



**Notice of a public meeting of
Economy & Place Policy & Scrutiny Committee**

To: Councillors S Barnes (Chair), Daubeney (Vice-Chair),
Baker, Douglas, Hook, Pearson and K Taylor

Date: Wednesday, 15 January 2020

Time: 5.30 pm

Venue: The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. Declarations of Interest

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Minutes (Pages 1 - 6)

To approve and sign the minutes of the Economy & Place Policy & Scrutiny Committee meeting held on 10 December 2019.

3. Public Participation

It is at this point in the meeting that members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Tuesday 14 January 2020**. Members of the public can speak on agenda items or matters within the remit of the Committee. To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

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**4. Overview Report on Economy and Place (Pages 7 - 20)
Sickness and Workloads**

This report provides the committee with information on the wellbeing of staff, specifically within the Economy and Place Directorate, through updated management information, staff survey results and ongoing activities to support the wellbeing of staff and to reduce absence levels.

**5. Scoping report on in-work poverty including (Pages 21 - 104)
Employers' Charter and Living Hours**

This report presents the Economy and Place Policy and Scrutiny Committee with a request by the Customer and Corporate Services Scrutiny Management Committee (CSMC) to undertake a review into elements of poverty in the city which fall within the Economy and Place Policy and Scrutiny Committee's remit, as part of a corporate review of poverty in York.

6. Work Plan 2019-20 (Pages 105 - 108)

To consider the Committee's Work Plan for the remainder of the 2019-20 municipal year.

7. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officer:

Name: Angela Bielby

Contact details:

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- E-mail – a.bielby@york.gov.uk

For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

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City of York Council

Committee Minutes

Meeting	Economy & Place Policy & Scrutiny Committee
Date	10 December 2019
Present	Councillors Barnes (Chair), Daubeney (Vice-Chair), Baker, Douglas, Hook, Pearson and K Taylor
In Attendance	Councillor D'Agorne

34. Declarations of Interest

Members were invited to declare at this point in the meeting any personal interests not included on the Register of Interests, or any prejudicial or disclosable pecuniary interests, that they might have in the business on the agenda.

No interests were declared at this stage; however, Cllr Barnes later declared a personal interest in Agenda Item 6 (Apprenticeship and Skills Scoping Report), as he was currently undertaking an apprenticeship at York St John University.

35. Minutes

Resolved: That the minutes of the meeting held on 13 November 2019 be approved, and signed by the Chair as a correct record, subject to the sentence after *'Discussion took place on Brexit'* in Minute 31 being amended to read as follows:-

"The representative from the retail sector in York noted that employees did not talk about Brexit every day as they had more pressing issues in their daily lives."

36. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

37. Highways Scrutiny Update (Overview report from Highways Team)

Members considered an update report from the Head of Highways which examined the council's performance on highway maintenance in the

context of the assessments and repairs processes and the allocated budgets. The current maintenance backlog was estimated at £112m.

The report outlined the annual condition survey process and prioritisation of maintenance works on carriageways and footways categorised as functionally or structurally impaired (grades 4 and 5). Annexes 1-5 to the report showed the direction of travel on every grade (1 to 5) from 2016 to 2019. The current approach to highway asset management was detailed in the reports to Executive at Annexes 6 and 7; investment in the network since 2015/16 was shown in paragraph 8. The council used two frameworks for contractors to complement its own workforce. Quality criteria for assessing contractors to be placed on a framework were set out in Annex 8. The council was also represented on several national groups supported by the DfT and had involvement and / or interest in a number of innovative projects and trials of new materials, as detailed in paragraphs 11 to 19. The focus of the service was to develop the Highways Asset Management Plan and update the Winter Service Plan.

In response to Members' questions, officers provided further information, which may be summarised as follows:

- The backlog was increasing, as in all local authority areas; however, York did have some 'future proofing' in place.
- There was not enough information pre 2015 to determine when road conditions began to deteriorate.
- Alleyways were included within the highway network, unless un-adopted.
- Repairs were programmed for periods when they would have less impact on businesses, usually January to March, although optimum temperatures for some surfaces were in summer.
- Officers were obliged to prioritise main roads, in accordance with the national code of practice; ward funding could be allocated for repairs to local roads with a lower usage.
- The challenge of balancing these two areas of work was appreciated; new staff being recruited to the ward programme would help to improve the allocation process.
- Participation in the NYCC and Yorkshire Alliance frameworks (paragraph 9) had delivered savings of 28% and each piece of work was subject to a 2-year warranty.
- Efforts were being made to encourage the DfT to trial carbon-reducing innovations in the York area (para 18).
- Depreciation of the highways network was a national problem that would require additional investment to resolve.

Members thanked officers for the report and their input, and

Resolved: That the information provided in the report and at the meeting be noted.

Reason: To confirm that the committee has been updated on issues relating to highway maintenance.

38. Update of implementation of recommendations from York Residents' Priority parking Scheme Scrutiny Review

Members considered a report which provided their first update on the implementation of the approved recommendations from the scrutiny review into York's Residents' Priority Parking (Respark) Scheme.

The recommendations had originally been approved by Executive on 18 March 2019. At their meeting on 28 November 2019, Executive had approved further proposals to address issues identified in the review, as set out in paragraph 6 of the report. Details of progress made against each review recommendation were provided in Annex 1 and the report to Executive was attached at Annex 2. The Chair of the Task Group, Cllr D'Agorne (now Executive Member for Transport) was in attendance. Members were invited either to sign off the recommendations as fully implemented or to request a further update.

Members asked a series of questions on matters relating to the review and to parking in general. Officers and the Executive Member responded as follows:

- The current timescale for Respark requests, from receipt of a petition to implementation, was 12-18 months.
- The aim was to reduce this, with the additional resources allocated in June, a more flexible approach to consultation, and fast-tracking of requests where appropriate.
- However, where residents of individual streets within an area did not want Respark, this had to be taken into account.
- Achieving efficiency savings would be a factor in determining the future cost of Respark permits.
- With regard to non-internet users, officers were working through a wide range of permit types, including Respark, to determine a 'digitally deprived' solution for each before reporting the results to the Executive Member for Transport.
- Parking issues, including encouraging the use of Park & Ride, council car parks and buses, needed to be examined in the process of refreshing the Local Transport Plan (LTP).
- The concepts of parking charges based on individual vehicle emissions and workplace parking levies, as introduced in some cities, could also be explored in the LTP refresh.

- Resolved: (i) That the content of the report be noted.
- (ii) That a further update be received in 6 months' time.

Reason: To ensure that all recommendations from the review have been fully implemented.

39. Apprenticeship and Skills Scoping Report

Members considered a report which set out a suggested scope for a proposed scrutiny review of apprenticeships and skills in York and a remit and methodology for the review should it be agreed, in accordance with the request made at the meeting on 16 October.

The report outlined some issues relevant to the topic, including the decline in the number of people starting apprenticeships across the Leeds City Region and impending changes to employers' access to funding from the Apprenticeship Levy. The suggested aim of the review - to identify cost effective ways to encourage an increase in the apprenticeship starts in York – was set out in paragraph 11 of the report, along with proposed objectives.

Members were reminded that it would be a matter for the Task Group to agree their objectives and remit, for endorsement by the committee at a future meeting.

- Resolved: (i) That a Task Group comprising Cllrs Barnes, Douglas and Pearson be appointed to carry out a scrutiny review of Apprenticeships and Skills on behalf of the committee.
- (ii) That the Task Group agree a remit for the review and bring it to the committee in February 2020 for endorsement.

Reason: In order to take this review forward.

40. Work Plan 2019-20

Members considered the committee's work plan for the remainder of the 2019-20 municipal year.

During the discussion an additional scrutiny review, of road repairs and maintenance, was proposed, following on from the Highways item considered earlier in the meeting. Officers explained that resources would not allow more than two reviews to be conducted at the same time and that all reviews should be confined to specific parameters. It was therefore suggested that a more focused proposal be brought to the January 2020

meeting, and that further consideration of the proposal be postponed to March.

Resolved: That the work plan be agreed, with the following additions:

15 January 2020

Proposal for a review of road repairs and maintenance (Cllr Taylor)

12 February 2020

Remit of the Task Group reviewing Apprenticeships and Skills

11 March 2020

Scoping Report on potential road repairs and maintenance review

Reason: To follow up on the decisions made at this meeting and to keep the work plan updated.

Cllr S Barnes, Chair

[The meeting started at 5.30 pm and finished at 7.03 pm].

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Economy & Place Policy and Scrutiny Committee

15 January 2020

Report of the Director of Economy & Place

Attendance and Wellbeing

Summary

1. At a meeting of the Customer & Corporate Services Scrutiny Management Committee in November it was recommended “*That the Economy and Place Policy and Scrutiny Committee be asked to further investigate staff wellbeing in the Economy and Place Directorate, starting with receiving ‘Update report on Wellbeing Project’ before reporting back to CSMC and with looking at the picture within enforcement as part of their ongoing scrutiny of planning enforcement*”.
2. This report therefore provides the committee with information on the wellbeing of staff, specifically within E&P, through updated management information, staff survey results and ongoing activities to support the wellbeing of staff and to reduce absence levels.
3. It considers any correlation between the staff survey results and absence figures and suggests areas where the committee may wish to scrutinise further.

Background

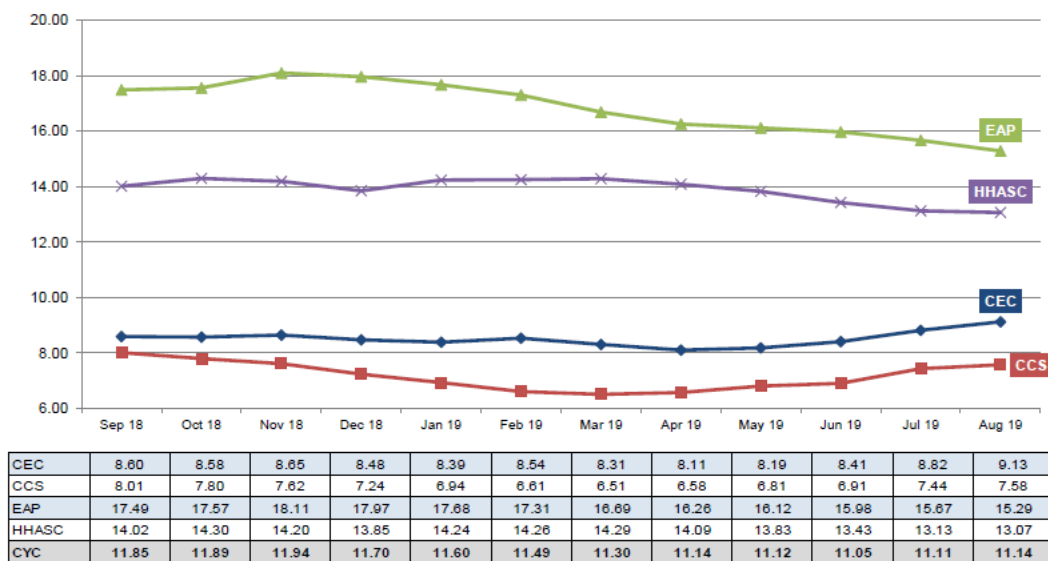
4. The Chartered Institute of Personnel and Development (CIPD, April 19) states that “Fostering employee well-being is good for people and the organization. Promoting well-being can help prevent stress and create positive working environments where individuals and organisations can thrive. Good health and well-being can be a core enabler of employee engagement and organisational performance.”
5. Supporting staff in their wellbeing continues to be a key focus at CYC. As you are aware it is complex and the tools and mechanisms to support staff wellbeing need to be multi-faceted, as one size does not fit all.

6. At CYC we are working with Public Health Colleagues to deliver a Workplace Health & Well Being Strategy and within HR the next 18 months our wellbeing approach is going to focus around stress and mental health in the workplace.
7. Absence of staff within the workplace has direct and indirect impact on the services we provide. The extent of the impact is dependent upon the role the member of staff carries out and the length of time of the absence.
8. Some roles require a replacement immediately due to the service, such as a waste operative, where without a replacement the waste collection will not be able to go ahead. Other roles can often manage for a day or so but where absence is extended temporary replacement will be required, such as social workers.
9. At CYC the levels of absence remain above an average of 11 working days per full time equivalent (fte). The CIPD report average sickness for the public sector is 8.5 days. CYC's aim is to reduce absence levels to around the 8.5 working days per fte, however it is acknowledged that this will be an average and in some areas across the council this may be higher and in other areas much lower.
10. Focussing on the health and wellbeing of our staff is important both from an employer's perspective but also as 80% of our staff are residents in York their improved health and will being will have a direct result on the population.
11. E&P, based on figures to August 2019 has the highest sickness rate across the council, however the directorate has seen a downward trend in the last 12 months.
12. For context the E&P Directorate has the highest proportion of manual staff undertaking physically demanding work outside in all weathers and therefore higher than average sick levels are generally experienced in these services across all Councils. The impact of these frontline services can be seen with the 23.3 days in Waste, Public Realm, Highways and fleet significantly impacting on the E &P averages. A breakdown is shown below where teams have 5 or more fte.

Area	Average sickness days per fte (rolling 12 months as at August 2019)	FTE
Asset & Property Management	8.2	13.3
Development	2.4	32.7
Economic Growth	2.4	5.0
Operations - Waste, Public Realm, Highways and fleet	23.3	232.7
Planning	2.8	15.9
Public Protection	3.6	36.2

13. However, as you can see from the graph below the sickness rates over the last 12 months have seen a downward trend.

Average Sickness Days per FTE - (Rolling 12 month)



14. This downward trend is promising and as a result of more proactive management of absence, through return to work interviews, consistent and fair application of the attendance management policy and overview from Directorate Management Team (DMT).
15. CYC has committed to a two year contract with a specialist provider to provide support to employees on their first day of absence and to support managers in their proactive management of staff wellbeing during periods of absence. This commenced in September 2019.

Analysis and further areas for consideration

Absence – Hot Spot Areas

16. As discussed above there is a slight downward trend in absence levels in E&P over a 12 month period and it is expected to decrease further over the next 12 months as a result of additional physical investments in the service i.e. new refuse collection vehicles, new IT systems, ongoing proactive management and support alongside the day one service.
17. CMT Cost Control and DMT directly monitor these measures across the authority on a regular basis.

Absence – Long Term and Short Term sickness

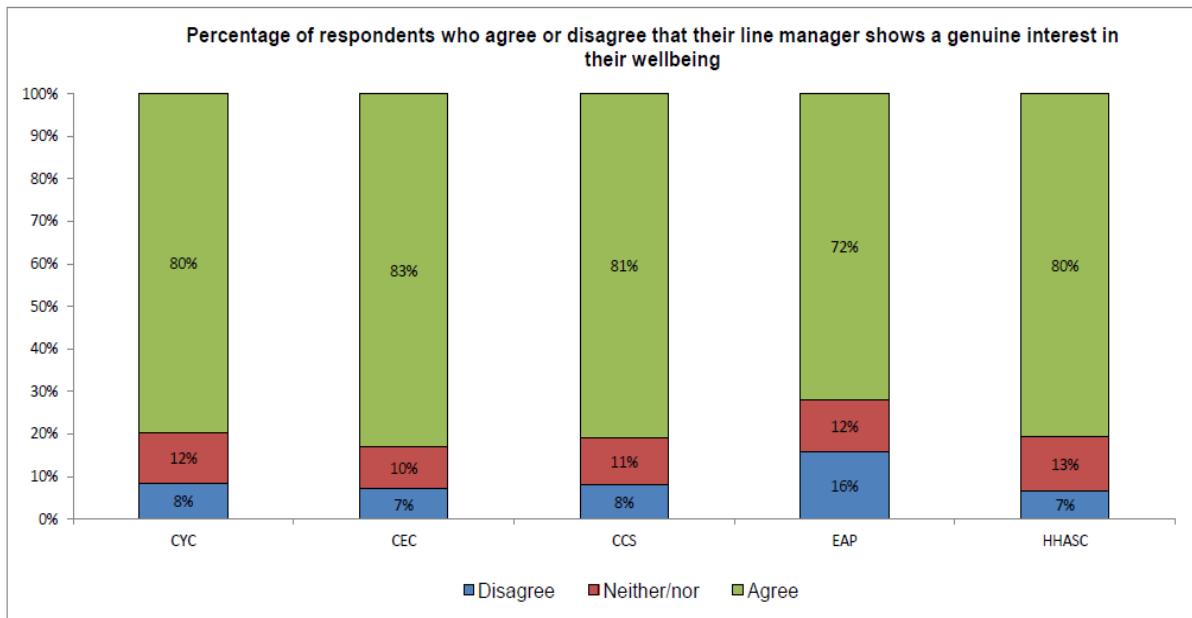
18. Long term absence accounts for 28.5% of the percentage of FTE days lost, however within E&P long term absence is the lowest across the council with long term absence accounting for 15.4%.
19. However that means that short term sickness is 84.6% of E&P's absence compared to an average of 71.5% across CYC.
20. Through the introduction of the Day One Absence process it is hoped that we will see these short term figures decrease over the next 12 to 18 months, however in areas such as Waste and front line services as noted above the physically demanding and outdoor working means that staff need to be physically fit for work and cannot get by at work when feeling unwell and manage their workload or hours through flexible working practices.

Staff Survey

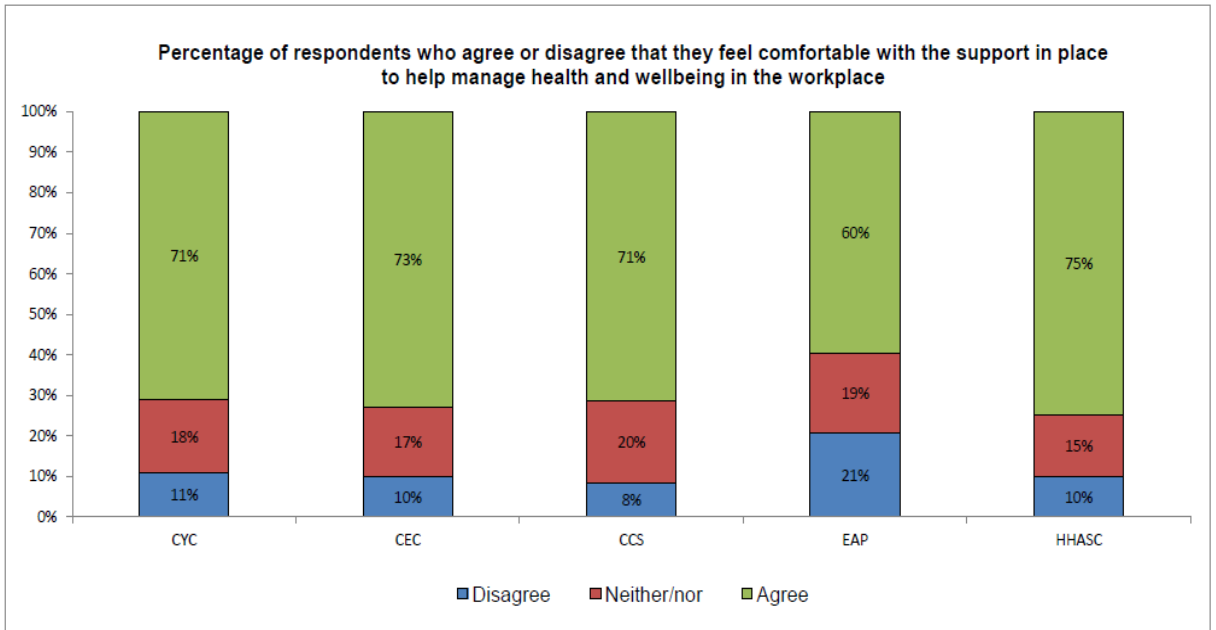
21. Sitting alongside the actual staff absence data analysis Corporate Management Team have organised a number of short specific pulse staff surveys to help management contextualise data and give staff an opportunity to convey their sentiments and views in respect of a variety of aspects of the working relationship with the Council.
22. One of these Staff Surveys, focussed on Inclusion, Wellbeing & Behaviour at work. The results were positive and are shown below. It should be noted that only 38% of staff across CYC responded to the survey.
23. Within E&P the response rate in pulse survey 3 was 31% of staff so under the average response rate. Upon analysis it was clear that the

views of frontline manual staff in E&P working outside were not captured. This is anecdotally believed to be due the ease with which office staff can use and access the IT survey tool and the clunky nature of paper surveys and lack of familiarity with bureaucratic processes in frontline manual services.

