

<b>Committee(s)</b> Health and Wellbeing Board	<b>Dated:</b> 22 September 2023
<b>Subject:</b> The health and wellbeing of the City's hidden and essential workers	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	2) <i>People enjoy good health and wellbeing.</i> 3) <i>People have equal opportunities to enrich their lives and reach their full potential.</i> 5) <i>Businesses are trusted and socially and environmentally responsible</i>
<b>Does this proposal require extra revenue and/or capital spending?</b>	Not at this stage
<b>If so, how much?</b>	To be determined
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of: Sandra Husbands</b>	For Decision (on a resolution)
<b>Report author: Froeks Kamminga, Chris Lovitt</b>	

### Summary

The hidden workforce are those essential staff in routine, manual and service occupations who often work during anti-social hours and without whom businesses could not function. Published reports have confirmed that shift workers often have significantly worse health and wellbeing with increased health inequalities.

Reports, presentations and updates have been undertaken to the Board and other bodies within the Corporation over the last six months to raise awareness on the issue of health inequalities for people who are employed in the hidden workforce, and present recommendations for change. The Health and Wellbeing Board is now requested to consider adopting a formal Resolution to the City of London Corporation in relation to two key recommendations for third party employment contracts relating to a) immediate sick pay -also known as Safe Sick Pay and b) death in service benefits.

### Recommendations

Members are asked to:

- Note the actions taken or planned since the last update
- Consider adopting a Resolution for consideration by the relevant committees of the City of London Corporation

## Main Report

### 1. Background

- 1.1. Business Healthy is an innovative partnership hosted and run by the City of London Corporation which aims to “bring together businesses in the City to ignite a positive change in the health and wellbeing of their workforce.”
- 1.2. Since 2019 Business Healthy has been working to better understand the health and wellbeing needs of the so called “hidden workforce”. The hidden workforce are those essential support staff in routine, manual and service occupations such as cleaners, maintenance workers, construction workers and security staff who often work during anti-social hours and without whom businesses could not function. Published reports have highlighted that shift workers often have significantly worse health and wellbeing with increased health inequalities.
- 1.3. A report was presented to the Health and Wellbeing Board In March 2023 with a number of recommendations for consideration by the Board, its members and the City of London Corporation. This report built on a research report<sup>1</sup> commissioned by Legal & General, a key business member of the ‘Hidden Workers’ project team convened by Business Healthy, into the lived experience of a number of essential workers. It suggested a number of management and procurement recommendations to improve health and wellbeing outcomes for hidden and essential workers, often contracted via third party contracts. These relate to sick pay, death in service benefits, shift work and access to online healthcare, to name a few.
- 1.4. Both the research report and the report to the Board were well received and several follow up actions were assigned to officers.
- 1.5. At the June 2023 Board a verbal update was provided on actions taken since the March meeting, a summary of which is presented here:
  - 1.5.1 A meeting took place with the Director of Equality, Diversity and Inclusion, who welcomed the report’s synergy with the City of London’s equality objectives in terms of the London Living Wage and social mobility. The Director agreed to attend the Health and Wellbeing Board when it receives the next iteration of this report. Further engagement will now be deferred until a new Director of Equality, Diversity and Inclusion is in post.
  - 1.5.2 A presentation of the report and its recommendations was made to the Senior Leadership Team (SLT), chaired by the Town Clerk and Chief Executive, on 23 May. The following actions were taken from this meeting:
    - 1.5.3 The Chief Operating Officer to conduct a health check on the Procurement Code and to feed the ‘hidden workers’ suggestions into the ongoing review of pay and reward.
    - 1.5.4 The City Surveyors to review the Facilities Management contract to look at quick wins; e.g. the provision of microwaves and break spaces.

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<sup>1</sup> [https://group.legalandgeneral.com/media/o1wfq1qp/2829476\\_hidden-workers-report\\_v9-0-22-final.pdf](https://group.legalandgeneral.com/media/o1wfq1qp/2829476_hidden-workers-report_v9-0-22-final.pdf)

1.5.5 The Town Clerk and Chief Executive asked for further suggestions to be brought to the SLT Meeting.

- 1.6. Subsequently, a meeting was held with the Chief Operating Officer (COO) who confirmed that 15% of the weighting on contractual awards criteria is on responsible procurement, including the London Living Wage. The COO further advised of the complexities in casual staffing structures and that the potential cost and impact implications of the various recommendations would need to be analysed. Therefore, the Health and Wellbeing Board (HWB) might need to take a formal Resolution to the relevant Committee(s) in terms of the next steps.

