and other employee support services.

Existing programmes and frameworks including Workplace Healthy Minds, Disability Confident and the Mental Health at Work Commitment support organisations to be more inclusive. We will encourage uptake of these through local campaigns, incentives, procurement preference, and free or subsidised training opportunities.

We will ask “anchor institutions” to lead by example in inclusive recruitment practices, workplace adjustments, and promotion of health and wellbeing. This should include providing opportunities for peer learning via communities of practice. We will champion good work principles among Health and Wellbeing Board membership organisations.

Measuring impact

- Uptake of Good Work Charter among local employers
- Increase uptake of Workplace Healthy Minds
- Increase uptake of Disability Confident
- Increase uptake of Mental Health at Work Commitment
- Reduce gap in the employment rate between those with a physical or mental long term health condition and the overall employment rate
- Increase the percentage of the population with a physical or mental long term health condition in employment

Appendix – logic model

| Inputs | Activities | Outputs | Outcomes | Impacts |
|---|--|---|---|---|
| <p><u>Policy context</u></p> <ul style="list-style-type: none"> • Commission on Health and Prosperity • Commission for Healthier Working Lives • Get Britain Working White Paper • Inclusive Growth Commission • Keep Britain Working review <p><u>Partnerships</u></p> <ul style="list-style-type: none"> • Work, Money and Health Co-ordination Group • Strategic Employment and Health Partnership Group • Midlands Reducing Economic Inactivity Community of Improvement (OHID) <p><u>Insight</u></p> <ul style="list-style-type: none"> • Nottingham Work and Health JSNA • Employment support service data • OHID – Fingertips • NOMIS labour market statistics | <p><u>Theme 1 – Develop our understanding of needs</u></p> <ul style="list-style-type: none"> • Research to better understand the barriers to employment • Involvement of people with lived experience in relevant decision making <p><u>Theme 2 – Support access to employment</u></p> <ul style="list-style-type: none"> • Strengthen links between health and employment services • Launch Good Employment Hub • Increase engagement with IPS services <p><u>Theme 3 – Promote good work</u></p> <ul style="list-style-type: none"> • Launch Good Work Charter • Encourage uptake of existing employer commitments and schemes | <p>Undertake local research, as recommended by JSNA</p> <p>Number of employers engaging with Good Employment Hub</p> <p>Number of work and health conversations had in health and care services</p> <p>Number of referrals from health and care to employment services</p> <p>Number of engagements with IPS schemes</p> <p>Number of employers taking up the Good Work Charter</p> <p>Number of employers taking up existing commitments and schemes</p> | <p>Reduced rate of economic inactivity due to ill health</p> <p>Reduced percentage of young people who are not in education, employment or training</p> <p>Increased percentage of people with a physical or mental long term health condition in employment</p> <p>Reduced gap in the employment rate between those with a physical or mental long term health condition and the overall employment rate</p> | <p>Better understanding of local needs as they relate to work and health</p> <p>More residents given the support they need to work</p> <p>More local employers providing positive working environments that enable health and wellbeing</p> <p>Reduction in health inequalities</p> <p>Improved economic outcomes for Nottingham City</p> |