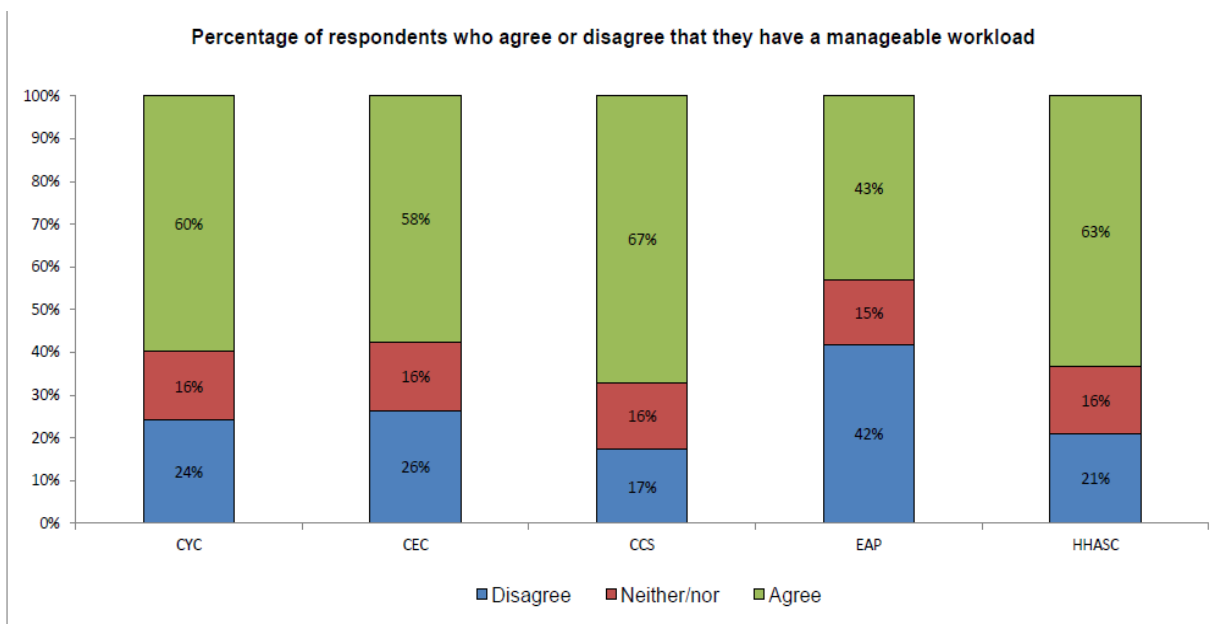
24. Extracts from the survey are shown below but as noted above are predominantly the views expressed by those services with low sickness absence rates. In light of these results the Corporate Director of E & P commissioned further focussed face to face workshops to be carried out within E&P to try and drill further into the responses. This work was undertaken with the office based staff who had predominantly participated in the survey and provides the commentary below each of the following Graphs.



25. Overall 80% of respondents in CYC agreed that their line managers had a genuine interest in their wellbeing. It can be seen from the above that 16% in E&P of respondents disagreed compared to 7% of CYC staff.
26. The E&P workshops reflected that managers themselves had limited capacity, lack of visibility of senior managers (as it did in the whole survey) and that managers whilst they had very good technical skills and abilities that there were some skills lacking in people management.



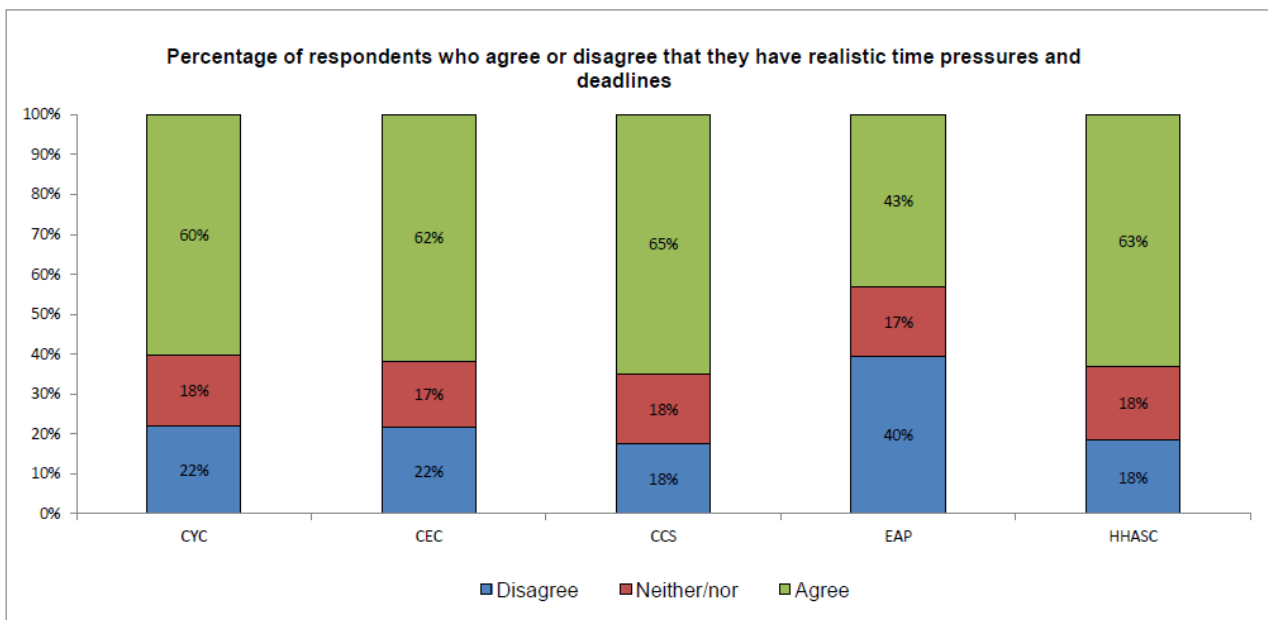
27. Results from the workshop in E&P suggested that the open plan office environment is at odds with staff wellbeing; “unhealthy, not confidential or supportive, can’t always sit together as teams”, and “that it often it takes someone to have crisis or become ill before their wellbeing is looked at.” There was also a degree of “halo” effect and sense of loss of “Team” placed around historical working at a variety of locations across the City in small teams and enduring adverse office circumstances this was particularly conveyed by long serving staff. It was however recognised that the physical office environment has improved and that Councils budgets have significantly reduced in recent years.



28. Workload is a concern and has been raised in previous scrutiny committees linked to absence. The table above shows that 42% of those responding did not feel that their workload was manageable, within E&P, again this is much higher. However as noted above this response is not from the high sickness absence teams and therefore there is no correlation between sickness absence with high workloads that can be deduced in E & P from this work.
29. This area was approached in the E&P focus group and the findings with regard workload are shown below.

The volume of work was felt, across all services, to be unmanageable and too high for the levels of staff. It was felt that although staff were cut, workload wasn't reviewed in line with staffing resources, putting an unmanageable strain on those left.

There was also some discussion about processes and the type of work being done. It was felt in some areas that some tasks and processes were unnecessary and burdensome and that some business process re-engineering work would be useful to review this.



30. Similar patterns in the responses above to workload and therefore time pressures.

31. Time pressures within the E&P areas were with regards to statutory timescales. Findings from the staff survey focus groups suggests that whilst there are statutory timescales many timescales and parameters are set locally and put strain on certain services and there was a feeling that these could be adjusted in light of changes to staffing levels and workload over recent years.
32. Service areas are constantly considering ways of working to ensure that work is being carried out in the most efficient manner.
33. E&P took a proactive stance when the results from pulse survey 3 were available. A focus group facilitated through independent facilitator was run and the feedback has been incorporated into the above and considered in detail by DMT.
34. 57% of those who responded in E&P to staff survey 3 are from Planning, Public Protection and Transport.
35. The work demand in these areas are uncontrollable, and customer expectations are rising and often the professional decision are subject to further challenge through appeals Freedom of Information requests, Judicial reviews Council Member and Member of Parliament lobbying which often adds further pressure and work demand. These areas have heavily regulated decision making parameters and officers are constrained by objective professional decision making frameworks so when the outcome is not in favour of the resident(s) or one group of residents feel disadvantaged against another then challenge is increasingly made in these different forms.

Correlation between Absence Data and Staff Survey Responses

36. As can be seen in the report the absence rates are highest within Operations, however those teams only accounted for 21% of the responses in survey 3.
37. The teams that made up half of the responses in E&P have a very low average sickness days lost.
38. What is clear from the responses though in the survey is that the areas where absence is highest have not responded to the survey and therefore we did not gather their views. This is an area upon which we are hoping to improve when the staff survey is re-run. Alternatives such

as using IPADS in team meetings and running sessions with the staff for them to respond are being considered.

39. The directorate are also more proactively engagement with the operations teams through quarterly early morning meetings ran by the Corporate Director / Assistant Director. In addition, members of the management team are making themselves available at regular times, over lunch, for staff to pop and see them. Union engagement has improved and a more proactive relationship with the unions is being experienced.

Seeking to improve staff experience

40. Notwithstanding the lack of correlation between sickness absence and the pulse survey responses addressing poor staff experiences / perceptions is being dealt with seriously not least as these are key factors in staff retention.
41. Within planning since the Survey work and workshops we have introduced new IT modules and staff training on the planning system. This allows managers to understand workloads and therefore assist in the proactive management and support. The system allows visibility of caseloads and therefore they can be managed more efficiently and fairly across the teams.
42. We have also started to engage more proactively with the Developers who are key customers to the service to help manage expectations and improve the way we respond to customers.
43. Within Transport, the capital programme is growing exponentially and we have been growing the team significantly for delivery and to improve resilience. However, as with planning, with an increasingly ageing workforce and the lack of talent development in the public sector has resulted in us increasingly losing staff to higher wages in other Councils in key areas of the team. We are trying to counterbalance this through retaining staff by offering to support staff development through a degree programme (supported by the apprenticeship levy) with internal promotion. In particular the Directorate has heavily invested in project management qualifications, this has however still left vacancies which have been difficult to fill.

44. In addition to these specific actions within Transport and Planning the Council has instigated an Organisational Development (OD) programme and has established a staff led task and finish group. This group is developing and proposing a series of interventions that will be co designed with staff to maximise the impact and avoid a top down approach, which in itself could be counterproductive when seeking to address the complexity of managing performance, customer expectations, staff happiness and health and wellbeing.
45. In part, the success of the Organisational Development programme will be down to the support it receives from organisational leaders including management at all levels, CMT and Members. To this end as the plan is developed it expected that it will be adopted by CMT, and be subject to Member engagement through Executive and Customer and Corporate Services scrutiny.

Stress and Mental Health

46. The figures we have relating to stress and mental health are from our absence data only and therefore just collected when staff go off sick. Whilst the staff survey looked at wellbeing what we have not carried out is any work or analysis relating to stress and mental health of those still in work, and perhaps this is an area for further activity.
47. The HSE reported that in 2017/18 stress, depression or anxiety accounted for 44% of all work-related ill health cases and 57% of all working days lost due to ill health. Stress, depression or anxiety is more prevalent in public service industries, such as education; health and social care; and public administration and defence. The full document can be found in appendix 1.
48. In CYC absence as a result of Stress & Mental Health accounts for 30.7% of the percentage of FTE days lost, when compare to the same period last year there is a slight increase by 0.7%.
49. Across the Directorates it is interesting to see the changes, however as you are aware there may be a couple of long term sick cases that can skew the figures and further investigation would be needed to identify the individual cases.

30.0%	Of Employees claiming Sickness - % of FTE Days Lost in total due to Stress & Mental Health related absence	30.7%
39.0%	CEC	36.6%
15.6%	CCS	42.3%
27.1%	EAP	18.7%
36.4%	HHASC	27.1%

50. With regards to stress and mental health, any member of staff reporting absent on day one with this reason, are referred to occupational health for their professional advice. Staff are sign posted to the Employee Assistance Programme (EAsstP) who provide support direct to them, this includes counselling over the phone. Staff are positive about their experience of the helpline.
51. CYC has seen 11.7% utilisation (web site and helpline calls) of the EAsstP service, taking into consideration the declared headcount of 2600, for this period. The standard utilisation for the EAsstP is 5%. So CYC is just slightly above the standard usage.
52. The table below shows the work related issues that staff have contacted the EAsstP service on.

Work Issues

Issue	Jul 19 - Sep 19
External Pressures	3
Inappropriate work demands	1
Mental Health	0
Role Performance	1
Support from Management	2
Work Related trauma	1
Work Stress	5
Sickness Absence	1
Grievance/Disciplinary/Suspension	1
Total	15

53. The Council have signed up to the Time to Change Employers pledge. This is a social movement led by MIND and funded through Department of Health. There are alternatives such as Mindful Employer that other organisations have signed up to, ultimately with the same objectives.
54. Time to Change is focussed on changing how we think and act about mental health and aims to reduce stigma and discrimination associated with mental health. Reducing stigma and discrimination has a positive impact on how we experience ourselves and our mental health problems, or how we might ask for help and support.

55. An action plan describing how CYC will achieve its pledge will be led through the organisational development programme.
56. This is an important step for CYC. We want to create a workplace environment which acknowledges that we're all human, we all have mental health, and that talking about it in a supportive environment makes a difference. Managers and leaders can help shape the workplace environment to be supportive of staff facing mental health problems.
57. Time to Change champions will receive training enabling them to promote public health messages across the organisation and support mental wellbeing in our staff.
58. A network of champions have been recruited and are in the process of defining their role and what they will be able to offer to colleagues. Training will then commence to enable them to carry out their role.
59. By way of next steps for organisational development and specific improvements in frontline services it is recommended that the Economy and Place Scrutiny Committee receive a further report when the OD programme is developed and has a particular focus on interventions for manual frontline services and communications.

Consultation

60. There was no consultation involved in the production of this report.

Council Plan

61. The information outlined in this report is in line with the Council Plan and the People Plan which has health and wellbeing as a priority.

Implications

62. There are direct financial cost associated with health and wellbeing, mainly through the cost of absence. Managing Health & Well Being effectively will reduce this strain on resource.
63. HR implications are throughout health & wellbeing and ensuring that practice and policy is being consistently applied is essential.

64. There are no known Legal, ICT or other implications associated with the recommendations in this report.

Risk Management

65. The main risks continue to relate to failure to record, track, monitor and put into place actions to monitor and manage wellbeing, which may cause sickness levels to rise.

Recommendations

- i. To consider the information provided in the report.
- ii. That the Economy and Place Scrutiny Committee receive a further report when the OD programme is developed and has a particular focus on interventions for manual frontline services and staff engagement.

Reason: To inform the Committee of absence figures in the E&P directorate and the staff's response in the staff survey.

Contact Details

Author:

Trudy Forster
Head of HR
01904 553984

Chief Officers Responsible for the report:

Neil Ferris, Corporate Director E&P

Report Approved **Date** 6/01/20

Specialist Implications Officer(s) None

Wards Affected:

All

For further information please contact the author of the report

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Economy and Place Policy and Scrutiny Committee

15 January 2020

Report of the Director of Governance

Corporate Review of Poverty in York – In-work Poverty**Summary**

1. This report presents the Economy and Place Policy and Scrutiny Committee with a request by the Customer and Corporate Services Scrutiny Management Committee (CSMC) to undertake a review into elements of poverty in the city which fall within the Economy and Place Policy and Scrutiny Committee's remit, as part of a corporate review of poverty in York.

Background

2. At the beginning of this municipal year CSMC agreed to undertake a scrutiny review into food poverty with the aim of understanding the issues around the apparent increasing levels of food poverty in York.
3. An Ad-Hoc Scrutiny Sub-Committee established to carry out the review took advice from experts in this field and it soon became apparent that food poverty, quite simply, correlates to poverty.
4. The sub-committee was reminded that we did not see the notion of food poverty in York before 2010 and there were no food banks in the city at that time. However, food poverty is now a key issue in local communities and stemming potentially from the £30 billion cuts in working age social security since 2010 that are still being rolled out.
5. The roll-out of Universal Credit with delays in payments, cuts in housing benefits, reductions in child tax credit and the working-age benefits freeze are having an impact on many families, including those with working parents. Social security payments are an important safeguard for an increasing number of working family members who are finding that employment does not always provide enough income to support their

families. The increasing cost of living, low and insecure pay, low hours and zero hours contracts could also be contributory factors, as are the cost of Council Tax and cuts in that support

6. It was noted that whilst living/minimum wage regulations were useful, their effect was diminishing with in-work poverty increasing. The expectation should be, that any form of employment would result in more financial security than no employment, however the loss of in-work benefits means that this is no longer necessarily the case.
7. The Council plays a significant role in the city by providing services which help to alleviate poverty. These are either directly or commissioned services. For City of York Council, the services that help alleviate poverty include:
 - Promotion of the take up of statutory benefits (for example Council Tax Benefit)
 - Provision and promotion of discretionary benefits and grant for households in crisis (for example Discretionary Housing Payments and the York Financial Assistance Scheme)
 - Promotion of the take up of Free School Meals
 - Promotion of the take up of early years places for 2 and 3 year olds (many of which offer meals as part of the entitlement)
 - Promotion and provision of training and education to increase skills, increase employment and support individuals to secure higher paid work
 - Support to advice providers to support individuals to maximise household income and access crisis support
8. In the UK 7% of people are in persistent poverty – 4.6 million people. The highest rate of persistent poverty is among lone-parent families.
9. Since work began on the Food Poverty Scrutiny Review the Economy and Place Policy and Scrutiny Committee (E&P PSC) has looked at in-work poverty as part of an ongoing exercise to further develop the committee's work programme for the year.
10. In the UK there are now almost four million workers in poverty, a rise of over half a million compared with five years ago and the highest number on record. The employment rate is also at a record high, but this has not delivered lower poverty. Since 2004/05, the number of workers in poverty

has increased at a faster rate than the total number of people in employment, resulting in workers being increasingly likely to find themselves in poverty.

11. Latterly the rise in in-work poverty has been driven almost entirely by the increase in the poverty rate of working parents, which has grown over the past five years. A working parent is now over one-and-a-half times more likely to be in poverty than a working non-parent as most single people and childless couples, however low their wages, earn enough to live above the poverty threshold.
12. In many cases the cause of in-work poverty are long-term changes in the labour market with more self-employment, part-time employment, zero-hours contracts and sporadic employment. The minimum wage is not yet high enough to lift a full-time employed family with one earner above the poverty threshold.
13. CSMC agreed at its November meeting that rather than individual scrutiny committees independently picking up different aspects of poverty, it makes sense to look at poverty as a whole, with each scrutiny committee focusing on a separate element of poverty to feed into a final corporate report to be drafted by CSMC.
14. The Housing and Community Safety Policy and Scrutiny Committee agreed it would like to take a deeper dive into the delivery of affordable homes on new developments and this work could complement a corporate review into poverty as a whole. Rising housing costs have been largely driven by increasing numbers of low-income families with children living in the private rented sector, due to reduced access to social housing. It is acknowledged that more affordable and social housing could improve the situation for many of York's poorer families.
15. The Children, Education and Communities Policy and Scrutiny Committee, the Health and Adult Social Care Policy and Scrutiny Committee and the Climate Change Policy and Scrutiny Committee have all agreed to take part in the review and are currently looking at their individual remits.

Consultation

16. There has been no consultation in the preparation of this report. However, the ongoing Ad-Hoc Scrutiny Sub-Committee has been advised by experts including an Emeritus Professor of Social Policy at the University of York and from the Joseph Rowntree Foundation while the E&P PSC met with representatives from the University of York,

Joseph Rowntree Foundation, Yorkshire TUC and a major York retailer.

Analysis

17. The rationale behind such a corporate review is that while York may appear to be a rich city with a booming tourist industry and relatively low unemployment, poverty is real, and growing, in a climate where food prices and rents continue to rise.
18. Given the link between changes in the benefits system and a rise in poverty in its various forms it is likely that further increases in poverty will be seen in forthcoming years. Department of Work and Pensions intend to transition remaining benefits claimants to Universal Credit between November 2020 and December 2023. In York an estimated 5,600 individuals claiming housing benefit, approximately 3,500 with children, are due to transition. This period of 'managed migration' has potential to have a significant effect on poverty levels within the city.
19. Living in poverty affects every aspect of people's lives and contributes to poorer physical health and being more likely to have poorer mental health issues. According to the Joseph Rowntree Foundation over a quarter of working-age people in the poorest fifth of the population experience depression or anxiety.
20. Nationwide nearly half of children in lone parent families live in poverty. Over the last five years, poverty rates for children in lone-parent families have risen by around twice as much as those for children in couple families.
21. Four million workers live in poverty, a rise of over half a million over five years. In-work poverty has been rising even faster than employment, driven almost entirely by increasing poverty among working parents.
22. Changes to the UK's housing market have created problems in affording a home for many families and this appears to be the case in York. The impact of these changes can be particularly stark for low-income families with children. For families with children, the proportion of housing costs has grown much faster for those on lower income than for those who are on higher incomes. Rising housing costs have been driven largely by changes in the proportions of families living in different housing tenures. In particular, the fall in home-ownership and expansion of the private rented sector appears to have a greater bearing on low-income families.

23. In-work poverty occurs when a working household's total net income is insufficient to meet its basic needs. Low pay is one possible reason for in-work poverty, but we must consider the circumstances of the whole household and not just the person in paid employment; poverty may be the result of family circumstances and particularly the number of dependents, rather than the wage level of the main bread-winner. Because in-work poverty is about total household resources and whether these are sufficient to meet their household's needs the options to tackle in-work poverty are more varied than they may, at first glance, appear.

