

Appendix 2

West Yorkshire Mayor's Fair Work Charter

Background



/Origins

A Fair Work Charter was a key manifesto pledge for Mayor Tracy Brabin, elected in May 2021.

- **Publicly launched in Bradford in July 2021**, alongside Andy Burnham, Mayor of Greater Manchester and Steve Rotherham, Mayor of Liverpool City Region
- **Supported with £600,000 funding** from West Yorkshire Combined Authority to support development and implementation.



/ Steering Group

Appointed by the Mayor to oversee development of the Charter, providing expertise and guidance.

- **Chaired by Kate Hainsworth**, Chief Executive of Leeds Community Foundation and former LEP Diversity Champion.
- **Diverse representation across sectors, places and interests**, including TUC, Yorkshire Universities, the five West Yorkshire local authorities, Chambers of Commerce, GMB trade union, ACAS, CIPD, Federation of Small Businesses, CBI, the faith and voluntary sector; and the West Yorkshire Health and Care Partnership.
- **Produced a draft charter based on 5 key aspects of Fair Work for West Yorkshire:** *Opportunity, Security, Wellbeing, Employee Voice, and Fulfilment.*



Public Consultation

The public were invited to respond to the draft charter over six weeks during Spring 2022.

- [211 written submissions and survey responses](#) were received from residents, employers and stakeholders, alongside [2049 written comments and reactions](#) to the 5 key aspects identified by the Steering Group .
- **Listening workshops and stakeholder meetings** were held with community and business representatives.
- **Key findings:**
 - Broad support for introducing the Charter across West Yorkshire.
 - Significant barriers were preventing SMEs from seeing the Charter as relevant, attractive and achievable.



A flyer for a virtual workshop. The background is teal with white text. On the left, a vertical list of values: OPPORTUNITY, SECURITY, WELLBEING, EMPLOYEE VOICE, FULFILMENT. The main title is 'WHAT COULD A WEST YORKSHIRE FAIR WORK CHARTER MEAN?' with the subtitle 'FOR BUSINESS - FOR EMPLOYEES - FOR CALDERDALE'. The event is a 'VIRTUAL WORKSHOP' on 'THURSDAY 14 APRIL 2022 10AM - 11AM'. It includes the email 'INCLUSIVE.ECONOMY@CALDERDALE.GOV.UK' and logos for Tracy Brobin Mayor of West Yorkshire, Calderdale Council, and VISION 2024. At the bottom, there are three cartoon characters.

Discovery & Recruitment



Employment Charters Review

We conducted a review of existing employment charter initiatives to understand different approaches to:

- Charter Content**
 Research from the [Inclusive Growth Network at the Centre for Progressive Policy](#) shows variations in the nature and extent of measures focusing on recruitment, terms, pay, benefits, job design, health and wellbeing, employee voice, diversity, supply chains and environmental impact.
- Enrolment Process**
 We mapped the end-to-end process for a range of charter initiatives that typified the most common approaches, including [Greater Manchester Good Employment Charter](#), [Scottish Business Pledge](#), [Salford Employment Standards Charter](#), [Mayor of London's Good Work Standard](#) and [Living Wage Foundation accreditation](#).



[Mapping of employment charter processes attached](#)

/ Reaching out to Employers

We worked with Federation of Small Businesses, Chambers of Commerce and Confederation of British Industry to recruit employers to help co-design the Charter.

Building on the work of the Steering Group and public consultation, we conducted a range of user research activities with local employers, including:

- **One to one interviews and focus groups** to hear the concerns and ideas of employers, particularly SMEs, about the Charter content.
- **Interaction design workshops and prototype testing** to develop the enrolment process, user experience for employers who sign-up and website functionality.



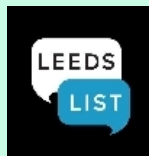
User Research



Micro



Small



Medium



Large



/ Learning from the Insights

Significant changes and careful design are needed for the final Charter to achieve maximum impact:

- The key shifts in emphasis and framing required are:
 - From an exclusive club of signatories to an **inclusive community of participants**.
 - From a single moment of demonstrating compliance to **embarking on a journey to help build a thriving economy**.
 - From a tone of judgement and assessment to a **spirit of development and support**.
- These changes will give the West Yorkshire Fair Work Charter:
 - A **distinctive look and feel**, compared to other similar initiatives.
 - A **new theory of change** that will drive success.

