



Name of policy	Fair Work Policy
Date of Board approval	16 May 2023
Effective from	May 2023
Frequency of review	Annually
Date of next review	June 2024

1. FAIR WORK STATEMENT

The Scottish Government’s vision is for **Scotland to be a leading Fair Work Nation by 2025, where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.**

The Fair Work Framework (2016) gives further definition:

“Fair work is work that offers **effective voice, opportunity, security, fulfilment and respect**; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society... These dimensions cover the scope of workers to ‘have a say’ and to influence and change practices, how people can access and progress in work, the employment conditions they experience, the work that people do and how people are treated at work.”

Scottish Youth Theatre is committed to the Principles of Fair Work as articulated by the Fair Work Convention (2016): Effective Voice; Opportunity; Security; Fulfilment; and Respect. We are committed to assessing our position in relation to each of these, in line with developing good practice guidance, and embedding this into our work practices. The small size of the core staff team (less than 10) informs the company’s approach to the Framework.

As a recipient of Scottish Government funding, we will also meet the criteria expected of grant recipients in relation to Fair Work practice:

- payment of at least the Real Living Wage
- provide appropriate channels for effective workers’ voice
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace
- offer flexible and family friendly working practices for all workers from day one of employment
- oppose the use of fire and rehire practice.

The company is committed to annual review of our Fair Work policy and practice to assess progress and agree actions. This includes:

- company-wide engagement in our Fair Work self-assessment processes
- monitoring the effectiveness of our policies and procedures in this area
- monitoring our approach and success in mitigating against low pay and precarious work, in particular in relation to freelance contractors

2. SCOPE

The policy relates to paid staff employed by the organisation including full time, part time and fixed term contracts. It also encompasses the employment of freelance contractors.

While the policy does not directly encompass trainees or volunteers, the Fair Work Framework is reflected in how Scottish Youth Theatre works with all individuals.

3. FAIR WORK AND OTHER COMPANY POLICIES

This policy should be read alongside other company policies and procedures covering:

- Equity & Justice Policy
- EDI Action Plan
- Handling Complaints
- Health & Safety Policy
- Recruitment Policy (including Employment of Related Parties)
- Safeguarding Policies (including Digital)
- Social Media Policy
- Health & Wellbeing Policy
- Performance Review & Development Policy & Procedure
- Code of Conduct
- Disciplinary & Grievance Policies

4. PRINCIPLES IN PRACTICE

4.a. EFFECTIVE VOICE

“Effective voice is much more than just having a channel of communication available within workplaces. Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where workers’ views are sought.”

Fair Work Framework, 2016

Scottish Youth Theatre encourages all staff to take ownership of matters affecting their roles and responsibilities. Working structures are designed to enable all to contribute in both team and one-to-one settings.

The company operates a weekly full team meeting where all staff can raise issues relating to their role or workload. This is supported by regular (no less than 4-weekly) one-to-one meetings between employees and their line manager, and by implementation of the Performance Review & Development Policy (PR&D) and annual/mid-year review procedures.

In addition, team days are designated monthly which prioritise policy development and programme planning to underpin the collaborative working practices that deliver successful projects. Employees’ views are actively sought through interactive sessions with different team members leading on different areas of business. All employees contribute to discussions on delivery of the company’s purpose, through the design of projects and the connected supporting structures.

The PR&D procedure seeks to help manage workload through the year, support personal development, address under performance, air challenges and obstacles and recognise commitment and achievements. The PR&D process is intended to motivate staff and enable them to contribute to the setting of expectations. The annual review meetings and setting of objectives provide a forum to identify individual’s strengths and areas for improvement, to prioritise development needs, air any concerns and give feedback to their line manager.

Due to the small size of the team, the company does not have designated staff representatives for internal matters. There are no formal relationships with unions at this time though sector agreements struck by relevant sector bodies such as Equity are used to determine fee levels for freelance contractors. Concerns or dissatisfaction around terms and conditions can be addressed via the Chief Executive or through the Grievance Procedure.