Options

24. Members can agree to undertake a review into poverty elements which fall within the remit of this committee to feed into a corporate review of poverty in York. Members can also agree their own remit for this Committee's review and CSMC suggests the areas the individual scrutiny committees might want to look at could be:

- **CSMC** – Food poverty
- **Housing** – Housing poverty including the effects of high rents in the city.
- **Children, education and communities** – child poverty
- **Economy and place** – in-work poverty
- **Health** – the effects of poverty on the health and wellbeing of residents, including mental health
- **Climate change** – zero carbon as a means of addressing fuel poverty by saving money on energy bills or sustainable travel to improve accessibility to jobs / city centre.

In-Work Poverty

25. At a meeting of this Committee in November 2019, Members invited representatives from the University of York, the Joseph Rowntree Foundation (JRF), Yorkshire and the Humber TUC and the York retail sector for round-table discussions around in-work poverty, the gender pay gap and low-pay industries.

26. Members were reminded of the risks of in-work poverty and acknowledged that the cause of in-work poverty could be attributed to a number of issues, including changes in the labour market, low wages, short hours, in-work benefit cuts, the impact of government austerity and the non-take up of benefits.
27. The Committee noted that housing costs were high in York and this was an important factor as most private rents were not covered by housing benefits. Members were informed by the retail representative that one job applicant had requested 50-60 hours a week to be able to cover housing costs.
28. Low pay is an important factor and Members noted that the Living Wage is a voluntary hourly wage rate that employers can choose to pay their staff. The Living Wage is updated every year and The Living Wage Foundation calculates the amount based on real costs of living and sets it at a level needed to afford a basic acceptable standard of life. City of York Council is committed to promoting the Living Wage rate as defined by the Living Wage Foundation through the contracts and agreements it awards.
29. However, there are city and local area differences in the living wage which were impacted by housing costs, income (wage plus benefits), low pay and people getting stuck on low pay, the number of hours worked, constraints on working hours (childcare and transport) and the local economy. The JRF informed Members that the Living Wage Foundation had developed a new scheme, Living Hours (Annex 1), which called for decent notice periods for shifts and a minimum of 16 hours a week.
30. JRF also noted the importance of considering more flexibility in the workplace and asked how employers could be supported to create more good quality jobs. The Local Industrial Strategy needed to support growth and it was noted that there was a role for councils to convent good jobs standards.
31. The Greater Manchester Good Employment Charter (Annex 2) and Liverpool City Region's Fair Employment Charter (Annex 3) were cited as examples of initiatives in which councils can work with businesses and other organisations to create a prosperous local economy and also deliver good jobs with opportunities for people to progress.
32. In York there has been growth in the low paid work areas such as hospitality and social care and there are opportunities for local authorities

to look at the Living Wage within the supply chain and minimising the use of 'zero hours' contracts by supplier.

33. In-work poverty can be addressed by the availability of secure, sustainable employment and by ensuring residents are equipped with the qualifications and skills they need to access employment opportunities. It can also be addressed by tackling low pay. Nationally only one in four people progress from low pay over 10 years, and low pay is a particular problem in York.

Council Plan

34. A Corporate Review into poverty in York would take in several priorities already identified in the Council Plan 2019 -2023 (Annex 4) including Well-Paid Jobs and An Inclusive Economy; A Greener and Cleaner City; Getting Around Sustainability; Creating Homes and World-class Infrastructure; Good Health and Wellbeing; A Better Start for Children and Young People; An Open and Effective Council and Safe Communities and Culture for All. A copy of these priorities is attached to this report, at Annex A. It is suggested that, wherever possible, the work of Scrutiny Committees should 'dovetail' into those existing priorities, enabling the Council to prioritise its objectives and work collectively to shape and develop them to begin to address the various effects of poverty within the city.

Implications

35. There are no Financial, Human Resources, Equalities, Legal, Crime and Disorder, Information Technology, Property or other implications associated with the recommendation in this report.

Risk Management

36. There are no risks associated with the recommendation in this report.

Recommendations

37. Having considered the information provided in this report Members are asked to consider the priorities for this Committee in contributing to the agreed corporate review on 'poverty' in York and to identify an appropriate remit.

Reason: To provide a corporate, cross-party response to poverty in the city.

Remit Suggestions

38. The Committee may want to consider some or all of the following as part of the remit for any review:
- i. Promoting with businesses the benefits of providing the Living Wage and clearer progression paths;
 - ii. Working with agencies and partners to understand and share information about current and future labour markers in order to equip residents with the skills and advice they need;
 - iii. Promoting the benefits of traineeships and apprenticeships;
 - iv. Working with businesses and partners to minimise the use of 'zero hours contracts within the supply chain;
 - v. Working with businesses and partners to commit to giving clarity to employees over the hours they work so they have more security over their incomes;
 - vi. Working with businesses and partners to examine ways to give employees the opportunity to work flexibly wherever possible;
 - vii. Providing advice and support for Universal Credit claimants to help ensure all available benefits are claimed;
 - viii. Delivering public education messages on the dangers of high-cost credit and affordable options;
 - ix. Developing an employment charter in collaboration with local employers, workers, trade unions and other local trade or business networks that have a clear, evidence-based vision for decent work with transparent and measurable criteria for employers to achieve.

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Report Approved Date 19/12/2019

Wards Affected:

All

For further information please contact the author of the report

Annexes

Annex 1 – Living Hours

Annex 2 – Manchester Good Employment Charter

Annex 3 – Liverpool Fair Employment Charter

Annex 4 – Local Plan Priorities

Background papers

Manchester Good Employer Charter

<https://www.gmgoodemploymentcharter.co.uk/what-is-the-charter/>

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Living Hours

Providing security of hours alongside a real Living Wage



RACHEL McEWEN

CHIEF SUSTAINABILITY
OFFICER, SSE PLC

WE ARE A MOVEMENT OF
OVER 5,000 EMPLOYERS
WHO BELIEVE EVERYONE
SHOULD EARN
ENOUGH TO LIVE
A DECENT LIFE

FOREWORD

The Living Wage movement is a remarkable phenomenon. What began as a civil society movement campaigning for decent wages has grown into a movement of over 5,000 employers with one big value in common: that the people who work for them should earn enough to live a decent life. Each accredited Living Wage employer who signs up does so, not because they have to, but because it's the right thing to do and they want to do it.

Paying the real Living Wage is the most important step an employer can take to alleviate in-work poverty. But there is another side of the coin: the number of hours worked and the security of those hours. The amount of pay employees take home can be affected by irregular and unpredictable hours.

That's why this brand-new campaign to create an employer culture of Living Hours is so exciting. It's based on the simple and universal truth that human beings seek a decent life. Knowing how much you will earn helps make ends meet, knowing when you will work enables a family life with commitments and activities that lead to fulfilment and happiness.

It's why the company I work for, SSE, is such an enthusiastic champion of the real Living Wage and, now, Living Hours too. A company like SSE, a large UK headquartered energy company with trade union recognition, is not the sort of company where the worst employment practices will take place. When

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we became a Living Wage employer, most employees already earned above the Living Wage. The same will apply here, most employees are on regular contracts. But, as we discovered last time, there will be some who will benefit from the new Living Hours standard. Where we can make the greatest difference, however, is in our supply chain. If big organisations like ours stand up and say: we expect people working regularly on our sites to earn decent pay and to be given the respect of regular hours and decent notice of shift patterns, then it makes it easier for those in the service sector to do it too.

In the long-run, it is in all our interests that our workplaces and communities are filled with people who are treated with respect and can earn enough for a good life. That's why a growing movement of employers signing up to a combination of the real Living Wage and Living Hours has the potential to make such a difference to our communities and our economy.

RACHEL McEWEN,
CHIEF SUSTAINABILITY OFFICER, SSE PLC





KATHERINE CHAPMAN

DIRECTOR OF
THE LIVING WAGE FOUNDATION



STUART WRIGHT

CHAIR OF THE LIVING WAGE ADVISORY
COUNCIL & GROUP PROPERTY & FACILITIES
DIRECTOR AT AVIVA PLC

INTRODUCTION

Since 2011, the Living Wage Foundation has been celebrating and recognising the leadership of responsible employers who choose to go further: paying a real Living Wage based on the cost of living, not just the government minimum.

Eight years later and there are over 5000 employers who have committed to pay their staff an hourly rate that meets their everyday needs. Nearly 200,000 workers have received an annual pay rise as a result, with an estimated £800 million put back into the pockets of low paid workers since 2001.¹

But in-work poverty is still a reality for too many workers across the UK² – with one in five workers still paid less than the real Living Wage, our work is far from over.³

At the same time, the shape of low paid work has changed. There has been a well-documented growth in insecure and precarious work, which is hitting those on the lowest incomes hardest. Powerful stories from low paid workers and from community leaders working with Citizens UK have highlighted the negative effects of the exploitative use of ‘flexible’ contracts. At the same time, there is an appetite among our leading Living Wage employers to go further in their commitments to being responsible employers that stand up to the indignity of in-work poverty. Having built a unique movement of over 5000 employers and civil society leaders committed to decent work, the time is right to use that energy to trailblaze new

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initiatives to help tackle the insecurity that is having such a damaging impact on the UK’s lowest paid workers and their families.

OVER THE PAST 18 MONTHS, THE LIVING WAGE FOUNDATION HAS BEEN WORKING WITH A COALITION OF LIVING WAGE EMPLOYERS, CIVIL SOCIETY LEADERS, WORKERS, EXPERTS AND TRADE UNIONS TO DEVELOP A NEW LIVING HOURS STANDARD TO ENSURE MORE CERTAINTY OVER WORKING HOURS AND MORE PREDICTABLE WORK PATTERNS AND PAY.

As a result, we have developed a new Living Hours standard and accreditation programme that sets out what good looks like. The programme will ask those employers who already provide a real Living Wage, and who are able to, to also provide Living Hours and it will support them to do so. This report sets out the problem, the Living Hours measures, how we developed the measures, lessons on implementation and next steps.

SECTION 1

The Problem:

Insecurity in the UK

1. THE PROBLEM

The campaign for the real Living Wage started in 2001 in East London, based on the belief that no one should be working full-time and still earning less than they need for a decent standard of living.

Whether low paid workers can make ends meet is also dependent on the number and security of hours they can rely on week-to-week, month-to-month and year-to-year. While many people choose to work part-time, we have seen a rise in 'one-sided flexibility' – including the exploitative use of zero-hour or 'tiny hour' contracts as permanent workforce management tools, and false self-employment. This creates financial insecurity and exacerbates in-work poverty. While we have record employment levels in the UK, in-work poverty has not fallen.

New analysis by the New Economics Foundation, commissioned by the Living Wage Foundation, offers insights into the scale of vulnerable and insecure work among the lowest paid workers⁴:

- **1 in 6 UK workers experience insecurity** and earn less than the real Living Wage.
- **That's 5.1 million people.**
- **2 million of these workers have children** to look after.
- **1 million people earning less than the real Living Wage have volatile pay and hours.** This is three times the number that report being on low paid, zero-hour contracts.
- There are an additional **1.3 million people who have regular wages but experience unpredictable working hours**, making planning around other commitments and meeting costs more difficult.
- **46% of all people who are self-employed as their main job are earning less than the real Living Wage** – that's 2.1 million people.⁵

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Insecurity in 2019 is complex and multi-faceted, but the impact on workers is clear. Those in insecure work are more likely to struggle with their finances, particularly predicting their monthly income and paying for last minute expenses⁶; they are unable to spend quality time with their families, plan for the future or participate in community life⁷; and, they potentially miss out on work-related benefits, such as sick leave and holiday.⁸ We know from some of the stories we heard from Citizens UK that, in the very worst cases, a lack of security over hours can leave workers open to bullying and harassment.⁹



WHO IS THE PROBLEM AFFECTING MOST?

The UK has some of the highest part-time work rates in Europe.¹⁰ This is not a bad thing. Most people working part-time don't want a full-time job.¹¹ However, there are significant numbers of people working fewer hours than they need to keep their heads above water.¹²

Underemployment is partly contributing to the historically low unemployment rate in the UK. The level of underemployment spiked following the 2008 financial crisis, and though now declining, it has not yet reached its pre-downturn level.¹³

Insecurity is concentrated in lower paid jobs and industries; among those groups already facing labour market disadvantage, including women, young people, black and minority ethnic workers; and those in poorer regions of the UK.¹⁴ Our new research found that:

- 270,000 people have less than 16 guaranteed hours of work per week but want more – **two thirds of these are women.**
- Overall, men and women experience similar levels of low paid, insecure work (16% of men in low paid work suffer insecurity compared to 15% of women). However, the kinds of insecurity they face are very different. **Men are much more likely to be in low paid self-employment, compared to women who are disproportionately affected by other kinds of insecurity and disempowerment at work such as low and changing pay and hours.**

- In every category of insecure and low paid work that we explored, except self-employment, **young people were more likely to be affected:** over a fifth of young people (22% of 16-24 year olds) experience insecurity at work (excluding low paid self-employment). Recent research shows that this could be indicative of their long-term career outcomes: 5 in 6 low paid workers are either trapped in low pay or destined to cycle in and out of it across a decade.¹⁵
- However, insecurity is not just a problem for young people: **1 in 2 employed people (46%) experiencing insecurity at work are over the age of 35 and 21% of 65+ year olds in work are self-employed and earning less than the real Living Wage.**
- **Those from black and minority ethnic backgrounds are disproportionately affected:** 15% of white people in work are experiencing insecurity in comparison to 17% of workers from mixed/multiple ethnic groups, 17% of Asian/Asian British workers and 17% of Black/African/Caribbean/Black British workers.
- **The disparity of levels of insecure work between regions mirrors regional disparities on pay:** the problem is worse in Wales (21% of working population are experiencing insecure work), the North East (18%), the West Midlands (17%), the South West (16%), North West (16%), East of England (16%) and the East Midlands (16%). London (15%), the South East (14%) and Scotland (13%) have the fewest people experiencing insecure work.

- A significant minority of those experiencing insecurity at work are **parents.** While people without children are slightly more likely to be in an insecure job compared to people with children (16% compared to 15%), this still leaves over **2 million people in the UK supporting one or more children while experiencing low pay and insecurity at work.**
- Low paid insecure work is most concentrated in: **Agriculture, hunting and forestry** (49% of people working in the sector)¹⁶; **Transport, storage and communication** (33%); **Health and social care** (24%); **Construction** (21%); **Hospitality** (21%); and, **Wholesale and retail** (18%).¹⁷



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THE IMPACT OF PRECARIOUS WORK

Precarious working conditions make in-work poverty worse and disproportionately affect those in the lowest pay. They contribute to workers being unable to plan financially; 4 in 5 low-paid workers (earning around £10,000) experience pay volatility, compared to just two in three higher paid workers (earning around £35,000).¹⁸ Not knowing whether, when, and how much work you are going to have makes it difficult for low paid workers to plan for the future, find fulfilment at work, or lead a healthy community and family life.¹⁹

Even for those who have a guaranteed and more constant level of pay each week, variable shift work with short notice periods can create insecurity in their lives. Research by Citizens Advice found that being given short notice – sometimes as little as 48 hours – of shift patterns causes substantial challenges. The research found a significant minority of employers have practices which make it challenging for many

people to manage their work-life balance - such as not letting staff specify when they can work (19%) and not allowing them to turn down shifts (22%).²⁰

People with unpredictable hours who also have low incomes – like Frank* – are likely to be hit hard by an ‘insecurity premium’. Last minute changes make planning and efficiency savings around other costs, such as childcare and travel, more difficult. This leaves workers paying the price where flexibility is one-sided and not mutually beneficial.

“SOMETIMES SHIFTS ARE CANCELLED WITH NOT VERY MUCH NOTICE AND I HAVE ALREADY PAID A BABYSITTER. SO I FIND MYSELF WITHOUT WORK FOR THE DAY BUT I HAVE ALREADY PAID THE BABYSITTER.”

FRANK
CANTEEN WORKER,
CITY OF LONDON

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“WORKING ON A ZERO HOURS CONTRACT FOR THREE YEARS MADE ME FEEL EXHAUSTED AND NEGATIVELY AFFECTED MY MENTAL HEALTH. OUR ROTA FOR THE WEEK WAS SENT OUT ON SUNDAY EVENINGS AND, WITH SHIFTS REGULARLY CHANGING, I COULDN'T PLAN MY WEEK AND ALWAYS FELT THAT I HAD TO BE AVAILABLE TO WORK.”

SARAH,
FORMER THEME PARK WORKER,
SOUTH EAST ENGLAND

4/5

LOW-PAID WORKERS
(EARNING AROUND
£10,000) EXPERIENCE
PAY VOLATILITY

1. THE PROBLEM

PRECARIOUS WORK IS LEAVING WORKERS MORE VULNERABLE

Further Citizens Advice research has revealed the extent to which some employees are losing out on other rights such as sick pay and annual leave because they don't have secure hours. The report warned of the long-term repercussions of this on in-work poverty: "getting paid time off for illness is not only fundamental for recovery, but also prevents workers from being left with a hole in their finances that they can struggle to recover from".²¹

This has been supported by stories from workers shared with the Citizens UK Fair Work Campaign team.²² In the worst cases, they also heard stories about workers being on the receiving end of bullying and harassment because of the lack of control they had over their hours and shift patterns.

"BEING ON A ZERO-HOUR CONTRACT IS VERY CHALLENGING. I DON'T KNOW WHEN I WILL BE ASKED TO WORK. OR HOW MUCH MONEY I WILL HAVE AT THE END OF THE MONTH FOR MY FAMILY. IT MEANS I CANNOT PLAN, WHICH IS VERY STRESSFUL."

TONY
SECURITY GUARD
SOUTHALL

Many workers told Citizens UK's Fair Work Campaign team of the difficulties they faced on insecure contracts. Most had accepted a zero-hours, agency or self-employed contract because they could not find a more secure option. Among these workers was Tony*; he and others described the effects of being on variable and zero-hour contracts, including the difficulty planning their time or monthly finances as hours were never guaranteed, causing significant stress and anxiety.

Many said that they felt they could not say no to a shift for fear of the repercussions (for example, not being offered work in the future, becoming 'bottom-of-the-pile', or being given the worst shifts). Due to these pressures, some had not been on holiday for several years and struggled to spend meaningful time with their families. Some had struggled to meet financial obligations, or to find a landlord that would accept them without a steady and confirmed income each month. They reported these situations were leading to stress, negatively impacting their mental health.

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CITIZENS UK & THE FAIR WORK CAMPAIGN

Citizens UK is a charity which organises communities to act together for social justice and the common good. These communities started the Living Wage Campaign in 2001 in East London.

The Fair Work Campaign is a new campaign led by members of Citizens UK. These members are from civil society, faith, trade union and education institutions in Tyne and Wear, Milton Keynes, Nottingham and London. They came together to look at the issues affecting low paid workers - beyond pay - in their institutions and communities. To do this, they spoke to over 700 people to identify the hardships faced and potential solutions to the problems.

THE BUSINESS PERSPECTIVE

Insecurity at work is not only a problem for workers and their families. Many employers are also worried about the sustainability of one-sided flexibility. Workers with little job security are likely to be less committed to organisational goals or to put in extra effort where it is required. For example, a number of organisations have suggested a correlation between insecure work and productivity, meaning that the rise in insecurity could help to explain why the British economy is consistently failing to deliver higher wages and more sustainable growth.²³

Any short-term financial gains that non-standard contracts can have for employers can be significantly reduced by long-term losses. For example, a UK Commission for Employment and Skills (UKCES) report into the challenges for the wholesale and retail sector found that the long-term cost of high rates of staff turnover and absenteeism - coupled with an inability to attract good people - led to reduced customer satisfaction and increased human resource management costs.²⁴

While there is a worrying normalisation of the decline in secure working conditions, many businesses are worried about the impact insecurity at work can have for their workers. In Beyond Pay, Business in the Community (BITC) raised this as a key issue, highlighting that - alongside pay - “consistency and number of hours worked is also crucial.”²⁵ The report recognised the work of employers such as Adnams,

who worked to move employees from zero-hour contracts onto terms more reflective of their actual working patterns, which led to workers feeling greater certainty about their regular income. The Living Wage Foundation, through the Good Jobs in Retail Toolkit, worked with employers like BrewDog, Hobbs and EE to introduce longer and more secure contracts.²⁶ The success of the toolkit and wider positive case studies has generated an appetite to grow this work within our network.

In the modern economy the most successful organisations will be those with an engaged workforce that is supported to perform to the best of its ability. Many organisations facing similar challenges choose not to engage in a race to the bottom. These employers see their staff as an investment, not a cost to be reduced, and in doing so they reap the benefits of a more motivated and committed workforce.

LONG-TERM COST
OF STAFF TURNOVER
AND ABSENTEEISM
LEADS TO
**REDUCED
CUSTOMER
SATISFACTION**

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“WE FEEL STRONGLY THAT BUSINESSES WHO CAN PROVIDE CERTAINTY AND CONTROL TO THEIR WORKERS ARE MORE SUSTAINABLE AND WILL REAP THE BENEFITS OF THEIR WORKERS BEING ABLE TO PERFORM AT THEIR BEST. AS AN EMPLOYER AND AS AN INVESTMENT COMPANY, WE’RE DELIGHTED TO HAVE THIS OPPORTUNITY TO PLAY OUR PART IN FURTHERING THE MOVEMENT FOR FAIR WORK AND RESPONSIBLE BUSINESS.”