Framing

Vision

“A thriving economy where businesses **of all sizes** can meet their ambitions and work together to ensure the **diverse people and communities** of West Yorkshire contribute to, and benefit from, economic prosperity”

The Commitment

“We will play our part in making that vision a reality by adopting good employment practices and embarking on a journey to raise those standards in sustainable way over time”

The Journey

We are inviting organisations of all sizes and sectors to join us on the journey towards a West Yorkshire economy that provides all workers with

- **Opportunity**
- **Security**
- **Wellbeing, a Voice** and
- a **Fulfilling** job.

A First Step

- We recognise this journey will take time. Different employers are starting from different places. Businesses face many challenges today and will need to respond to different challenges in the future.
- This Charter is an invitation to all employers to take the 1st step on that journey and to recognise and celebrate the positive steps that they have already taken.

Join Us

- We believe most West Yorkshire employers are capable of this 1st step and many are already doing great things to enhance their workers' lives.
- We want to shine a light on all that great work and give our region's businesses the recognition they deserve.

Benefits to business of joining (what business told us)

- A clear framework and **pathway** for providing Fair Work
- Help to **retain & recruit** good staff
- **Boost** productivity, growth and profitability
- Joining a community of like-minded employers and partners providing **peer group and other support**

The Fair Work Charter

Theme

Vision statement – the future economy and worker experience we are working towards

Invitation – to employers to take at least one recognised step under each Action – and commit to taking the other steps over time – ie the journey

Action 1

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Step example 1
- Step example 2
- Step example 3
- Or a step user-defined by the business and deemed appropriate by the Mayor

Action 2

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Step example 1
- Step example 2
- Step example 3
- Or a step user-defined by the business and deemed appropriate by the Mayor

Action 3

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Step example 1
- Step example 2
- Step example 3
- Or a step user-defined by the business and deemed appropriate by the Mayor

Theme 1 – Opportunity

Vision – We are working towards an economy where all pathways into employment are inclusive, organisations use the best recruitment practices and all people have access to flexible working .

We invite employers to take a 1st step on this journey by taking the following Actions:

Action 1.1 – Inclusive pathways into employment and career progression

Demonstrate your commitment through specific activities relevant to your business or sector, such as:

- Broadening your recruitment channels to seek out underrepresented groups
- Using apprenticeships, paid internships, or work experience to widen access to employment opportunities
- Using methods such as mentoring, coaching, skills training and development to diversify the pipeline into leadership roles for current staff
- Actively supporting relevant campaigns and voluntary standards and/or seeking support from relevant external bodies

Action 1.2 – Inclusive recruitment practices

Demonstrate your commitment through specific activities relevant to your business or sector, such as:

- Using anonymised/name-blind recruitment procedures to ensure that candidates are judged on merit and not on their background, race or gender
- Using Positive Action measures to help people from under-represented groups overcome disadvantages in competing with other applicants
- Actively supporting relevant campaigns and voluntary standards and/or seeking support from relevant external bodies

Action 1.3 – Flexible working arrangements

Demonstrate your commitment through specific activities relevant to your business or sector, such as:

- Offering flexible working arrangements to staff wherever possible, including:
 - Where they work – e.g. agile working, working from home, hybrid working
 - When they work – e.g. flexible start and finish times, compressed hours, adopting relevant schemes such as the Carer's Passport scheme
 - How much they work – e.g., part-time, job share, unpaid leave

Theme 2 – Security

Vision – We are working towards an economy where all organisations go beyond legal minimums to pay staff at least the real Living Wage and maintain working conditions that provide security and dignity to all workers.

We invite employers to take a 1st step on this journey by taking the following actions:

Action 2.1 – Fair pay and working hours

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Increasing the proportion of employees, apprentices or contractors paid at least the real Living Wage over time
- [For organisations with over 250 employees] Identifying, reporting and addressing ethnicity and/or disability pay gaps, alongside the gender and executive pay gap reporting required by law
- Increasing the provision, duration or replacement income rate of sick pay
- Providing clarity and good notice of working times to aid household planning
- Offering workers a guaranteed minimum number of hours per week

Action 2.2 – Secure contracts and conditions

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Reducing forms of insecure employment (except where specifically requested by workers/applicants), such as:
 - payment by task/minute,
 - zero hours,
 - temporary/self employed/agency where roles can be made permanent
- Using procurement and purchasing power to minimise the use of unnecessary forms of insecure employment in the delivery of services through contractors

Action 2.3 – Safe working environments

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Ensuring accessible, trusted and responsive processes for dealing with employee grievances and disciplinary issues
- Actively supporting initiatives and campaigns that promote safe working environments, free from violence, bullying, discrimination, harassment and victimisation

Theme 3 – Wellbeing

Vision – We are working towards an economy where work helps all people to live healthy and happy lives, while contributing to the increased productivity of their employer.