## **2. Current Position**

- 2.1. Following this update at the June Board Meeting, the Members requested that they would receive a more comprehensive report at the September Board, at which time consideration could be given to the Resolution that was suggested by the COO.
- 2.2. A key observation by Members was that, in terms of reviewing procurement and workplace policies, this should also to be undertaken by other partners on the Health and Wellbeing Board. To support this, the Deputy Director of Public Health suggested presenting the report to NHS partners some of whom have contracted out their cleaning and support staff.
- 2.3. This engagement with NHS partners will take place on 14 September at the Place Based Delivery Group that is chaired by Member Nina Griffiths. A verbal update can be provided to the HWB on agreed next steps
- 2.4. In addition, work within the 'Hidden workers' project team continues and one of the key business partners, L&G, in collaboration with PwC, is planning a symposium in London and Leeds on 8 November to focus on and promote Safe Sick Pay<sup>2</sup>. Part of this event will be a VIP breakfast meeting to which City of London Corporation representation has been requested.
- 2.5. Engagement has been initiated with the Responsible Procurement Manager (Operations) to assess the existing guidance on ethical procurement, and undertake a review of existing contracts, especially within the Integrated Facilities Management Contract, to scan whether any of the existing suppliers are applying immediate sick pay, and/or any of the other suggested recommendations from the research report.

## **3. Recommendations for discussion**

- 3.1. To request an update on the health check on the Procurement Code and the reflection of 'hidden workers' suggestions into the pay and reward process.
- 3.2. Following on the previous activities and suggestions, the Board considers adopting a series of Resolutions and asks that these be considered by the appropriate committees of the City of London Corporation:

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<sup>2</sup> See for more information on Safe Sick Pay: [SSP campaign](#)

The board is requested to consider the following as resolutions:

- a) The Corporation to note the potentially detrimental impact that low paid shift work can have on the health and wellbeing of staff including those from the hidden and essential workforce.
- b) For the Corporation to continue to support studies which seek to identify potential actions that can address health inequalities in the essential and hidden workforce.
- c) For the Corporation to note the recommendations for sick pay and death in service eligibility, without a qualifying period, for workers and to request that further work is undertaken to assess the likely cost and benefits and human resources implications of implementation.

#### 4. Corporate & Strategic Implications

- *Strategic implications*

Following through on recommendations in the Hidden Workers report will contribute to the following strategic priorities:

***Contribute to a flourishing society***

*People enjoy good health and wellbeing.*

*People have equal opportunities to enrich their lives and reach their full potential.*

***Support a thriving economy***

*Businesses are trusted and socially and environmentally responsible.*

- *Financial implications*

The financial implications and cost/ benefits of adopting the recommendations for sick pay and death in service benefits without a qualifying period would need to be determined if the resolutions were accepted.

- *Resource implications*

Determining the costs benefit, human resources and wider implications of adopting the recommendations would need further work to determine the likely resource implications.

- *Legal implications*

None directly. Indirectly, following through on recommendations may lead to review of contracting and procurement policies, especially for outsourced services.

- *Risk implications*

None

- *Equalities implications*

The HWB is specifically tasked with promoting good health and wellbeing for its local population and for tackling health inequalities. Active follow up to the recommendations of the Hidden Workers report will contribute to addressing health inequalities among people working in routine, manual and service roles. Further work on the intersectionality of poorer health outcomes amongst the hidden and essential workforce with many of the workers being from ethnic minorities is needed.

- *Climate implications*

No specific implications but environmental issues are part of the wider determinants of health.

- *Security implications*

None

## **5. Conclusion**

- 5.1. To continue the important work to address health inequalities among people working in routine, manual and service occupations, the Board is requested to consider adopting a series of resolutions for consideration by the City of London Corporation that will seek to improve the health and wellbeing of the hidden and essential workforce.

**Froeks Kamminga**

Senior Public Health Specialist

E: froeks.kamminga@hackney.gov.uk