SANDY MACDONALD,
HEAD OF CORPORATE
SUSTAINABILITY, STANDARD
LIFE ABERDEEN PLC



BREWDOG

CASE STUDY: FROM THE GOOD JOBS IN RETAIL TOOLKIT

When the brewery and bar operator BrewDog became a Living Wage employer in October 2014, they also abolished zero-hour contracts and introduced more stable hours, with the most common new contract set at 32 hours a week. The company simplified its pay structures, introduced greater pay transparency and increased managerial pay, meaning more than 180 staff got a pay rise overall. BrewDog also improved its training and development programme, capitalising on the expectation that its staff would want to stay longer with the business.

In just a year these interventions led to a 50 per cent increase in staff satisfaction with their pay, a 40 per cent reduction in staff turnover on the company's retail sites, and an increase in the proportion of management roles filled by internal promotions from less than 50 per cent to 80 per cent.

"ALL OF OUR MANAGERS HAVE BEEN ASTOUNDED WITH THE IMPACT ON THEIR TEAMS... [THE STAFF] FEEL THAT THEY'RE PART OF SOMETHING BIGGER AND THEY CAN MORE EASILY SEE HOW THEY'RE IMPACTING ON THE BUSINESS. THEY BUILD BETTER RELATIONSHIPS WITH OUR CUSTOMERS. WE GET BETTER CUSTOMER FEEDBACK. THE RETURNS THAT YOU GET ON IT ARE JUST PHENOMENAL."

RONA COOK
PEOPLE BUSINESS PARTNER, BREWDOG

"[WE] DEFINITELY TAKE MORE PRIDE IN OUR WORK. TO HONESTY I MIGHT HAVE TO HAVE ANOTHER JOB OR WORK AN ENORMOUS AMOUNT OF HOURS, SO IT LETS ME FOCUS ON WORKING HERE AND BEING REALLY PASSIONATE ABOUT CRAFT BEER IN MY JOB AND NOT WORRYING ABOUT JUST WORKING FOR MONEY."

ROBYN
FORMER BAR STAFF AND NOW
DUTY MANAGER, BREWDOG

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SECTION 2

Living Hours:
The Measures

Living Hours is a practical solution that employers can adopt to help provide the security and stability that low paid workers need to make ends meet.

It is the result of over 18 months of research and consultation. It calls on employers to provide the right to:

DECENT NOTICE PERIODS FOR SHIFTS

At least 4 weeks' notice, with guaranteed payment if shifts are cancelled within this notice period.

A CONTRACT WITH LIVING HOURS

The right to a contract that reflects actual hours worked, and a guaranteed minimum of 16 hours a week (unless the worker requests otherwise).

This will be underpinned by a new Living Hours accreditation programme run by the Living Wage Foundation, with dedicated support for employers.

THE RATIONALE

The campaign for a real Living Wage has always focused on asking employers to make sure full-time workers earn enough to make ends meet. However, we recognise that asking employers to provide only full-time work runs against the desire of many people for flexibility, as well as not being viable for many businesses.

We were also clear that simply banning zero-hour contracts would not go far enough, as many people on 'tiny-hours' or short-hours and other forms of flexible contracts also face insecurity and underemployment at work. We have therefore found a balance between these two positions that can apply across different sectors and occupations.

WHY 4-WEEK NOTICE PERIODS FOR SHIFTS AND GUARANTEED PAYMENT FOR CANCELLATIONS?

For many families, rent and other large outgoings are due monthly. Household bills such as utilities are also often cheaper when paid on a monthly rather than pay-as-you-go basis. Sharing rotas 4 weeks in advance means workers will know the amount of work they will be doing and what they can expect to take home in pay, helping them budget for the month ahead. Last minute shift changes also impact on healthy family life and make it difficult to plan childcare arrangements. Under our proposals, workers would receive guaranteed full payment if a shift is cancelled within this 4-week period. This creates an incentive for employers to plan effectively and share the risk of any fluctuations with workers, rather than expecting workers to shoulder the full cost of uncertainty.

WHY THE RIGHT TO A CONTRACT THAT REFLECTS ACTUAL HOURS WORKED?

Low paid workers can't risk uncertainty and large fluctuations in pay from week-to-week and month-to-month. So we are asking employers to give workers the right for their contracts to be reviewed and adjusted if they are regularly working more than the hours they are contracted to do.

We propose that this review should take place after 12 weeks of employment, and after this, once a year. This would also reduce how vulnerable workers on variable-hours contracts are to arbitrary unfairness, such as supervisors cutting hours to prevent staff from raising concerns or as an alternative to good performance management.

WHY A GUARANTEED MINIMUM OF 16 HOURS A WEEK (UNLESS THE WORKER REQUESTS OTHERWISE)?

Lots of people we spoke to thought zero-hour contracts were not enough if you needed secure work. We wanted to find out what people thought a good minimum should be. In our consultation with workers and community leaders all groups said that between 12-20 hours was a decent minimum, and 15-16 hours was the most frequently cited amount. This principle of public consultation is an important feature of how the Living Wage is calculated.

We wanted to make sure whatever we called for also aligned with requirements on workers to meet the terms of their 'Claimant Commitment' under the new Universal Credit system. What is expected of the

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primary carers in receipt of Universal Credit is based on the age of the youngest child in the household. Carers and parents with children over the age of 3 will have to be working or looking for part-time work that is at least 16 hours a week or face sanctions (having your Universal Credit stopped).²⁷ Parents also need to be working at least 16 hours a week to be entitled to their vouchers for 30 hours of free childcare. Considering this, we feel it is fair to ask employers to ensure that they are providing contracts offering at least 16 hours a week.

Under our proposals, workers that want to work less than 16 hours – for example, because they want to spend more time with their family or have a health condition that means they'd prefer to work fewer hours – would be able to opt-out. Employers would have to provide a signed letter from employees to prove that they were voluntarily opting out, but should be open about this opportunity for all employees – on recruitment and while in employment.

SECTION 3

How did we develop the

**Living Hours
Measures?**

WHAT WE DID: OUR METHODOLOGY

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STEP 2

We worked with our research partner, the New Economics Foundation, to conduct an **extensive literature review**. This helped us find out more about the big problems – beyond pay – that low paid workers in the UK were facing, understand the scale of these, and identify potential solutions.

STEP 1

We put together a **Steering Group** of leading Living Wage employers who were keen to explore what more they could do to provide leadership and strategic direction for developing Living Hours. This group helped us determine the design principles for this new work and what our strategy should be – based on the success of the Living Wage Campaign.

STEP 3

Organisers and community leaders at Citizens UK conducted an extensive **listening campaign**, speaking to over 700 low paid workers about the issues they faced in the workplace, to identify the most pressing issues to be addressed.

STEP 4

We held **benchmarking workshops** with employers, labour market experts, trade unions and other employee representatives to determine potential solutions. We also held a workshop with the workers and leaders working with Citizens UK, to make sure that those most affected by the issues determined what the solutions should be.

STEP 5

We **piloted and live tested these measures** with Living Wage employers on the Steering Group to understand how they should be implemented and what their workers thought of what we were going to do.

STEP 7

We also held **consultation workshops with labour market experts, trade unions and campaigners** about the final measures, to make sure they were stretching and meaningful for the workers they represented.

STEP 6

While we spoke to Living Wage employers throughout the 18-month process, it was important to make sure we tested the final measures with them. To do this, we reached out to existing Living Wage employers through a **survey and consultation workshops** to find out what existing practice was, how much change we could affect by working with them to tackle these issues, and how many of them were interested in being involved in this work in the future.

Living Hours is the result of over 18 months of research and consultation. We wanted to find measures that were meaningful and ambitious but also pragmatic and feasible for an accreditation programme. We were keen to learn lessons from the Living Wage Campaign, define the problem of insecure, low paid work, build on best practice, and consult with our broad-based network.

LEARNING FROM THE LIVING WAGE CAMPAIGN

In designing the Living Hours standard, it was important that we drew on lessons from the real Living Wage Campaign and adhered to the following principles:

1. Develop the standard with the communities whose lives are affected

The driving force behind the beginning of the Living Wage campaign were community groups – churches, mosques, schools – in East London, whose members were affected by issues of low pay. These workers and their communities came together to devise the solution and called on employers to pay a Living Wage. This direct experience and commitment to winning practical change has made the campaign what it is today.

The involvement of workers and communities directly affected by the issues of insecure work is crucial to finding a solution that works and has the potential for real impact.

2. Base the standard on consensus between employers, employees and civil society

From the very start, the Living Wage Foundation and Living Wage accreditation was developed in partnership with leading Living Wage employers who became some of its most vocal and influential advocates. This partnership and consensus building approach was critical to the success of the Living Wage movement in the UK.

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The combination of employer leadership and employee and community involvement is critical to building legitimacy, and ensuring the standards are both meaningful and feasible.

3. Celebrate and recognise employers that choose to go beyond the legal minimum

By signing up as a Living Wage Employer, organisations are choosing to join a movement that works to ensure all workers can live a decent life. This positive commitment to a voluntary, stretching standard beyond the minimum, championed and celebrated by the Living Wage Foundation, is one of the key reasons the Living Wage has influenced so many businesses and should underpin the Living Hours approach.

4. Ask employers to promote and drive change through their contractors

The Living Wage campaign realised early on the important role that large employers play in pushing best practice down their supply chain, particularly as we have seen an increase in outsourcing roles such as cleaners, security guards and caterers.²⁸ Large employers have significant influence through their supply chains, customers and contractors, and can use this influence to create change for contracted workers and share resources and knowledge with suppliers.

We want Living Hours to follow this model to ensure maximum impact for those where it is needed most.

3. HOW WE DID IT

EVIDENCE REVIEW: DEFINING THE PROBLEM

Our evidence review included defining and describing the different types of low paid, insecure work in the UK and drawing out examples of good practice to inform our work.

How we defined insecure workers

By setting these definitions, measuring the scale of the problem and our response would be more effective. Among those earning less than the real Living Wage, the types of insecurity we measured were:

1. **Volatile earners** – people who self-report volatile pay and hours including those on zero-hours contracts.
2. **Unpredictable hours** – those with unpredictable shift patterns.
3. **Non-permanent workers** – including those with casual and seasonal jobs, fixed term and agency contracts (not including those who said they did not want a permanent job).
4. **Low-paid self-employed** – those in self-employment who earn less than the real Living Wage.

These categories are not discrete but offer different insights into the types of insecure work people are experiencing. However, if people fit into one or more of these categories, they are counted only once as part of the overall figure of 5.1 million insecure workers quoted above (see Section 1).

EXAMPLES OF BEST PRACTICE

Many accredited Living Wage employers have already adopted approaches to ensure decent notice periods for shifts and contracts with guaranteed hours for staff who want the additional security. For example:

CLEAN FOR GOOD have no staff on zero-hour contracts but ensure they work with their staff to offer flexible hours for employees who want to combine work with study or family responsibilities.²⁹

When **STANDARD LIFE ABERDEEN** became a Living Wage employer in 2014, they also committed to ending the use of zero-hour contracts (unless specifically requested by staff). To do this, they worked with contractors to ensure that all staff were offered contracts with guaranteed hours which reflected the hours they regularly worked.

IKEA have introduced new rights to ensure their co-workers have the hours and flexibility they need for a healthy work-life balance, including the right to a contract that reflects the hours they work on a regular basis.³⁰

National interest in the quality of work has grown in recent years, driven in part by The Taylor Review of Modern Working Practices (published in July 2017).³¹ Business networks, trade unions, labour market experts and campaigners have all put

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forward a range of proposals to tackle insecurity and underemployment that could underpin a stretching, voluntary standard. There are also a range of international best practice case studies to draw from. Examples include:

- A sector-wide deal for those in the industrial cleaning sector in Denmark, which ensured the right to a contract with a guaranteed minimum of 15 hours per week;³²
- USDAW's Time for Better Pay Campaign,³³ which calls for a right to a normal hours contract and a guaranteed minimum of 16 hours a week (unless the worker wants something more flexible), their work with Poundland to provide employees with a contract which reflects their normal hours of work and their work with the Co-op Group to ensure minimum hour contracts of 12-16 hours a week where requested.³⁴
- The Irish Employment (Miscellaneous Provisions) Bill 2017,³⁵ which calls for legislative changes to ensure minimum payments to low paid employees who are called into work and then not given it; zero-hour contracts to be prohibited except in limited, specific circumstances; and, ensuring that employees on low hour contracts who consistently work more hours each week than provided for in their contracts have their contracts adjusted to reflect what they work on average.

3. HOW WE DID IT

KEY LEARNINGS FROM THE CONSULTATION PROCESS

We engaged with over 1000 key stakeholders through our consultation process. It is thanks to the individuals and organisations who contributed that we have got to this point, and this work represents the sum of all our efforts.

It was important for us to understand how the development of this new programme to tackle insecurity of hours and underemployment would be received by Living Wage employers. Through consultation we found that a significant majority of them recognised this work as the right next step for the Living Wage Foundation, for example in our survey 87% said they are either happy or very happy that the Living Wage Foundation is developing a programme to work with them on new employment standards. Some of the key pieces of feedback from the survey and the consultation events were:

- Paying the real Living Wage to all staff is still the single most important and transformative decision any employer can make and should remain a core requirement before employers can sign up to be Living Hours employers.
- The measures proposed are stretching targets, but welcomed ones, for employers to adopt and would be meaningful for low paid workers.
- Worker choice and mutual flexibility needs to be 'front-and-centre' of the new programme.
- The initial focus should be on larger organisations with an ability to influence sub-contractors and make the greatest impact. And, in the case of the public sector, those third sector organisations who deliver public services.
- As these measures are more complex than the real Living Wage rate, there would be a need to ensure workers and employers fully understand what Living Hours accreditation means.
- Adoption of Living Hours should be seen as a step in the employer journey with the Living Wage Foundation.
- We shouldn't adopt 'sectoral nuances' to the Living Hours measures, as this could weaken the strength of the ask. We do, however, know some sectors and small businesses will find implementing these measures more difficult than others, and so we are thinking carefully about the support we can develop to help small businesses and organisations in challenging sectors, for example those that provide services to the private and third sector, move towards the measures.

SECTION 4

Implementation

AVIVA HOW TO IMPLEMENT LIVING HOURS? A CASE STUDY

The most in-depth pilot we conducted was with Aviva – a Living Wage employer since 2014 - and one of its contractor companies on two Aviva sites in London and Norwich. The contractor put the Living Hours standard in place in June 2018 so we could follow the employer journey and identify any short-term impacts. Implementing this change impacted 36 staff across six different roles.

We know that implementing Living Hours will look different for each individual employer. Aviva already ensures that any third-party workers employed on zero-hour contracts have expressly requested this kind of flexibility and the majority of staff in scope of this pilot were working over 16 hours a week. The biggest challenge on this pilot was notice periods for shifts. Some staff were receiving their rotas three days ahead of the working week. We agreed to move to four weeks incrementally to allow us to see what was needed to achieve this and where the challenges would be. The reason staff were receiving three days' notice for their shifts was that rosters were linked to the deadlines for booking and cancelling services. Aviva is able to give between 72-48 hours' notice for booking or cancelling some services and this was having a knock-on effect for staff. Aviva agreed that they would discourage cancellations of services after the four-week notice period by passing the charge onto the internal team responsible. This is helping both Aviva and the contractor to plan further in advance.

PROCESS

We wanted to make sure that everyone who would play a role in making the pilot happen was involved in setting it up so, we set up a workshop with Aviva and the contractor to determine the scope of the pilot, how we would capture key lessons from implementing the measures and how we would determine and measure success.

We then held our first focus groups with staff who would be affected by the pilot. These focus groups helped us to refine the measures based on the experience of the workers. The workers we spoke to were very supportive of the proposed measures. They predicted that these changes would have a positive impact as they would be able to better plan their lives and manage care responsibilities outside of work. The measures would also ensure that the workers would have a reliable income stream to budget around.

Following this, we interviewed individual workers and managers about the measures we were implementing and held a second focus group with staff. This helped us determine the key lessons from the pilot and the early impact from implementing Living Hours.

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IMPACT

The impact we have been able to determine from the pilot is based on focus groups with workers and interviews with managers during the process. The measures have only been in place for eight months, so the results so far have been short-term.

Managers felt that there had been an increase in commitment from workers. This was benefitting Aviva by leading to a higher quality of service and potentially a reduction in the use of agency staff.

Workers felt they benefitted from this pilot because they now know when their shifts will happen with more notice – enabling them to plan better. They also felt that Living Hours created parity between different roles. They envisage that these changes will positively impact them in the longer term, by enabling them to plan their lives and manage family responsibilities outside of work, while also providing them with a steadier, more reliable income. We intend to revisit this case study in a year to identify the long-term benefits for staff and employers.

KEY LESSONS FROM IMPLEMENTING LIVING HOURS

We live tested the measures with five Living Wage employers and some of their contractors, as well as through an in-depth pilot with Aviva and one of their contractors. From this we learned that:

1. Organisations need the right systems and infrastructure in place to support them through the change

When employers are unable to plan effectively around the peaks and troughs of demand for work, they are unable to give their staff decent notice for their shifts and can end up cancelling shifts or requiring staff to undertake shifts at the last minute.

Effective rostering systems are key to ensuring better planning. Organisations need systems that track average hours worked, any cancellations, and monitor busy periods so they can forecast demand. When implementing Living Hours, Aviva's contractor needed the ability to look over historic data in order to understand patterns of demand and the scale of cancellations. This helped them forecast demand and plan working patterns better.

Effective rostering also includes making workers' 4 week rosters available in an accessible format, such as online through the staff intranet. Visibility of the month ahead will make it much easier for workers to plan everything from paying bills to childcare.

These systems have to extend into the back office too. Managers, payroll and HR departments need support to make sure the Living Hours measures are upheld, whether that's paying workers for cancelled shifts, or making sure they have the right to contracts that reflect actual hours worked where they're regularly working over their contracted hours. These systems are often already in place, with many organisations using them to calculate holiday entitlement and pay.

Ultimately, mutual flexibility and proper planning are at the heart of the Living Hours measures.

2. Communication is key

Living Hours is a more complicated set of standards than the real Living Wage. Organisations need to be really clear on the new measures and what they mean. Workers need to understand what they are entitled to as part of the licence so they can flag any issues, and Managers and HR need to understand the new processes so where needed they can change how they currently work.

This can only be achieved with thorough internal communication and by encouraging open conversations about the measures so they can be upheld.

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3. This is about behaviour change: everyone needs to be involved

Living Hours isn't just about changing a process, to be successful it will need sustained commitment from different stakeholders. For example: individual managers and supervisors responsible for shift-setting and rosters need to be trained in how to allocate work for mutual flexibility; and HR teams need to be trained in job design, how to review actual hours worked in comparison to contracted hours, and how to have conversations with staff to ask them if they want these overtime hours in their contract. HR leads and the supervisors and managers who set rosters play integral roles in implementing Living Hours, but for the standards to really take hold everyone in an organisation needs to be committed to planning better. For example, as Aviva found, the individuals booking services across the organisation also have an important role to play in making sure that all staff have more certainty over their shifts and rosters.

SECTION 5

What next?

5. WHAT NEXT?

THE IMPACT LIVING HOURS WILL HAVE

When working with employers, contractors and employees on the pilots to test Living Hours, they thought that the positive impact Living Hours could have long-term would be felt by both employees and employers.

For employees: Employees we spoke to felt that Living Hours would enable them to plan better financially and spend more time with their families. It would make them feel valued, recognised and listened to – giving them more pride in their work and their employer. As they would be able to better balance work and care commitments, they would feel a greater sense of well-being and see health (mental and physical) improvements

For employers: Employers we spoke to felt that Living Hours would result in happier and more motivated staff. They felt that this would lead to improved retention and internal progression rates because of higher staff morale and engagement. These factors would contribute to higher performing teams and more satisfied clients. Implementing systems to ensure better planning would also help businesses develop a more robust approach to peaks and troughs which would lead to a reduction in the costs associated with last minute demands, such as agency fees.

Both employees and employers felt that better planning for everyone would contribute to more productive and decisive organisations.

HOW CAN YOU BE INVOLVED?

Good work can enhance our sense of purpose, develop our capabilities and give us a meaningful role in society. It gives us the opportunity to flourish and fulfil our potential. In contrast, poor work standards limit those in the lowest paid jobs and fail to value or use their skills, creativity and talents in the workplace. The same poor standards make it hard for those in low paid work to keep their heads above water or escape low pay through progression. Currently, we are failing on our promise as a society that work is the surest way of out poverty.

Low pay is one of the biggest barriers to good work, and it is exacerbated by insecurity of hours and underemployment. The results of an employment market where the majority of risk and cost is put on the workers has a high price for everyone: businesses, the state, workers and civil society.

The Living Wage movement has started to change the face of employment in the UK by changing the story on pay. We are looking forward to working with Living Wage employers and civil society partners to look at what this extraordinary movement can do to further ensure a decent standard of living and dignity for low paid employees.

We are right at the start of our Living Hours journey. This new work marks the start of a new step for the Living Wage Foundation and the movement. The Living Hours programme will sit alongside our other

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schemes, as a step in the wider employer journey with the Living Wage Foundation. We will be starting this work with larger employers in our network in the early years of the accreditation programme.