We invite employers to take a 1st step on this journey by taking the following actions:

Action 3.1 – Fostering good physical and mental health

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing access to relevant occupational health services that prevent illness and/or boost physical and mental health,
- Providing staff training to increase awareness of how to improve physical and mental health, and reduce any stigma
- Promoting active travel and/or practical action to reduce sedentary working habits

Action 3.2 – Support for wider aspects of wellbeing

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing resources and support to help with money management and future planning
- Promoting and signposting employees to relevant local support services and organisations (e.g. Citizens Advice, credit unions)
- Providing other financial benefits to help with the cost of living (e.g., personal loans, cycle to work schemes, specialist financial planning advice, season ticket / travel card loans etc.)

Theme 4 – Employee Voice

Vision – We are working towards an economy where all workers are empowered to contribute towards the success of their employer through positive relationships and effective communication

We invite employers to take a 1st step on this journey by taking the following actions:

Action 4.1 – Consultation and engagement

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Involving staff throughout the business in decision-making and managing change through effective engagement, consultation, communication
- Ensuring clear and effective mechanisms for responding to the views, ideas and concerns of staff
- Using surveys or other methods to regularly monitor the views, ideas and concerns of staff
- Actively seeking and considering the specific views of diverse groups and people with protected characteristics within the workforce (e.g. via supporting staff networks)

Action 4.2 – Recognition and support for trade unions, where requested by workers

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Using induction, training and/or other activities to raise awareness of the opportunity to join a trade union or professional association
- Recognising and implementing collective bargaining agreements on pay and working conditions
- Providing time and facilities for trade union duties, training and activities

Theme 5 – Fulfilment

Vision – We are working towards an economy where work provides all people with the opportunity to learn, develop and meaningfully connect to a purpose that resonates with them.

We invite employers to take a 1st step on this journey by taking the following actions:

Action 5.1 – Learning and development

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing continuous learning and skills development opportunities for all staff
- Using training and development activities to make the organisation more inclusive (e.g. Equality, Diversity & Inclusion training, English courses, digital literacy, inclusive leadership and management courses, reverse mentoring)

Action 5.2 – People management

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Using regular one-to-one conversations between staff and managers/supervisors, to ensure that:
 - Staff feel they belong, are invested in, and developed
 - There are opportunities to discuss wider workplace issues (e.g. mental health), and the distinctive needs of the worker
- Providing training for all leaders, managers and supervisors in relevant aspects of people management including leadership development and line management

Action 5.3 – Supporting communities and good causes

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Considering requests from staff which enable their participation in good causes and civil society, such as:
 - Volunteering
 - Time and facilities for prayer/rituals
 - Recognition and time off for religious holidays and festivals
- Providing funding, expertise and/or other in-kind support to charities and third sector organisations
- Using procurement and purchasing power to support local social enterprises and third sector organisations

Sign up to West Yorkshire's Fair work membership

Registration and membership

- We have provided criteria examples that can be selected; this keeps the registration process as straightforward as possible
- We estimate signing up should take **XX** minutes
- If you meet the criteria in other ways, please provide a brief summary, website link or accreditation reference number
- This is a self-assessment, but as part of joining the Fair Work Charter, you will have an annual conversation with someone about your organisation's progress. We also conduct spot checks and have a whistleblowing system for employees.

Before you start

Start



[Create an account](#)

Sign into membership account

Email address

Password

Sign in

Wellbeing

Mandatory fields are marked with * and must be completed

Registration progress



Does your organisation foster good physical and mental health? *

What does this mean?

Yes Not yet

Does your organisation provide support for wider aspects of wellbeing, including personal financial health? *

What does this mean?

Yes Not yet

Back

Save and exit

Save and continue

Steering Group – May 2023 meeting