By working with those from our network who want to adopt Living Hours, or make incremental steps towards it, we will be able to further deliver on our shared mission: to tackle in-work poverty in the UK.

IF YOU AND YOUR ORGANISATION ARE INTERESTED IN JOINING US ON THIS EXCITING JOURNEY, PLEASE GET IN TOUCH WITH THE LIVING HOURS TEAM AT THE LIVING WAGE FOUNDATION (LIVING.HOURS@LIVINGWAGE.ORG.UK).

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- The trade unions, campaigners, labour market experts and professional bodies who participated in our consultation workshops.
- Helena Wealleans at KPMG for supporting the development of this report.

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ANNEX 1 - METHODOLOGY NOTE

The quantitative research was conducted by New Economics Foundation based on the October to December sample of the 2018 Labour Force Survey (LFS). The 2016/17 Family Resources Survey was also used to estimate the income distribution within self-employment.

The total figure of 5.1 million people includes all people earning less than the real Living Wage who experience insecurity at work which we define as (1) people in non-permanent work (casual, seasonal jobs, fixed-term and agency) excluding anyone who said they did not want a permanent job; (2) people who self-report volatile pay and hours including those on zero hours contracts; (3) people who self-report constant pay but volatile hours; (4) self-employed people.

These categories are not mutually exclusive and offer different insights into the types of low paid, insecure work people are experiencing. However, we do not double-count individuals who fulfil more than one criteria. The analysis seeks to measure forms of low paid work where experiences of insecurity and vulnerability are likely to prevail.

Since much of the findings are based on a single three month sample, the extent to which they can be considered representative of a full year is limited by any seasonal variation and biases in the data. Sectors that rely heavily on seasonal work, for example

‘Agriculture, hunting and forestry’ will likely see a fluctuation in the nature and composition of their workforces across the year.

Due to the nature of the LFS’ sampling, income questions were not asked of unpaid family workers and those on government training schemes. As a result, any workers in these groups have been excluded from our figures.

The real Living Wage is defined at the prevailing rate at the time survey data was collected. For the Q4 2018 Labour Force Survey, the real Living Wage is defined as £10.20 per hour in London and £8.75 outside of London. For the 2016/17 Family Resources Survey, the hourly real Living Wage is defined as £8.25 for jobs outside of London and £9.40 per hour for jobs within London.

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A Draft Good Employment Charter for Greater Manchester

- Greater Manchester must be a place where people can fulfill their ambitions.
- That means making it a place where people want to live and work, whether they are setting up their own business or working as an employee.
- We are therefore setting out a vision of good employment – jobs which are secure, fairly paid and fulfilling, with opportunities to progress and develop.
- Good employment is a win-win for Greater Manchester’s employers – whether they are in the private, public or voluntary and community sectors – because employers who are the best at engaging and supporting their employees are the most successful.
- Good employment is:
 - Flexible working for those who need it, but security and predictability for those who want it and are working regular hours, with no place for exclusive contracts which stop people on flexible contracts working for others.
 - A job which is fairly paid, providing a secure route to a decent living standard.
 - A job where the voice of employees is valued so that they can shape their roles and contribute to the success of the organisation.
 - Fair opportunities to get a job, develop and progress, whatever your circumstances, background or challenges you face.

1. Foreword

- 1.1 This draft Charter is the product of a process of co-design with organisations across Greater Manchester and beyond. We are grateful to all those organisations and individuals who responded to our initial consultation in April 2018, whose responses have informed this proposition. Building on that consultation, we have spoken to employers, business groups, trades unions, professional bodies, campaign groups, academics and others to understand their aspirations and inform the development of the Charter. Through this process of co-design and consultation, the proposal for the Charter will continue to develop, reflecting the range of views received.
- 1.2 We would like to thank all the organisations engaged in this process so far, including: the Confederation of British Industry; the Chartered Institute for Personnel & Development; the North West TUC and constituent trade unions; the Federation of Small Businesses; the Greater Manchester Chamber of Commerce; the Institute of Directors; the North West Business Leadership Team; Greater Manchester Centre for Voluntary Organisation; the Growth Company; the Living Wage Foundation; Timewise; the University of Manchester; Manchester Metropolitan University; ACAS North West; Be the Business; the Behavioural Insights Team; the Co-op Group; the Joseph Rowntree Foundation; the Fawcett Society; the Centre for Ageing Better; GM Poverty Action; the Greater Manchester Health & Social Care Partnership, and the 10 Greater Manchester Councils.
- 1.3 We would also like to record our thanks to our counterparts in local authorities across the country, working on similar initiatives, who have provided helpful input and alternative perspectives, including at: the Greater London Authority; the Liverpool City Region Combined Authority; the North of Tyne Combined Authority; the London Borough of Croydon, and Salford City Council.

2. Summary

- 2.1 Greater Manchester's employers have been at the heart of the city region's resurgence. Many of our businesses are not only innovating, investing and growing, but are working with schools and communities to provide hope for our young people. They are improving our environment, making Greater Manchester a great place to live. In the public, voluntary and community sector employers are building on the success of devolution to find new ways to collaborate and provide services focused on the potential of individuals rather than the silos of traditional services.
- 2.2 This growing movement of organisations – succeeding and acting responsibly – can now be harnessed to provide better employment across our city region. While employment growth has been strong, too many of our residents are in low paid and insecure roles with little opportunity to progress. Our ambition is to extend the excellent employment practice in some sectors and employers more widely. As many employers will testify, engaging employees brings significant benefits – lower turnover of staff, a more motivated and dedicated workforce, and new insights, ideas and perspectives to help an organisation succeed. The evidence is that businesses that support and invest in their employees are more profitable, add more value, and are better respected.
- 2.3 Excellent employment practice also helps Greater Manchester succeed. The opportunity to progress through secure and fulfilling work brings health as well as financial benefits. Higher pay reduces poverty and the social deprivation which it brings. It gives young people hope and confidence that Greater Manchester offers them the opportunity to succeed.
- 2.4 The Greater Manchester Good Employment Charter aims to build a movement of employers behind these ambitions – engaging widely at the same time as setting challenging standards. The proposal has been designed with employers, employees and others, and will be a key part of the Local Industrial Strategy being developed for the city region.
- 2.5 The Charter would be for all employers – the public and voluntary and community sectors as well as Greater Manchester's businesses. It sets out a tiered approach of supporters, members and advocates, through which employers can access the support they need to provide excellent employment.
- Supporters would sign up to the aims of the Charter and the wider Greater Manchester Strategy;
 - Members would show they are meeting excellent employment practice; and

- Advocates would use their experience to spread excellent and innovative practice, working with other employers and showing what can be achieved by employers of different sizes and in different sectors, facing different challenges.

2.6 Charter Members would demonstrate excellent practice across some or all of six areas:

1. **A real Living Wage** so that an employee can achieve a decent living standard;
2. **Flexible working** for those who need it, such as employees with caring responsibilities, but security for those who are working regular hours;
3. **Workforce engagement and voice** in the workplace, so that employees can wherever possible shape their own roles and the direction of the organisation, being able to engage through the independent collective voice of the workforce, with facilitated trade union activity and formally recognised unions where possible;
4. **Excellent people management practices**, including valuing older workers and managing pregnancy and maternity in the workplace;
5. **A productive and healthy workplace**, including adjustments for people with long-term conditions and disabilities and support for better mental health;
6. **Excellent recruitment practices and progression** in the workplace, including through engagement with schools, well-paid apprenticeships, transparent and open recruitment and skills development for employees.

2.7 The Charter will need to be simple and straightforward for employers to take part. That means it is important not to set up a new and bureaucratic accreditation system. Therefore, to avoid duplication and introducing new complexities, employers who have already signed up to existing standards and accreditations – local and national – would be able to use those standards they already have to demonstrate excellent practice. And as well as being able to access the wide range of support available in Greater Manchester to improve employment practice, Charter Members would be able to use their membership to demonstrate social value when competing for public sector procurement opportunities.

2.8 The Charter will need to develop and change as understanding of best practice changes. An independent panel, made up of employers, employees and others, could oversee the Charter and its development over time.

2.9 This consultation seeks views on the proposal put forward and the detail of how it would work in practice.

3. Introduction

- 3.1 The refreshed Greater Manchester Strategy was launched in October 2017 by representatives of Greater Manchester’s businesses, voluntary and community and social enterprise sector, and civic leaders.¹ The Strategy is driven by a vision to make Greater Manchester one of the best places in the world to grow up, get on and grow old, including as a place where people are proud to live and have a fulfilling job, and a place of ideas and invention with a modern and productive economy.
- 3.2 That vision can only be delivered if businesses can thrive, the public and voluntary sector can deliver high quality services, and the people of Greater Manchester can all benefit from economic growth and the opportunities it brings throughout their lives. The Strategy sets out ten priorities, which all have a role to play in delivering this sort of inclusive growth. For example, ensuring that children start school ready to learn and leave school equipped for life is vital for increasing the chances of them going on to a fulfilling and well paid job. Healthy lives are key to staying in work, while a green city-region is needed to create jobs which are both productive and sustainable. In particular, the Strategy describes the importance of good jobs, with opportunities for people to progress and develop, and a thriving productive economy in all parts of Greater Manchester.
- 3.3 Responsible employers in Greater Manchester are playing a substantial part in delivering the Greater Manchester Strategy, shaping a place where people want to live and businesses want to set up. For example, businesses are working to reduce congestion in the city region through the Greater Manchester Congestion Deal, launched in March 2018, which asked organisations to encourage their employees to take public transport and to facilitate working from home or at different times to reduce the burden on the road network. Through the BridgeGM programme, businesses are linking with education leaders and careers professionals, to provide young people with a careers programme fit for the modern economy. Two Digital Summits have seen businesses from the city region’s digital sector come together to crowdsource and drive a new Digital Strategy, transforming Greater Manchester into a top global digital city region. Employers have been delivering the ambitions agreed by the Green Summit, convened by the Mayor in March 2018, which saw the launch of a campaign to rid Greater Manchester of single-use plastics - led by businesses in the hospitality and tourism sector - and brought forward the date by which Greater Manchester aims to become carbon neutral by at least a decade. Meanwhile, the Greater Manchester Homelessness Business Network is bringing together businesses from across the city region to tackle homelessness and provide

¹ Greater Manchester Strategy, October 2017.

emergency resources to assist in giving everyone in Greater Manchester a bed every night.

- 3.4 Following the publication of the Greater Manchester Strategy, it was agreed in the 2017 Autumn Budget that Greater Manchester and the UK Government would work together to develop a Local Industrial Strategy. This will be a long-term vision for growth, based on robust evidence and focused on raising productivity and earning power in the area. It will set out how Greater Manchester will work in partnership with Government to support the key foundations of productivity, such as raising skills levels across the area.
- 3.5 The Local Industrial Strategy will reflect the main themes of the national Industrial Strategy, but also take a place-based approach that builds on Greater Manchester's unique strengths. An independent panel is assessing the evidence base for the Local Industrial Strategy, examining the city region's key assets but also the challenges it faces. The panel will report in early 2019. Alongside this work, a consultation process will shortly be launched, engaging businesses and others directly in the development of the Local Industrial Strategy.
- 3.6 One of the core challenges which the Local Industrial Strategy is looking to address is the productivity gap between Greater Manchester and other parts of the UK – particularly London. In addition, there is a prevalence of insecure work in Greater Manchester – insecurity both in people's finances and time. These challenges are closely linked. The evidence that providing secure and well-paid work helps make firms more productive and profitable and the public and voluntary and community sector improve their services is compelling, as the Government's response to the Taylor Review of Modern Working Practices set out.² Unleashing the potential of Greater Manchester's residents, raising their skills and opportunities to progress, would make businesses more productive and raise the quality of services provided by the public and voluntary and community sector. At the same time, more productive firms would be able to better reward their employees.
- 3.7 Recognising the key link between good employment and productivity, the implementation plan for the Greater Manchester Strategy set out that a Greater Manchester Good Employment Charter would be developed, in line with the Mayor's manifesto commitment. In order to ensure that it draws on best practice and involves employers and employees at every stage – which is vital to its success given the Charter will be voluntary – it was agreed that it would be developed through a process of co-design, engaging employers, employees and others from the start.

² HM Government, Good Work – A response to the Taylor Review of Modern Working Practices, February 2018.

Process So Far

- 3.8 The first step in developing the Charter was the publication of a paper in March 2018 which set out the evidence around the links between employee engagement and the success of employers, and asked for views on a range of questions on the design of the Charter.
- 3.9 The assessment of the evidence showed that while Greater Manchester has world-leading firms and sectors, with concentrations of specialised and distinctive economic activity that has the potential to drive future waves of economic growth, the fact remains that skill levels, and indeed productivity, are lower than elsewhere in the UK. In addition, the prevalence of insecure work in Greater Manchester – insecurity both in people’s finances and time – shows that there is a long way to go before growth is truly inclusive. Between a fifth and a quarter of the labour force in Greater Manchester is low paid.³ Temporary and insecure work have also become a growing part of the labour market – partly through the development of the ‘gig economy’ – which provides welcome flexibility for some, but insecurity and stress for others. Nearly half the new jobs created in Greater Manchester since 2012 were “non-standard”, such as self-employment, agency, temporary and zero hours. Technological advances are also likely to lead to significant changes in job content, while the UK’s departure from the EU is likely to create upheaval in the UK’s labour market.
- 3.10 The paper went to show the compelling evidence from employers that providing secure and well-paid work helps make firms more productive and profitable, and helps the public and voluntary and community sector improve their services. This included examples of businesses, public services and voluntary and community groups increasing their productivity and providing better services through offering well-paid and secure work. For instance, the payment of the real Living Wage is growing in the city region because, as Greater Manchester Chamber of Commerce have set out, “it is a good business decision thanks to the benefits it can ultimately provide in terms of aspects such as productivity and retention of staff”.⁴
- 3.11 Across Greater Manchester, and the UK as a whole, local areas are already putting in place initiatives that engage local employers in skills development and fair employment. These initiatives provide lessons for the development of a Greater Manchester Charter. It will be necessary to develop the Charter so that it complements these initiatives already in place, rather than duplicating what they are

³ New Economy, Low Pay and Productivity in Greater Manchester, New Economy, August 2016.

⁴ Greater Manchester Chamber of Commerce, ‘The Living Wage: Stating the Case’, November 2015.

doing and causing confusion for employers. The paper therefore assessed the Charters and similar initiatives which are already in place across Greater Manchester, and examples of Charters which have been developing other parts of the UK.

3.12 Finally, the paper invited views and evidence on what should be included in the Greater Manchester Good Employment Charter. Those questions are set out Box

Box 3.1: Questions in the First Consultation Document

- Question 1: What does a good employer do (or not do)?
- Question 2: What do you want from the Charter?
- Question 3: What should be in the Charter, which employers would have to sign up to?
- Question 4: How could a GM Good Employment Charter be promoted?
- Question 5: How could employers be encouraged to sign up? What could discourage employers from signing up?
- Question 6: Should different sizes and types of employer be treated differently by the Charter?
- Question 7: What should the relationship be between the GM Good Employment Charter and other local and national standards and Charters, to ensure that they are mutually reinforcing and avoid confusion for employers?
- Question 8: How should the application process and ongoing monitoring of the Charter work so that it is straightforward for employers but also ensures that commitments are met?
- Question 9: How could the impact of the Charter be measured and who should do this?
- Question 10: Is there other evidence which should be considered in the development of the Charter from academic research, practical experience or other sources?

3.1.

4. Summary of Consultation Responses

- 4.1 The first consultation on the Greater Manchester Good Employment Charter received around 120 responses, split evenly between representatives of the public, private and not-for-profit sectors. Employers and employees responded from organisations ranging from fewer than 10 employees up to more than 1,000 employees, and from across a range of sectors. As well as individual employers and employees, respondents included business representative groups; trades unions; universities and other research institutions; public sector employers; campaign groups; and voluntary and community sector bodies.
- 4.2 The responses to the consultation provided a wide range of views on the characteristics of good employers and therefore on the characteristics which ought to be included in an Employment Charter. There was widespread support for a simple and straightforward Charter, but also for an ambitious Charter that stretched employers and advocated the very best practice. Finding a way to deliver these two ambitions has been a goal in our design of the Charter.
- 4.3 The consultation's request for suggestions of employment characteristics that the charter should include produced a wide range of views. Remuneration of employees was a key issue raised by many with payment of the Real Living Wage a common feature of responses. Many respondents argued that accreditation with the Living Wage Foundation should form a key part of any Charter process, although others raised reasons why they could not accredit with the Living Wage Foundation, for example because they were locked into long-term contracts with sub-contractors where the Real Living Wage was not being paid, even where it was being paid to direct employees. Other remuneration issues raised were levels of pay inequality within organisations, pay gaps between different groups and the role that credit unions can play in supporting employees. The publication of gender pay gaps by larger employers has provided a mechanism for measuring progress in closing these gaps, while pay gaps at different age groups (both for older and younger workers, e.g. while doing apprenticeships) were also highlighted.
- 4.4 The importance of flexibility around the working day (including for carers) was highlighted, as was preventing the unwanted, enforced flexibility that can arise from some zero-hours contracts.
- 4.5 Open and transparent recruitment practices were highlighted as being important features of a good employer, as well as training and development opportunities for employees so that they can progress. These were linked to increasing access to

work, both by hiring apprentices and supporting back-to-work programmes for those residents of Greater Manchester who are furthest from the labour market.

- 4.6 The role of good management was frequently raised including having a robust system of performance management and a proactive approach to increasing diversity and inclusion. The need for managers to be aware of, and act on, different forms of discrimination and harassment (for example during pregnancy or because of ethnic background or disability) was raised by many.
- 4.7 A productive and healthy working environment was seen by many as characteristic of a good employer, with adjustments for those with long-term conditions and disabilities, and a safe and comfortable working environment for all employees. Improving mental health and reducing stress in the workplace was seen as a growing challenge, linked to the need for fair remuneration, and job security.
- 4.8 Some respondents raised the promotion of understanding of existing employment laws and leave entitlements above the legal minimum. It was proposed that membership of the Charter should be contingent on an employer not having a tribunal finding against them in the last three years, although others have pointed out that this would then exclude some of the employers who it would be beneficial to engage in the Charter process so that they then improve standards.
- 4.9 Respondents also thought that involving employees in the development and direction of an organisation is an important characteristic of good employers. There are a variety of mechanisms for workforce engagement and giving voice to employees including trade union recognition. There was a range of views on trade union recognition, with some respondents seeing it as a key requirement of a good employer, while others pointed out that some sectors have little or no trade union organisation, and that including recognition as an absolute requirement in a Charter would be a barrier to many employers engaging with it.
- 4.10 Other characteristics of responsible employers who make a significant contribution to Greater Manchester, beyond the key employment characteristics set out above, were highlighted. These included: the good treatment of Small & Medium Sized Enterprises in supply chains (e.g. through ending late payment); purchasing locally; investing in voluntary and community social enterprises in supply chains; tackling modern-day slavery; developing links with schools and colleges; tackling traffic congestion through flexible working hours; delivering environmental goals (including outcomes of the Mayor's Green Summit); support for volunteering, and increasing the diversity of senior management in organisations. The work of employers across these areas is helping to deliver several of the aims and ambitions

of the Greater Manchester Strategy.

- 4.11 The consultation asked for views on the form of the Charter and the structure that would underpin it. Many respondents highlighted the benefits of a tiered system, with an initial tier to engage a large number of employers, and increasingly comprehensive standards as organisations progressed towards high standards of practice. Respondents also thought that this would be a positive means of supporting employers on a journey and directing them to existing support and best practice.
- 4.12 There was general agreement that significant charges for membership of the Charter would act as a barrier to employers voluntarily signing up, and that charges should be low or non-existent.
- 4.13 There was a wide variety of views on whether the Charter should have differential requirements between employers of different sizes and/or in different sectors. Some respondents argued that the key characteristics of a good employer were the same, whatever size they were; others said that more should be expected of larger employers because they have more resources to deliver higher standards; while others pointed out that different sectors have very different characteristics. Larger employers, who employ Greater Manchester residents but also employ staff around the UK or even internationally, face the additional challenge that they may not be able to meet distinctively Greater Manchester characteristics due to wider agreements on terms and conditions and the need to maintain consistency across the organisation or across the UK. All of these issues were set out in the context of the need for the Charter to be simple and straightforward for employers to join.
- 4.14 The benefits of Charter membership were also raised. Some respondents pointed out that the reasons for signing up to the Charter lie in its business benefits – the link between excellent employment practice and the benefits it brings to businesses in reducing overall costs and raising profits, and to improving the services provided by employers in the public and voluntary and community sectors. Several respondents highlighted the opportunities for mentoring that the Charter offered: the chance for larger and smaller employers from all sectors to share experience and best practice. This would require capturing examples of best practice through the Charter’s evaluation process (see section 5 below).
- 4.15 Other suggestions for providing incentives for employers to sign up to the Charter included linking it to public sector procurement in Greater Manchester, building on the social value approach which has been developing in the city region (see section 5 below). Some respondents not only said that linking procurement with the Charter

would provide an incentive to join, but should also be based on the principled case that public spending funded through taxation should be used to support higher employment standards. However, others were concerned that this approach could lead to Small and Medium-Sized Enterprises being further excluded from public sector procurement.

- 4.16 Many respondents pointed out the role which the celebration of high employment standards could play in spreading knowledge of opportunities to improve practice and encouraging employers to sign up. Some sort of awards ceremony or celebration event for those employers who demonstrated the best or most innovative practice was proposed by several respondents. Some also suggested that there should be financial incentives for employers who sign up to the Charter, for example through a reduction in their non-domestic rates (“Business Rates”), grants for training or reduced transport costs.
- 4.17 The need to avoid duplication, as far as possible, between the Greater Manchester Charter and other accreditations and standards – both local and national – was raised. Such duplication would be a significant barrier to encouraging employers to sign up, and therefore undermine the Charter’s impact given that it will be voluntary.
- 4.18 The consultation also asked for views on how Charter membership might be assessed and monitored. Many responses focused on the merits of external assessment versus those of self-assessment – pointing out both the ease and simplicity inherent to self-assessment and the comparative rigour of an external assessor. Some proposed that the Greater Manchester Combined Authority or Growth Company could take on this role, although others suggested that an independent third party would be preferable.
- 4.19 Some responses highlighted that, while some employment characteristics were easily measurable e.g. payment or non-payment of the Real Living Wage, others were more open to judgement and harder to assess through an accreditation process. A number of those involved in the co-design process also suggested that an employee survey would be an effective means of assessment, providing an opportunity to measure progress over time, capture the views of employees, and giving employees the chance to raise concerns if commitments made under the Charter were not being delivered. Others, however, expressed doubts about this approach, and the accuracy of results it would provide. Views also varied on whether a survey would be seen as a benefit or intrusive by employers. Another issue raised was how much information that had been shared for the purposes of accreditation

would be made public.

- 4.20 The issue of re-assessment was raised, with periods of accreditation ranging from 6 to 36 months suggested. Some also questioned how employers who failed to meet the Charter's standards would be managed, and what steps would be taken to remove an employer from the scheme.
- 4.21 The need for the Charter to evolve in the future in order to reflect changing best practice was raised. Several respondents suggested that this work could be carried out by an independent panel which would 'own' the Charter. Suggestions of membership for the panel varied – some advocated a mixture of employers, academics and representative groups, whilst others were of the view that the Charter should be owned by member employers.
- 4.22 The evaluation of the Charter, as a means of improving its development over time and assessing its impact, was raised as a key issue. Respondents highlighted data that could be used for assessment, including the number of organisations that become members; number of employees within those organisations; and other indicators linked to the characteristics of good employment set out above. Some suggested that Greater Manchester level data on good jobs and productivity could be of use, although respondents from universities and other research organisations believed that it would be difficult to establish causality between the Charter and these data and that qualitative data and case studies would be a better means of evaluation.
- 4.23 These issues, key questions and trade-offs raised by respondents to the first consultation have been used to develop the proposed draft Charter set out in the next section. Not all the proposals made in the responses can be included in the Charter, particularly where different respondents had opposite views or contradictory proposals. However, they have been incorporated into the proposed Charter as far as possible and – even when this has not been possible – the range of views and issues raised have been used to refine the Charter and develop a robust model which could be effective in delivering the aims set out above and command the widest support.

5. The Draft Charter

- 5.1 The proposed model for the Greater Manchester Good Employment Charter set out in this section has been developed using the responses to the first consultation and through further work with the expert group of employers, employees and districts. Further discussions have also taken place with business groups, trades unions, campaign groups, academics and others from across the city region and wider UK.
- 5.2 The aim is to develop a movement of employers – succeeding and acting responsibly – to provide better employment across our city region. It sets out a distinctive Greater Manchester approach, looking to raise standards across a range of key employment characteristics – rather than just in single areas – to support employers to create good jobs, grow their businesses and improve their services. It aims to develop a journey which any employer could choose to take, tapping into the range of employment support which is already available in Greater Manchester. It looks to build on the range of existing accreditations and standards, so that employers do not have to duplicate where they already have excellent practice, making it as simple and easy as possible for employers to choose to sign up. The intention is also to link it to public sector procurement in Greater Manchester and the Social Value Framework, giving Charter members an opportunity to demonstrate the social value that they are delivering.
- 5.3 Responsible employers in Greater Manchester are playing a substantial part in delivering the Greater Manchester Strategy, taking responsibility and shaping a place where people want to live and businesses want to set up. For example, businesses are working to reduce congestion in the city region through the Greater Manchester Congestion Deal, linking with education leaders and careers professionals through BridgeGM, delivering a new digital strategy following two Digital Summits, setting new Green ambitions, and coming together in a Business Network to tackle homelessness.
- 5.4 While Members of the Charter itself will focus on setting excellent employment standards, all employers who sign up to the Charter process – as supporters or members – would be able to show their wider contribution to making Greater Manchester one of the best places in the world to grow up, get on and grow old.
- 5.5 As set out above, a tiered structure for the Charter was put forward by many respondents as the most effective way to both give a wide range of employers the opportunity to engage with the Charter, while at the same time encouraging and supporting them to reach higher employment standards, learn from best practice,

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and thereby improve productivity and service quality.

5.6 This approach would also mean that support could be provided for progression to higher standards and better outcomes. At each tier employers could be provided with a suite of options to help them navigate the wide range of support which is already available in Greater Manchester and choose what is suited to their needs. The Charter then becomes a journey for employers towards best practice, rather than a single assessment at a point in time.

5.7 From the consultation responses and further discussions with employers, employees and others, a structure of three tiers has been developed.

- Tier 1 would be for Supporters of the Charter, employers who support the aims of the Charter even if they are not ready to become full members and who, as responsible businesses and providers of essential services, commit to making Greater Manchester one of the best places in the world to grow up, get on and grow old.
- Tier 2 would be for full Members of the Charter, employers who have reached best practice across a range of key employment characteristics.
- Tier 3 would be for those employers who have not only reached those high standards, but have found innovative ways of improving further, and are able to act as Advocates of the Charter by spreading excellent practice to other employers.

Tier 1: Charter Supporters

5.8 It is proposed that the first tier of the Charter process should be for employers who are not ready to sign up to accredited membership, but who want to support the aims of the Charter, and share and promote the ways in which they are making Greater Manchester one of the best places in the world to grow up, get on and grow old. As section 3 set out, providing good jobs is just one of the ways in which employers in Greater Manchester are acting as responsible businesses, and providers of essential services. From building a Green City Region, through to tackling transport congestion, supporting volunteering, to engaging with schools across the city region, they are making an unparalleled contribution to ensuring Greater Manchester is one of the best places to grow up, get on and grow old.

5.9 Supporters of the Charter would:

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- (a) Sign up to say that they support the aims of the Greater Manchester Strategy, and show how they are already acting as responsible employers;
- (b) Sign up to say that they support the aims of the Charter, to provide good jobs and a more productive economy, and that they will work towards improving their practice in the six characteristics of good employment set out below, even if they are not yet in a position to sign up to be members of the Charter;
- (c) Be able to use the signposting service provided by the Charter to identify and access the support they need to improve productivity or provide better services, helping them toward achieving Charter membership;
- (d) Give them the opportunity to share good practice by working with those evaluating the Charter to learn from other examples of best practice and share their own.

Q: Do you agree that employers should be able to sign up as Supporters of the Charter?

Q: How could Supporters work together to share excellent practice?

5.10 There is a wide range of support available to employers in Greater Manchester, helping them to not only improve employment practices but also access wider business support. Some examples of this support which have been raised in the co-design process are set out in Box 5.1.

Box 5.1 – Examples of Support Available for Employers

The **Living Wage Foundation** supports organisations during their journey towards Living Wage accreditation. Its advisers can provide assistance around the practical application of the Living Wage, as well as case studies of other employers that have become accredited.

The **Business Growth Hub** offers a range of services to support businesses, including leadership and workforce development, recruitment and apprenticeships.

Timewise supports employers to provide flexible working to their employees, with a suite of tools and services to help them develop approaches that match the context of their organisation, and that fit with strategic objectives and priorities.

The **Greater Manchester Chamber of Commerce** provides a suite of training and development opportunities for both its members and businesses in Greater Manchester. Areas of specific focus include recruitment, health & safety, and business development.

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The **North West Trades Union Congress** offers a wide range of guidance on implementing best practice and dealing with issues in the workplace, which can be of use to both employers and employees.

The **Equality & Human Rights Commission** provides employers with advice and guidance around their statutory obligations to equality, as well as examples of best practice in workplace inclusion.

The **Advisory, Conciliation and Arbitration Service (ACAS)** works to improve workplace relations by providing conciliation services, training and advice to employers and trades unions. Their Model Workplace helps organisations to assess their performance in people management and provides practical guidance on setting up and maintaining good employment relations. Their Productivity Tool helps employers develop their thinking about where they could make productivity gains in the workplace by identifying simple practical steps that can be taken to get the best out of staff.

Business in the Community has developed a 'Good Work for All' online action plan, to help businesses take practical steps to improve the situations of their lowest paid employees. The action plan breaks down activity into three key areas: Fair pay and benefits, Structure and Security, Skills and Development, highlighting practical changes against each section.

In addition, there are individual advisors and professional support companies who offer services to employers looking for support.

Q: Is there support provided by other organisations which should be sign-posted through the Charter process?

- 5.11 Supporters of the Charter would also be linked to the range of employer engagement work which already takes place in the Greater Manchester. This includes BridgeGM, which links employers with schools, and the range of support which is available for taking on apprentices.
- 5.12 Depending on where they are based in the city region, employers signing up as Supporters would be also linked to: the Team Bolton partnership and encouraged to sign up to the Bolton Employers' pledge; the Bury Council Business Engagement Group if they have further queries enquiries about local support; the Our Manchester Business Forum if they have further queries enquiries about local support; the Get Oldham Working Programme and encouraged to sign up to the Oldham Fair Employment Charter; Rochdale Council for business support; Stockport Council,

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who are developing support based on the outcomes of the work & skills commission; Tameside Council and encouraged to sign up to the Menu of Choice; Trafford Council and encouraged to sign the Trafford Pledge; Wigan Council and encouraged to sign the Wigan Deal for Business.

- 5.13 Salford City Council already has an Employment Charter in place, which has provided valuable lessons for the development of this Greater Manchester Charter. Established in 2013, the Salford Charter is in the process of being updated, drawing on experiences of its operation so far. The Salford Charter will now be focused around three categories: investing in the local workforce, by offering employment and training opportunities to those facing the greatest disadvantage; having excellent employment practices, by working with employers, trade unions and campaign groups to promote the adoption of the best possible working practices and conditions; and being an equal and inclusive employer, by ensuring that organisations take an active role in respecting and supporting workforce equality and inclusion. There is a high level of alignment between these categories and the employment characteristics which are proposed for the Greater Manchester Charter. In addition, both the Salford and Greater Manchester Charter proposed here feature a tiered structure. As a result, there is potential for a reciprocal arrangement between the two charters to be both mutually beneficial and relatively simple.
- 5.14 Charters and similar initiatives are also under development in other parts of the UK and the GMCA is working with those areas to share lessons. The Liverpool City Region Combined Authority and North of Tyne Combined Authority, are developing their own initiatives to improve employment practice. The Mayor of London and Greater London Authority are developing a Good Work Standard which focuses on specific areas of best practice that should be adopted by employers, while the London Borough of Croydon has its own Good Employer Charter. The Scottish Government has put in place a Business Pledge, through which businesses commit to a number of employment goals, and has provided particular lessons around the process of evaluation. Those discussions have helped to shape the proposition set out in this document.

Tier 2: Charter Members

- 5.15 Like the Supporters of the Charter, Members would be encouraged to show how they are contributing to delivering a Greater Manchester which is the best place in the world to grow up, get on, and grow old. But they would also show specifically how they are delivering excellent practice across a range of employment characteristics. This would create a distinctive Greater Manchester approach – combining excellent practice across a range of employment characteristics to be a

Greater Manchester good employer, not just focusing on individual areas.

5.16 Given the clear view of respondents to the first consultation document that Charter membership should be measured by a small number of clear requirements – to keep the Charter simple and straightforward, and make it more likely that employers would be willing and able to sign up – it is proposed that six employment characteristics are used in the Charter:

1. **A real Living Wage** so that an employee can achieve a decent living standard;
2. **Flexible working** for those who need it, such as employees with caring responsibilities, but security for those who are working regular hours;
3. **Workforce engagement and voice** in the workplace, so that employees can wherever possible shape their own roles and the direction of the organisation, being able to engage through the independent collective voice of the workforce, with facilitated trade union activity and formally recognised unions where possible;
4. **Excellent people management** practices, including valuing older workers and managing pregnancy and maternity in the workplace;
5. **A productive and healthy workplace**, including adjustments for people with long-term conditions and disabilities and support for better mental health;
6. **Excellent recruitment practices and progression** in the workplace, including through engagement with schools, well-paid apprenticeships, transparent and open recruitment and skills development for employees.

5.17 During the co-design process, it has been raised that an employer may not be able to meet excellent practice on a key characteristic, such as paying a real Living Wage, due to circumstances outside their control.

Q: Are there examples where an employer might not be able to meet excellent practice due to circumstances outside their control?

Q: If there are circumstances where an employer might not be able to meet excellent practice due to circumstances outside their control, and therefore have excellent practice on some, but not all, of the employment characteristics, should they still be able to achieve Charter Membership?

5.18 Respondents to the first consultation expressed a strong view that the Charter will need to be simple and straightforward for employers to take part. That means it is important not to set up a new and bureaucratic accreditation system. Therefore, to avoid duplication and introducing new complexities, employers who have already

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signed up to existing standards and accreditations – local and national – would be able to use those standards they already have to demonstrate excellent practice.

5.19 Respondents also identified several such accreditations, standards or other programmes which Greater Manchester employers are already signing up to. Discussions with employers, employees and others since then have identified more which already show that an employer is delivering the necessary high standard on the relevant key characteristic. Those identified so far are:

1. **A real Living Wage:** Living Wage Accreditation, Unison Ethical Care Charter;
2. **Flexible working:** Bright Ethics, Timewise Accreditation (for public sector employers);
3. **Workforce engagement and voice:** trade union recognition or a willingness to engage with and allow workplace access to trade unions, Investors in People (all levels);
4. **Excellent people management:** Working Forward Pledge, Investors in People, PQASSO (Level 2), Employee Assistance Plans, Bright Ethics;
5. **A productive and healthy workplace:** Disability Confident Scheme (Level 3), Workplace Wellbeing Charter, Time to Change, Bright Ethics; Investors in People: Health & Wellbeing Award.
6. **Excellent recruitment practices and progression:** Disability Confident Scheme (Level 3), Talent Match Mark (Platinum), Bright Ethics, GM Quality Apprenticeship Employer Mark (under development).

5.20 The Living Wage Foundation are also developing new measures to tackle underemployment and insecurity. This work will look at what employers can do to ensure people on flexible contracts can earn what they need to live a life with dignity. At this moment, the Living Wage Foundation are looking into how employers can do this through a guaranteed number of contracted hours, advanced notice for shifts and compensation for cancelled or moved shifts after the advanced notice period alongside the real Living Wage. This will be considered as the Foundation's proposals are developed and this Charter is finalised.

5.21 Another business certification which has been raised through the co-design process is B Corp. This aims to identify businesses that meet the highest standards of social and environmental performance, public transparency, and legal accountability to balance profit and purpose. Given this broad remit, further work will be undertaken to explore how best to link certified B Corporations with the Charter.

Q: Are there other accreditations or standards which show excellent practice and would therefore demonstrate an employer has reached that level in one or more of the key employment characteristics?

5.22 There may also employers who have excellent practice across some or all of the characteristics but may not be able use the accreditations or standards set out here, for example because accreditations can be costly, particularly for small employers. To avoid such employers being excluded from the Greater Manchester Charter, they will also be able to put forward other evidence to show that excellent practice is being delivered. This will also ensure that employers are able to innovate and find new ways to deliver excellence, even where this is not included in existing accreditations and standards.

Q: Where accreditations are not available, or they are difficult for employers to sign up for, how can we assess best practice in a way which is simple but robust?

5.23 While the vast majority of employers who become Charter Members would be expected to continue to maintain and improve on high standards, any employers who chose to no longer meet those standards would clearly no longer be Members. A further point raised in the co-design process has been that some employers could meet some or all of the characteristics set out above, but could at the same time be engaged in activity which brings the Charter into disrepute. Examples could include tax evasion or long delays in paying suppliers. It is therefore also proposed that the Charter includes a general provision for removing from the Charter any organisation which brings the Charter into disrepute.

Tier 3: Charter Advocates

5.24 Even when employers have become full Members of the Charter, they should still have the incentives to improve further. Best practice in employment is constantly changing as employers find new ways of working better, harnessing innovation such as technological change and constantly challenging themselves to improve. Membership of the Charter should not therefore be an end, but an opportunity to push further. Responses to the first consultation also proposed that the sharing of knowledge and experience, and mentoring provided by employers with the best practices, could be a powerful tool.

5.25 There is therefore a role for those with excellent practice across all the key characteristics to use their experience to become Advocates for the Charter and work with other employers – helping them overcome barriers and realise the benefits of improved practices. In this way they can show that excellent practice is both

possible and normal, and show what can be achieved by employers of different sizes and in different sectors, facing different challenges.

Why Would Employers Join the Charter?

5.26 As described above, the Charter would provide a route for employers to identify and access the support they need to improve their employment practices. Through the sharing of case studies and good practice, the benefits of joining the Charter would be set out for employers, showing how by accessing support and delivering excellent practice they could grow and succeed, becoming more profitable and delivering better services. It has been proposed through the co-design process that employers could do this not only on an individual basis, but also that groups of employers could work together to improve practice.

Q: Are there examples of employers working together to improve employment practice which could be drawn on in the Charter process?

5.27 Respondents to the first consultation also proposed that those who achieve the highest standards should be celebrated, for example through an awards ceremony or other public recognition of the contribution they are making. This could not only bring benefits to those employers, from good publicity, but help to spread knowledge and understanding of best practice. As the Charter is established, options for this type of celebration of excellent practice will be examined in the context of the awards and similar promotions which already exist in Greater Manchester.

5.28 It was also proposed in the consultation responses that the Charter should be linked to procurement by the public sector in Greater Manchester, on the grounds that where public money is being spent with local employers, high standards of employment (and other practice) should be expected.

5.29 Greater Manchester has a Social Value Framework which has been developed to ensure that contracts being let by the public sector are delivering social value, such as high employment standards, as well as value for money for taxpayers. More details are set out in the Box 5.2.

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Box 5.2: Greater Manchester's Social Value Framework

Greater Manchester has long been a pioneer in the field of Social Value: maximising the benefit to the residents from every pound of public money spent.

Greater Manchester's Social Value Policy was approved by the GMCA in November 2014 and identifies six key economic, social and environmental objectives which are outlined to bidders in tender documents. Bidders are expected to provide responses that demonstrate how they would contribute to these objectives and add additional value if awarded the contract. Bids are then assessed on these, in addition to the other procurement criteria.

The six key objectives in the current policy are:

1. Promote employment and economic sustainability;
2. Raise the living standards of local residents;
3. Promote participation and citizen engagement;
4. Build the capacity and sustainability of the Voluntary & Community Sector;
5. Promote equality and fairness; and
6. Promote environmental sustainability.

The existing policy has been applied extensively by Local Authorities in Greater Manchester in a way that supports each organisation's own objectives and is tailored to its locality.

The 2014 policy was designed to be adopted by Local Authorities, but as more service reform and partnership working takes place, and services are co-designed with partners across the region, there are clear benefits to developing a new version that is applied across all Greater Manchester partners. This will provide consistency and help commissioners, procurers, contract managers and suppliers to maximise the Social Value benefits from public sector activity.

The Greater Manchester wide approach to Social Value is therefore being reviewed and refreshed with input from partners in the Health and Social Care Partnership, to provide a new, more inclusive approach to delivering Social Value consistently and effectively across the city-region.

5.30 The Greater Manchester Good Employment Charter could be used as a measure of social value in the revised Social Value Framework. Membership of the Charter would be used to show that an employer was delivering the objectives of Promoting Employment and Economic Sustainability and Raising the Living Standards of Local Residents. (Other evidence would need to be provided to show social value being

delivered across the other social value objectives). This would mean that employers who were members of the Charter would be recognised as delivering a significant amount of social value, and therefore would score more highly in procurement processes. It has also been proposed that employers with particular practices, such as using exclusive zero-hours contracts, should be barred from public sector procurement.

Q: What is the most effective way of linking the Charter with public sector procurement?

- 5.31 Alongside the consultation on the questions set out in this document, an assessment will be carried out with the public sector and employers of different sizes and sectors involved in public sector procurement to assess practical issues around linking the Charter with public sector procurement, to avoid any unintended consequences.
- 5.32 Not only would this approach embed the Charter within public sector procurement processes in Greater Manchester, but it could also make it more straightforward for smaller businesses to show how they are delivering the objectives of Promoting Employment and Economic Sustainability and Raising the Living Standards of Local Residents, because they could prove it through a single measure (membership of the Charter) rather than having to give many different examples. It could therefore make it more straightforward for them to be involved in public sector procurement processes.
- 5.33 Several respondents to the first consultation proposed that there should be financial incentives for employers to sign up to the Charter. Examples included Business Rates relief, grants for training and reduced transport costs. Exploration of these options has found that such incentives are difficult to target in a way which would benefit all employers (for example, only those employers paying Business Rates would benefit from a Business Rates reduction). It has also been argued that providing financial incentives could lead to employers signing up who are not committed to the main aims of the Charter – thereby reducing its benefits – and others have pointed out that given the Charter should lead to better financial outcomes for employers from better employment practice, there is no need to provide further financial incentives. It is therefore not proposed, at this stage, to offer any further financial incentives for signing up to the Charter.

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- 5.34 The need for the Charter to develop over time, as understanding of best practice develops, was raised in responses to the first consultation. It is therefore proposed that the Charter is not a static framework, but one which develops over time in line with the experience of employers and employees, and the evaluation of the Charter.
- 5.35 The Charter will also only succeed if all of those with a stake in its success – employers, employees and others – have an ongoing role in its delivery and development. All of those groups need to be able to shape the direction of the Charter, identify and solve any challenges as it is implemented, as well as having the backing of the Mayor and other Leaders in Greater Manchester through the GMCA.
- 5.36 Respondents to the consultation expressed a range of views on the governance of the Charter, and who would be best placed to oversee its development and administer it. The proposal which is likely to be most effective in involving employers, employees and others is to set up an independent panel to oversee the Charter including all of those groups and those involved in the evaluation of the Charter.
- 5.37 A robust evaluation framework for the Charter will be crucial to ensure that it:
- (i) Keeps up with best practice and can be regularly updated as lessons about the support which employers find to be most effective are learned;
 - (ii) Captures information about the effectiveness of the Charter to make sure it is delivering the aims set out above of good jobs, with opportunities for people to progress and develop, and a thriving productive economy in all parts of Greater Manchester;
 - (iii) Generates case studies which can be used to show the benefits of Charter Membership for employers who are considering sign up and spread good practice; and
 - (iv) Provides feedback for organisations who are delivering support for employers to improve their understanding of what support is most effective.
- 5.38 A number of research organisations and universities are working with the GMCA to design an effective evaluation process for the Charter. Their work has been guided by the principles that the process needs to be robust, provide timely feedback to inform the development of the Charter, and be unobtrusive for employers. As the Charter is finalised and implemented, there may be opportunities to test different evaluation approaches to assess which are most effective for capturing the Charter's impact. As well as basic information about the number of employers signing up to the Charter (as Supporters and Members) and the number

of people they employ, it is proposed that feedback is obtained from employers on:

- Which areas of support they have found most useful for raising performance across the six employment characteristics; and
- The impact which they think the Charter has had on their organisation. For example, do they feel more confident in engaging employees and has this led to better outcomes for their organisation.

5.39 Feedback from employees will also be crucial for understanding the impact of the Charter, making sure it is supporting the creation of better paid and secure jobs, and ensuring that accreditations are being delivered. Trade unions will have an important role to play in gathering that feedback, but there are some sectors where trade union representation is low or absent. Other mechanisms are therefore also needed.

5.40 Many employers already capture feedback from their employees through a variety of surveys. We propose to initially work with Advocates to look at how that feedback can be used to assess the impact of the Charter over time. Some employers involved with the co-design of the Charter have proposed that an Employment Charter Survey could play a role in ensuring that employers are delivering the commitments they have made under the Charter, but do this in a light-touch way with the information gathered being of benefit to the employers themselves. Others, however, have been concerned that a long and comprehensive survey could be intrusive for employers and therefore act as a barrier for employers thinking of signing up. As set out above, simplicity and ease of sign-up has been identified as one of the key factors in ensuring that the Charter is successful, given that it will be a voluntary approach.

5.41 Insights from behavioural research suggests that an effective way to capture the impact of the Charter could be asking employees one or two questions on the overall perceptions of their job, rather than using long questionnaires where response rates tend to be low and which could be intrusive, difficult for employers to administer and have the potential to be manipulated. This also has the benefit of more closely assessing progress against the overall aims of the Charter – for employers to raise their performance by ensuring their employees are fully engaged in the organisation. Options for the delivery of such questions will also be explored – while internet-based questionnaires are common, there is a risk of missing employees in sectors and roles where internet access is not core to the role. Asking questions by text message is another route used in some surveys.

5.42 One example of survey use as a means of evaluation can be seen in the Scottish Business Pledge. The Pledge's progress is monitored through a short survey of

subscriber businesses, conducted every two years. The survey asks firms to describe the Pledge's perceived impact, the benefits they have felt from joining and whether they would recommend the Pledge to other organisations. It also asks firms if their commitment to the Pledge has increased since joining, and whether they have attained Living Wage accreditation. The Pledge's most recent survey was returned by over a third of Pledge subscribers. Results were weighted according to business size to make them more representative of pledging firms as a whole.

5.43 The evaluation of the Charter will also need to be able to track, as far as possible, changes in outcomes for employers and employees, both before and after joining the Charter and then over time while members of the Charter. Options will be examined for using existing firm-level data which is already publicly available to assess progress.

5.44 The number of employers who are meeting excellent standards in each of the key employment characteristics described above will need to be captured, but also the impact on practice under each of those characteristics. There are already some data sources which capture changes in the characteristics at a Greater Manchester level. Examples are the Timewise Index on flexible working, data on employment levels across different groups, data on pay gaps, and the number of apprentices.

Q: What would be the best ways of measuring over time the benefits for employers and employees from joining the Charter?

6. Conclusion

6.1 The proposed approach set out in this document aims to harness the growing movement of employers in Greater Manchester – who are succeeding and acting responsibly – to provide better employment across our city region. The Charter process which has been co-designed with employers, employees and others aims to provide support for employers to reach excellent standards across key employment characteristics, and therefore improve opportunities for Greater Manchester residents who are currently in low paid and insecure work.

6.2 Views are welcome on the questions set out through the document. The questions can be answered at: [\[insert link\]](#), or by emailing GoodWork@greatermanchester-ca.gov.uk.

Annex 2

Fair Employment Charter

Consultation Document

Annex 3



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METROMAYOR
LIVERPOOL CITY REGION

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Foreword

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Our vision for the Liverpool City Region is for a vibrant and prosperous local economy where each person can contribute to our success and be fairly rewarded for doing so.

The Fair Employment Charter sits alongside our emerging Local Industrial Strategy and the Strategic Investment Fund as the tools we have available to build a more productive economy, that delivers inclusive growth across our city region.

This is important because we have to tackle the injustice of:

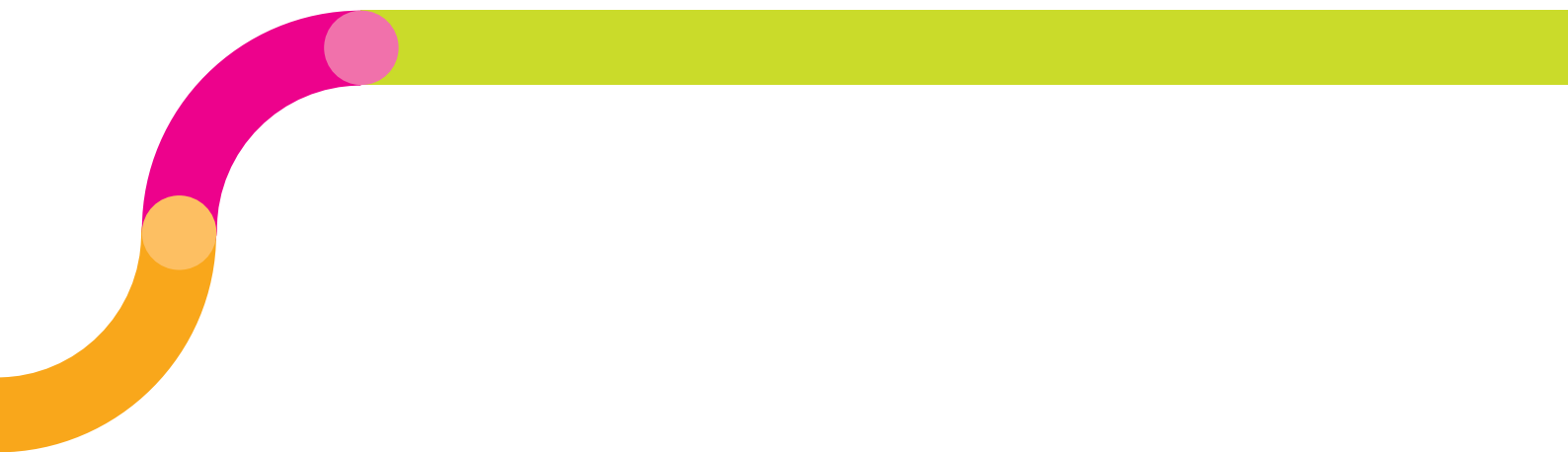
- 330,000 local people trapped in in-work poverty
- Over 25% of local workers paid less than the real living wage
- And the one in four local children who currently grow up in poverty

The charter will demonstrate that by working collaboratively with our businesses, public and third sector organisations, and trades unions on an agenda of fair employment practices and driving social value, we can develop inclusive growth that benefits everyone.



Steve Rotheram

Liverpool City Region Metro Mayor



Summary

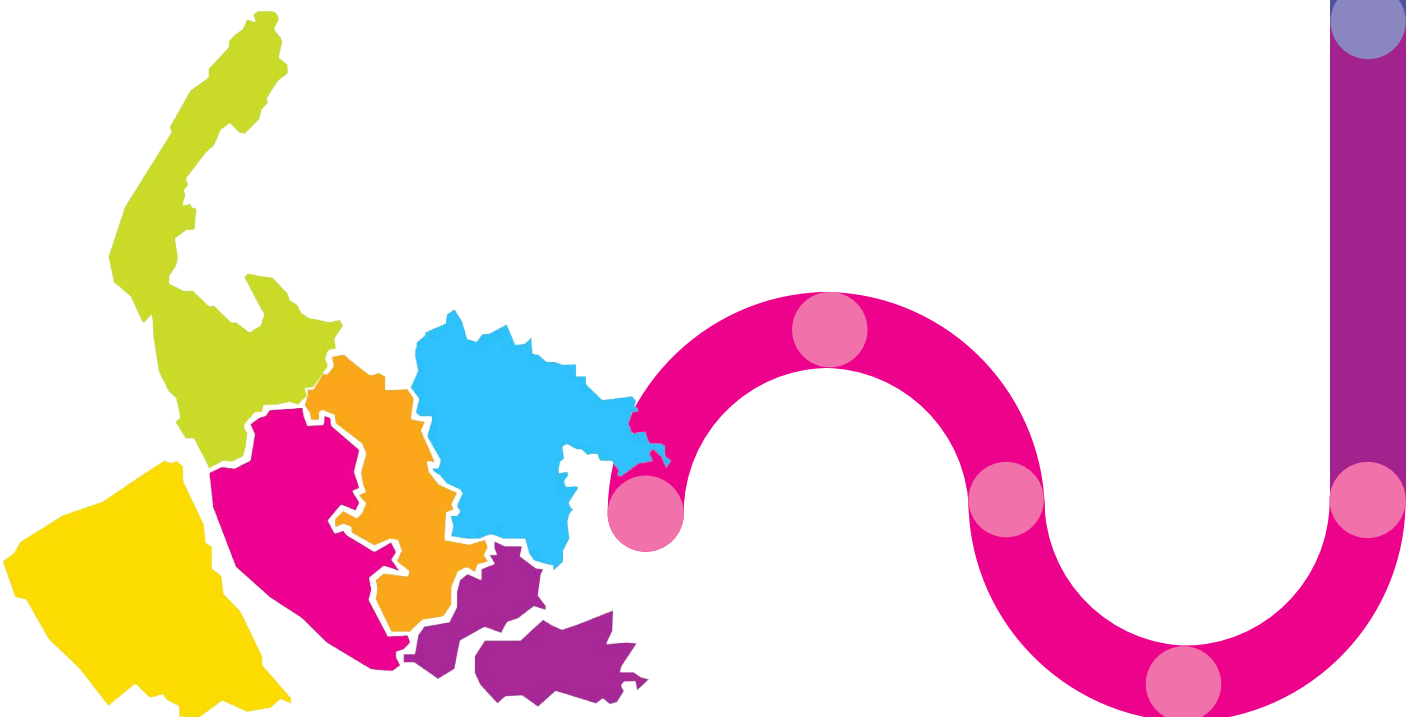
Why an Employment Charter?

Metro Mayor Steve Rotheram has set out a vision for a fair and prosperous Liverpool City Region where all can make their contribution to economic success and are fairly rewarded for doing so.

Liverpool City Region (LCR) is home to world class businesses and sectors that are investing, innovating growing, and are highly productive (for example, pharma, chemicals, transport equipment). They provide high-skill, high-quality employment opportunities. Public and third sector organisations, despite the impact of government austerity funding cuts, also provide good jobs that are well-paid and secure with opportunities for progression.

But paradoxically the overall economic productivity of the City Region lags behind the figures for the UK and London, and further behind compared to our international competitors. At the same time our public and third sector organisations grapple with social issues of increasing complexity. This situation is contributed to by rising in-work poverty and insecure employment, which prevents people fulfilling their potential, getting a home and providing a secure start for their children. The levels of child poverty in the LCR i.e 25.6% of all children are higher than in England as a whole (18.6%) and are highest compared to other northern city regions. These challenges are linked because fairly paid employees with security of employment will be happy employees, and happy employees will be productive employees, contributing to competitive, successful and growing organisations.

That's why Steve Rotheram and the members of the Combined Authority are developing a Fair Employment Charter to support employers reach best practice helping them grow and provide the good jobs our city region needs.



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The Charter will only work if it is developed collaboratively with employers, employees, trade unions and other interested parties, drawing on the best available expertise and experience. The Charter will therefore be co-designed, with active stakeholder engagement with employers and employees at every stage. Whilst the Metro Mayor and Combined Authority have set out their vision for a fair and prosperous city region, achieving it through the Charter can only be done working in collaboration across the local economy, drawing on the best available evidence.

What do other Charters include?

Existing employer charters elsewhere, for example, cover issues such as fair pay, promoting good job design and security, link to skills and training opportunities, employee engagement and voice, healthy workplaces and social value. Specific commitments often include the payment of the Real Living Wage, commitments to security in terms of hours worked, and developing the role of trade unions and worker representation. Other national challenges which charters seek to address include reducing the gender pay gap, ending differential rates of pay for young people and apprenticeships which do not match their contribution to wealth generation, and providing wider opportunities to increase diversity and make workplaces more representative and inclusive. They can also be used to achieve broader social and economic objectives, such as creating local opportunities to support people into jobs who may face barriers to employment (for example those with long-term health conditions), to encourage engagement with schools to raise aspirations, to retain profits locally through local procurement, and to improve environmental sustainability.

The evidence also shows that existing charters often attempt to combine ease of signing up for employers with commitments which are stretching. They can also look to vary their commitments by size of employer or the sector they are operating in.

How can you have your say?

Please use the link below to provide your experience/evidence in relation to a series of questions we have framed for the purpose of establishing the principles that will underpin our Fair Employment Charter. We're keen to hear from employers and employees of all sizes and sectors. Please therefore also share the link with your networks and contacts.

<https://www.liverpoolcityregion-ca.gov.uk/fair-employment-charter/>

26.7%
of workers in the
Liverpool City Region
earn less than the
Real Living Wage

The Ambition...

“successful modern cities are not built on low-skill economies or exploitative labour markets”

The Metro Mayor Steve Rotheram’s manifesto described how “successful modern cities are not built on low-skill economies or exploitative labour markets”, and detailed how Liverpool City Region needs to be “an exemplar for a fair, progressive and sustainable economy”, “that nurtures all its citizens, that ensures everyone has access to education, good public services, rewarding work and a decent affordable home”. The manifesto set out how the levers of devolution in policy areas such as transport, skills, business growth, strategic planning and housing, energy and culture would be combined with the Metro Mayor’s ‘soft power’ derived from being elected to serve 1.5million people to support the economic and social transformation of our city region. The manifesto included the commitment “to establish a City Region Fair Employment Charter that recognises and celebrates businesses that promote social value by paying the Real Living Wage, minimising the use of ‘zero hours’ contracts, recognising and working with trades unions, procuring locally where possible, engaging with the social economy, providing quality apprenticeships, investing in their workforce and promoting gender equality”.

Good jobs, with opportunities for people to progress and develop

Good quality, well-paid work – and connecting residents with these jobs – is critical for the economic and social success of the Liverpool City Region. Age, gender, sexual orientation, race, disability, caring responsibilities, or socio-economic background should be no barrier to success. Indeed it is our ambition to smash the glass ceilings that hold people back. Releasing the potential of all our residents who can get jobs and progress in work is not only in the interests of fairness, it is vital to growing our economy and increasing our productivity.

Employers need to be at the heart of creating good jobs. This means providing people with opportunities to train and progress in work, with secure work when they need it, but flexibility to fit their individual circumstances. The rights of employees and employers need to be protected and Liverpool City Region needs to be at the forefront of employment standards and workplace innovation so that it is universally recognised as a fantastic place to work.

A thriving and productive economy in all parts of Liverpool City Region

To create a thriving, inclusive economy we need to raise productivity by harnessing the strengths of the city region’s people, assets and places. This is the purpose of the Local Industrial Strategy being developed by the Combined Authority. This will provide a long-term vision for growth, based on robust evidence and focused on raising productivity and earning power in the area. It will set out how Liverpool City Region will work in partnership with Government to support the key foundations of productivity, such as raising skill levels across the area. The strategy will reflect the main themes of the national industrial strategy, taking a place-based approach that builds on our city region’s unique strengths.

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The Challenge...

Across the UK, real pay has stagnated since the financial crisis. Analysis by the Resolution Foundation has shown that nominal earnings experienced a dramatic shift at the start of the crisis in 2008, falling from a pre-crisis norm of around 4% annual rise to barely above 1% post-crisis. Rising prices have therefore squeezed living standards, with real pay falling sharply in the three years after the start of the crisis. There was a temporary rebound in 2015 but a further squeeze began in 2017. The past decade has therefore been historically bad for pay.

26.7% of Liverpool City Region's labour force are low paid (earning less than the Real Living Wage), one of the highest rates of any city region and amounting to over 150,000 employees. National data identifies 61% of employees paid less than the Real Living Wage as women, 56% are aged over 30, 54% are part-time, 48% work for firms employing more than 250 employees (so this is not simply an issue for small and medium enterprises), and the most significant sectors are wholesale/retail (25%), hotels/restaurants (17%), and health/social work (14%).

Furthermore, temporary and insecure work has become a growing part of the labour market – partly through the development of the 'gig economy' – which provides welcome flexibility for some, but insecurity and stress for others. Some evidence suggests non-standard employment, such as self-employment, agency and temporary work, and zero-hours contracts, represent a growing proportion of newly created jobs. Research by the TUC has found that insecurity is concentrated among those groups that already face labour market disadvantage: women, black and minority ethnic workers, and those living in low income communities.



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The Taylor Review of Modern Working Practises, commissioned by the Government (July 2017), found that while the UK's labour market is currently looking strong, and flexibility is likely to have played a role in its current success, there exist a number of factors that could lead to poorer outcomes at the individual level. It highlighted ongoing challenges around underemployment, continuing poor real wage growth, poor productivity performance, the emergence of new business models, skills mismatch and increasing automation.

Again these challenges are evident in Liverpool City Region. For example, an estimated 19,000 workers are on Zero-Hours Contracts. There is much more to do to ensure that there is a clear pathway for young people to follow to reach their full potential, while insecurity at work undermines other important priorities such as improving school readiness. As the Resolution Foundation have said, as the National Living Wage increases and covers more employees, creating progression opportunities in growing sectors such as retail, health and social care, and logistics is vital. Other sectors such as hospitality are also large employers but with relatively low pay.

Employment opportunities can also be limited both for specific communities and for young people, over 50s and disadvantaged groups. Almost one in three people aged 50-64 in the LCR are out of work significantly above the national average while more than a fifth who are in work are on low paid jobs such as warehousing or care work. Less than half of working-age disabled people are in work in the Liverpool City Region, and of our 6 local authority areas, only in one is the national average rate of employment for people with learning disabilities exceeded, whilst in most the figure is less than half. Healthy life expectancy in Liverpool City Region is currently 3 to 4 years below the national average for men and women and there are significant inequalities in the health outcomes between our most and least disadvantaged residents. Promoting good employment practises and healthy workplaces is therefore key to supporting workers to thrive, reducing sickness absence and improving productivity. There is a growing body of evidence showing the best approaches to dealing with (mental and physical) health problems and keeping people in work.





Evidence...

Evidence on Employer Engagement, Higher Productivity, and Better Services

Evidence that providing secure and well-paid work helps make firms more productive and profitable, and the public and third sectors improve their services is compelling, as the Government's response to the Taylor Review of Modern Working Practises set out. An assessment of the business case for adopting the living wage, carried out by the University of Strathclyde and the Living Wage Foundation, found a number of potential benefits that specific businesses can realise from implementing the Real Living Wage, which include financial savings from reducing staff turnover, increasing worker morale and loyalty, reducing absenteeism, productivity improvements, strengthening recruitment opportunities, and providing reputational benefits.

Studies into High Performance Working (HPW) – where more effective employee involvement and commitments aims to achieve high levels of performance – have also found evidence of a robust link between practises, productivity and profitability, and a range of other performance measures. These practises typically cover job content, degree of work autonomy, workplace environment including two-way communication between employees and management, flexible working, training opportunities, a sense of fair treatment, and support in coping with pressures outside the workplace, especially caring responsibilities.

Such employee engagement leads to marked improvements in both employee outcomes – well-being, lower absence, labour turnover, health and safety – and organisational performance measures ranging from productivity and profits, to innovation and customer satisfaction ratings. These results have been found in all types of sectors, including health, where employee engagement was found to be the best indicator of NHS trust outcomes. Research carried out for the Centre for Ageing Better has found that the factors which make work fulfilling are largely similar across all age groups, but older workers tend to look for employment that is personally meaningful, flexible, intellectually stimulating, sociable, age-inclusive and offers any adjustments needed for health conditions and disabilities.

However, there are challenges for employers where costs are immediate and measurable but the benefits are longer-term and more difficult to quantify. Recognition of this challenge is part of the motivation for the setting up of the Productivity Leadership Group, a business-led organisation created to boost management skills and close the UK's productivity gap. Backed by £13million of seed funding from Government, this initiative is engaging employees, managers and leaders in 'Be the Business', a movement to inspire businesses to be the best they can, providing practical tools to assist them and be a catalyst for change.



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Charters Elsewhere

The London Mayor is consulting on a 'Good Work Standard' that addresses the Real Living Wage and 'excellent work conditions' including inappropriate use of 'zero hours' contracts as high priority commitments, whilst also wishing to 'reach other developmental goals' on:

- Diversity and inclusion
- Work/Life balance
- Health and wellbeing
- Lifelong learning
- Employee voice

The GLA is currently moving towards a points-based approach to accreditation for the 'Good Work Standard'.

Greater Manchester Combined Authority has developed an Employer Engagement framework which is seen as a tool to develop good businesses that secure growth. To this end they have identified 5 pre-consultation priority areas:

- Business engagement with schools/colleges – addressing aspiration
- Workforce development – upskilling
- Employability – supporting long-term working age but economically inactive people back into employment
- Healthy workplaces – reducing sickness absence etc.
- Social value through procurement

These early priorities are intended to support the GM Mayor's Good Employer Charter which has been published for consultation. Much like the LCR Combined Authority, GMCA has also been accredited as a Real Living Wage employer.

Oldham Borough Council has a Fair Employment Charter that sets out the Council's expectations of what constitutes fair employment. Employers are encouraged to sign up to commitments such as paying a living wage, offering access to training and support which include health related benefits, supporting membership of trade unions and enabling employees to contribute to the local area by way of social value.

Salford City Mayor's Charter for Employment Standards contains a suite of pledges focused around three categories: creating training opportunities particularly for those facing the greatest disadvantage, buying goods and services locally, and promoting the best possible working practises and conditions. There are different levels of commitment to the Charter. Employers can sign up to be a 'charter supporter' if they are working towards implementation of the pledges. To become an accredited 'Charter Mark' holder employers must demonstrate that they are upholding the highest employment standards across the pledge areas. Accreditation is therefore based on achieving a very high bar requiring commitment and resource to achieve it, and it is a deliberate part of the Council's strategy to have this exemplar status as a select group of the highest achieving employers.

Preston City Council has also embraced the Public Services (Social Value) Act 2013, re-directing contracts such as printing services and food for council buildings, towards local businesses. The council has encouraged other organisations to reorganise their supply chains and identify where they could buy goods and services locally. By using spend analysis and social value criteria, the City Council doubled its procurement spend with Preston companies from 14% in 2012-13 to 28% in 2014-15. Lancashire County Council has since introduced a social value framework to inform all aspects of the procurement cycle, while the college, police and housing association that signed up to the City Council's programme have all committed to applying this framework to their projects. Preston had the joint-second biggest improvement in its position on the multiple deprivation index between 2010 and 2015. Although not formalised in a charter as such, since 2012 Preston has also paid, been accredited for and has promoted the Real Living Wage.

The Birmingham Business Charter for Social Responsibility, the Croydon Good Employer Charter, the Derby City Council Employment Charter, the Leeds Social Value Charter, the Nottingham City Council Business Charter, and the Sheffield Fair City Employer Charter are all variations on the themes highlighted above. Initiatives are also being developed at a devolved nation level, with the Scottish Government setting up a Fair Work Convention focused on five key principles of fair work: effective voice, opportunity, security, fulfilment, and respect.

Other charters are sector, rather than place, specific. Unison's Ethical Care Charter lays out specific principles designed to guide behaviour of employers of care workers. The objective behind the Charter is to establish a minimum baseline for the safety, quality and dignity of care by ensuring employment conditions which do not routinely short-change clients and ensure the recruitment and retention of a more stable workforce through more sustainable pay, conditions and training levels. The Charter is clear that its provisions constitute minimum and not maximum standards. These standards are accompanied by suggestions of potential savings for councils, which may assist in the case for signing the Charter. A study by the University of Greenwich found that the Charter had made a major impact, setting a 'new benchmark' for homecare employment.



Annex 3

Academic Review of Charters...

The Inclusive Growth Analysis Unit (IGAU), part of the University of Manchester, reviewed a series of such local employment charters, finding that the commitments they contain usually fall within two broad themes:

- Terms and conditions of employment encompassing fair pay, promoting good job design, offering skills and training opportunities, employee engagement and healthy workplaces.
- Creating local employment opportunities particularly for those residents furthest from the labour market e.g. long term unemployed or people with a long-term health condition and engaging with schools.

Specific issues around terms and conditions of employment which are often covered in Employer Charters are the payment of a Real Living Wage, commitments to security in hours worked, the role of trade unions and worker representation, access to opportunities to develop skills and the creation of healthy workplaces. Other national employment challenges include the gender pay gap and differential rates of pay for young people and apprenticeships which do not match their contribution. Other frequent themes are aspirations to retain profits locally, and to improve environmental sustainability. Through accreditation processes, Charters can attempt to give consumers a role in recognising and supporting good employers in the same way that consumer campaigns have driven business responses on other issues such as tax avoidance. They can also guide employers to sources of support to improve their productivity, such as that offered by ACAS.

Some of these Charters and similar initiatives have formal accreditation or registration processes, while others simply set out general aspirations. Some of the more developed models, such as the Ethical Care Charter, use a tiered approach to encourage employers to progress to more comprehensive practices. They also attempt to vary the application of the principles of the Charter in recognition that each member organisation will be unique and linked to the size of organisation and sector they operate in (for example the Croydon Charter). Links can be made to local government procurement, for example in the Birmingham Business Charter for Social Responsibility, although this only provides an incentive for the relatively small proportion of employers who are directly involved in the procurement of services and goods by local authorities.



IGAUs have identified the following specific lessons:

Partnership Working: Charters depend on the quality of the networks on which they draw. Input from local authorities, businesses, employee representatives and other interested stakeholders on design, language and framing can help to achieve buy in. A degree of pragmatism may be necessary to arrive at a charter that will engage employers.

Defining the local element of a charter: Defining 'local' benefit should be done sensitively; agreements and commitments may need to extend beyond local authority/administrative borders, although the approach of developing a charter across the functional economic area of a city region should help with the issue of geography. Having a local element to delivery can be an advantage where it is possible to tap into local networks.

Balancing flexibility and rigour: Many charters offer employers the chance to sign up whilst they are still working towards the commitments, seeing it as a means to open a conversation with interested employers. While this approach can enable wider engagement, if complicated assessment processes are required to differentiate full and part commitment, some employers may be deterred.

Incentives to engage: The accreditation process offers a basic incentive by enabling employers to mark themselves out as a good employer. Accredited schemes may also offer employers 'soft' incentives, such as access to networking events, publicity, and toolkits and services that support charter implementation. Other more 'hard' incentives might include offering privileged access to council procurement, encouraging charter employers to access skills funding (such as the Apprenticeship Grant for Employers), or offering a one-off business rate discount to small businesses that sign up.

Design in monitoring: Charters tend to act as a link between different services and policy frameworks and often lack dedicated funding. Resource is needed to track outcomes and some form of monitoring is essential to ensuring that a charter is seen as a valuable on-going commitment and not a one-off box ticking exercise.



Our Consultation...

Annex 3

Issues for consultation

The Fair Employment Charter will be co-designed by local employers, employees, and other parties with an interest in seeing all people at work realising their full potential, helping to create a fairer and more prosperous economy for our city region. This consultation will ensure that the charter draws on all the available evidence and experience to deliver this ambition.

We are therefore inviting views and evidence on what should be included in the Charter. We are interested in hearing from employers across all sectors, private, public and third sector – and of all sizes, and from trade unions, professionals and other experts on employment and workplaces within wider civil society and academic institutions.

As described above, existing charters cover a range of policy goals and different aspects of employment practice.

The Charter will be voluntary for employers and will need to have a clear relationship with other standards and charters. In order to be credible and effective, it will also need to encourage ongoing commitment for employers.

This consultation document has set out evidence on the link between employee engagement and higher productivity and better services as well as emerging lessons from charters and similar initiatives which have already been developed.

We invite you to take part in the online survey which can be accessed at:
<https://www.liverpoolcityregion-ca.gov.uk/fair-employment-charter/>



Annex 3



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METROMAYOR
LIVERPOOL CITY REGION

City of York Council Plan 2019-2023



Working together...

<p>Well-paid jobs and an inclusive economy</p> <ul style="list-style-type: none"> • Deliver a New Economic Strategy • Review approach to Financial Inclusion • Align with Make it York on Economic Strategy • Create a community business representative role • Develop sustainable and ethical procurement policies • Align the Adult Skills agenda with the new Economic Strategy • Promote vocational education in sustainable building • Work across the region to secure devolution • Identify options for a Tourist Levy • Create new commercial spaces 	<p>A Greener and Cleaner City</p> <ul style="list-style-type: none"> • A new climate change committee and strategy • A road map to zero carbon by 2030 • Prioritise street level and environmental services • Review waste collection options • Align strategies to protect the environment • Supplementary Planning Guidance on zero carbon building • Review single use plastic • Mitigate and adapt to extreme weather events 	<p>Getting Around Sustainably</p> <ul style="list-style-type: none"> • Review city-wide sustainable public transport options • Lobby for investment in rail connectivity • Identify options to move fleet to low/zero carbon • Expand York's electric vehicle charging point network • Work in partnership to deliver low/zero carbon transport • Use digital technology to enhance transport systems • An interchange as part of York Rail Station frontage project • Implement York's first Clean Air Zone • Enhanced resident parking and pay-on exit at CYC car parks • Review potential to extend operation of Park and Ride sites • Identify opportunities to make bus travel more convenient
<p>Creating Homes and World-class Infrastructure</p> <ul style="list-style-type: none"> • Deliver the Local Plan • Progress the Community Stadium, York Central, Castle Gateway, Guildhall, and Housing Delivery Programme • Deliver a greater number of affordable homes • Use the new Design Manual 'Building Better Places' • Ongoing programme of improvements to Council homes • Deliver housing to meet the needs of older residents • Review HMO licensing • Prioritise support for rough sleepers • Progress Digital York and enhance connectivity in the city • Work with York Central Partnership to get the best for York 	<p>Our City Outcomes</p> <p>Supporting a good quality of life for everybody</p>	<p>Good Health and Wellbeing</p> <ul style="list-style-type: none"> • Contribute to MH, LD and H&WB Strategies • Improve mental health support and People Helping People • Support individuals' independence in their own homes • Continue the older people's accommodation programme • Support substance misuse services • Invest in social prescribing, Local Area Coordinators and Talking Points • Open spaces available to all for sports and physical activity • Make York an 'Autism friendly' city • Embed 'Good Help' principles in services • Safeguarding a priority in all services
<p>A Better Start for Children and Young People</p> <ul style="list-style-type: none"> • Strengthen work to build family resilience • Continue the improvement of children's social care • Prioritise improved outcomes for our most disadvantaged • Work across sectors to improve apprenticeships and in-work progression • Tackle rise in Mental Health issues • Focus on Early Years and its impacts • Give young people access to a full culture and arts offer • Increase the number of foster carers and adopters • Improve play and sports provision for young people • Develop a York Citizenship offer 	<p>An Open and Effective Council</p> <ul style="list-style-type: none"> • Ensure strong financial planning and management • Undertake an Organisational Development programme • Continued emphasis on absence management and wellbeing • Deliver the Council's digital programme • Maintain commitment to apprenticeship programme and real Living Wage • Design processes around needs to residents, businesses and communities • Prioritise the delivery of schemes at a ward level • Use procurement approaches to address climate emergency and secure social value • Review the Council's current governance structures 	<p>Safe Communities and Culture for All</p> <ul style="list-style-type: none"> • Enable communities to take ownership of improving their local area • Expand the 'People Helping People Scheme' • Explore social prescribing at a local level to tackle loneliness • Use MyCityCentre to define for an improved city centre • Develop the cultural and sporting offer • Deliver an inclusive cultural strategy • Support investment in our cultural assets • Work with the Police and others to make York safer • Review the Council's approach to equalities

And make a difference

To improve...

City of York Council Plan 2019-2023



Key Performance Indicators

These indicators will be used to show us how we are progressing towards the outcomes as a city

Good Health and Wellbeing	Adults that are physically active for 150+ moderate intensity minutes per week
	% of children in Reception recorded as being obese
	Overall satisfaction of people who use services with their care and support
	Healthy Life expectancy at birth - Female / Male (slope Index).
	Proportion of adults in contact with secondary MENTAL health services living independently
Well-paid jobs and an inclusive economy	Adult Social Care - attributable Delayed Transfers of Care
	Median earnings of residents - Gross Weekly Pay
	Business rates - rateable Value
	% of working age population in employment (16-64)
	New jobs created
Getting around sustainably	% of vacant city centre shops compared to other cities
	% of working age population qualified - to at least L4 and above
	% of working age population qualified - to at least L2 and above*
	GVA (Gross Value Added) per head (£)
	P&R Passenger Journeys / Local bus passenger journeys
A Better Start for Children and Young People	Area Wide Traffic Levels (07:00 -19:00) (Excluding A64)
	Index of cycling activity (12 hour) / % of residents actively cycling and national comparisons
	Index of pedestrians walking to and from the City Centre (12 hour in and out combined)
	% of customers arriving at York Station by sustainable modes of transport
	% of ROAD and pathway network that are grade 4 and below (poor and below) - Roadways / Pathways
A Better Start for Children and Young People	%pt gap between disadvantaged pupils (eligible for FSM in the last 6 years, looked after and adopted from care) and their peers achieving 9-4 in English & Maths at KS4
	% of 16-18 year olds who are NEET who do not have L2 qualification
	Secondary school persistent absence rate
	Voice of the Child - 2 Indicators (Service usage / Life opportunities)
	% of children who have achieved a Good level of Development (GLD) at Foundation Stage
A Better Start for Children and Young People	GCSE Results (% of pupils achieving 9-4 in English and Maths at KS4)
	Education Progression (Average Progress 8 score from KS2 to KS4)

A Greener and Cleaner City	% of Talkabout panel who think that the council are doing well at improving green spaces
	No of trees planted (City and Council level Indicator)
	% of Household waste that is sent for reuse, recycling or composting
	Residual (non-Recyclable) household waste (kg per HH)
	Incidents - Flytipping / Rubbish / Cleansing (includes dog fouling, litter) / Graffiti - On Public/Private Land
Creating homes and World-class infrastructure	Citywide KPI on air quality
	Carbon emissions across the city
	Level of CO2 emissions from council buildings and operations (Net emissions)
	Flood Risk properties assessed at lower level than 2019 baseline
	Average number of days to re-let empty Council properties (excluding temporary accommodation)
Safe Communities and culture for all	Net Additional Homes Provided
	Net Housing Consents
	Number of new affordable homes delivered in York
	Superfast broadband availability / Average Broadband Download speed (Mb/s)
	Energy efficiency: Average SAP rating for all Council Homes
An open and effective Council	Number of homeless households with dependent children in temporary accommodation
	Number of Incidents of ASB within the city centre (ARZ)
	% of Talkabout panel satisfied with their local area as a place to live
	% of Talkabout panel who agree that they can influence decisions in their local area
	% of Talkabout panel who give unpaid help to any group, club or organisation
An open and effective Council	All Crime per 1000 population
	Visits - All Libraries / YMT
	Parliament Street Footfall & Secondary Centre Footfall
	Forecast Budget Outturn (£000s Overspent / -Underspent)
	Average Sickness Days per FTE - CYC (Excluding Schools)
An open and effective Council	Number of days to process Benefit claims (currently Housing benefit)
	Customer Services Waiting Times (Phone / Footfall / Webchat / Satisfaction etc)
	% of complaints responded to within timescales
	CYC Apprenticeships
	FOI & EIR - % In time

Economy and Place Policy and Scrutiny Committee

Work Plan 2019-20

<p>Wednesday 12 June @ 5.30pm</p>	<ol style="list-style-type: none"> 1. Arrangements for Scrutiny in York 2. Draft Work Plan and work planning for the new municipal year.
<p>Wednesday 10 July @ 5.30pm</p>	<ol style="list-style-type: none"> 1. Attendance of the Executive Member for Economy and Strategic Planning – Priorities and Challenges for 2019-20 2. Attendance of the Executive Member for Transport 3. Bi-Annual Update Report from the Managing Director of Make It York 4. Annual Report of the Executive Director of York BID 5. Year End Finance and Performance Monitoring Report 6. Work Plan 2019-20 and work planning for the year
<p>Wednesday 11 September @ 5.30pm</p>	<ol style="list-style-type: none"> 1. Attendance of the Executive Member for Economy and Strategic Planning – Priorities and Challenges for 2019-20 2. Attendance of the Executive Member for Environment and Climate Change 3. CYC Flood defences Action Plan – Biannual Report 4. Work Plan 2019-20 and work planning for the year
<p>Wednesday 16 October @ 5.30pm</p>	<ol style="list-style-type: none"> 1. Attendance of representatives from Leeds City Region (LCR) and York, North Yorkshire and East Riding (YNYER) Local Enterprise Partnerships for discussions around Local Industrial Strategy. 2. Round table discussions around High Value Employment and Skills, Graduate Retention and the loss of skilled people.

	3. Work Plan 2019-20
Wednesday 13 November @ 5.30pm	<ol style="list-style-type: none"> 1. Round table discussions around in-work poverty, gender pay gap and low-pay industries. 2. Update of implementation of recommendations from Economic Health of York City Centre Scrutiny Review 3. Work Plan 2019-20
Tuesday 10 December @ 5.30pm	<ol style="list-style-type: none"> 1. Overview report from Highways Team 2. Update of implementation of recommendations from York Residents' Priority parking Scheme Scrutiny Review (slipped from November). 3. Apprenticeship and Skills Scoping Report 4. Work Plan 2019-20
Wednesday 15 January @ 5.30pm	<ol style="list-style-type: none"> 1. Overview Report on Economy and Place Sickness and Workloads 2. Scoping report on in-work poverty including Employers' Charters and Living Hours. 3. Work Plan 2019-20
Wednesday 12 February @ 5.30pm	<ol style="list-style-type: none"> 1. Bi-Annual Update Report from the Managing Director of Make It York 2. Update report on Guildhall Project 3. Update report on Planning Enforcement. 4. 2nd Quarter Finance and Performance Monitoring Report (slipped from December) 5. Work Plan 2019-20
Wednesday 11 March @ 5.30pm	<ol style="list-style-type: none"> 1. CYC Flood Defences Action Plan – Biannual Report 2. Work Plan 2019-20

Wednesday 15 April @ 5.30pm	1. Work Plan 2019-20
Wednesday 20 May @ 5.30pm	1. Further Update Report on Implementation of Recommendations of Economic health of York City Centre Scrutiny Review. 2. Work Plan 2019-20

Future Areas of Policy Development

- Economic Strategy 2020–2025 - Building in Economic Metrics & Performance Assessment
- Community Infrastructure Levy
- Supplementary Planning Guidance – Priorities for York

Council Plan Priorities relating to Economy and Place

Well-paid jobs in an inclusive economy

- Develop a new Economic Strategy
- Align Make it York and Adult Skills Agenda to Economic Strategy
- Promote vocational education and training in sustainable building
- Create new commercial space for start-up businesses and small enterprises

Creating Homes and World Class Infrastructure

- Progress key developments such as the Community Stadium, York Central, Castle Gateway and Guildhall

Getting Around Sustainably

- Review city-wide public transport options and lobby for improvements in rail connectivity
- Identify options to move fleet to low/zero carbon
- Expand York's electric vehicle charging point network
- Work in partnership to deliver low/zero carbon public transport
- Use digital technology to enhance transport systems
- Implement York's first Clean Air Zone and closely monitor air quality
- Deliver enhanced resident parking and pay-on-exit at CYC car parks
- Review potential to extend operation of Park & Ride sites
- Identify opportunities to make bus travel more convenient

A Greener Cleaner City

- Review of waste collection options