4.b. OPPORTUNITY

“Meeting legal obligations by ensuring equal access to work and equal opportunities in work sets a minimum floor for fair work... Fair opportunity, however, is more than the chance to access work. Attitudes, behaviours, policies and practices within organisations – and crucially, the outcomes these produce – signal and reflect the value placed on fair opportunity.”

Fair Work Convention, 2016

Scottish Youth Theatre is committed to investing in its staff as the organisation’s primary resource to deliver on the company’s core purpose. Training and development needs and aspirations are discussed as part of the

annual PR&D process. Some development opportunities are met in house, through sharing expertise in the team and identifying pieces of work that extend the experience of the individual. To enable access to training from external providers, the company maintains a staff development budget line and seeks to augment this with grants and bursaries where possible. Training opportunities can be offered to Freelance Contractors at no cost to them as part of project delivery.

Internal progression to redeveloped roles with greater responsibility can be considered within company needs and available budget.

The Equity & Justice Policy is to ensure that Scottish Youth Theatre is responsible and accountable for an equitable and just organisational culture, workforce, national programme of delivery and audience engagement that is representative of the intersectionality and diverse lived experiences of Scotland now. Part of our role is to ensure fair and equitable representation of Scotland's diverse communities in all our activities.

In accordance with the company's Recruitment Policy and in recognition that recruitment can be used as a tool of inclusion and exclusion, we reserve the right to use recruitment to address under-representation through targeted recruitment and/or positive action.

All recruitment and selection of freelance practitioners will follow an objectively justifiable process that can be evidenced.

The company commits to continued monitoring of the gender pay gap. As at May 2023, Scottish Youth Theatre has a mean gender pay gap of -1.4% and therefore bucks national trends in this area.

4.c. SECURITY

"Security of employment, work and income are important foundations of a successful life. Predictability of working time is often a component of secure working arrangements. While no one has complete security and stability of employment, income and work, security remains an important aspect of fair work."

Fair Work Convention, 2016

Scottish Youth Theatre's core staff are employed on permanent contracts with agreed hours of work, subject to completion of a 6-month probation period. Some fixed term contracts are offered where roles are funded for a limited period to work on specific projects or areas of work. Freelance contractors are employed to deliver artistic work with young people on our behalf.

The company has been a Real Living Wage Employer since 2021. We do not use zero hours contracts and we oppose fire and rehire practices.

There is transparency around the budgeting process with the staff team and therefore transparency in relation to levels of pay for staff.

Freelance contractors are offered fees that match or exceed union agreements for the theatre sector and endeavour to provide maximum notice for any change to the logistics of delivery. Where short notice changes cannot be avoided, in the first instance we seek to rearrange the work so no fee is lost. This can usually be achieved in a mutually suitable way.

4.d. FULFILMENT

"Workers benefit from engaging in fulfilling work in terms of using and developing their skills; having some control over their work and scope to make a difference; taking part in appropriately challenging work and taking up opportunities for personal growth and career advancement. Workers who are fulfilled in their jobs

are more likely to be engaged, committed and healthy. Fulfilling work contributes to confidence and self-belief.”

Fair Work Convention, 2016

Our PR&D Policy & Procedure ensures that at Scottish Youth Theatre there is a culture where staff can make appropriate decisions and make a difference to the work of the company. The staff structure is made up of unique roles, contributing to the autonomy of each postholder. The strong ethic of collaboration provides opportunity for staff to learn from and be inspired by each other. Close interrogation of the work as a team exercise seeks to make our work robust and for all team members to be able to contribute to decision making.

In addition to PR&D, staff have an annual opportunity to meet with a Board member to reflect on their role and the company.

(Also see above 4.b. Opportunity)

4.e. RESPECT

“At its most basic, respect involves ensuring the health, safety and wellbeing of others. Mutual respect is an important aspect of everyday social exchange and is a crucial element of relationships in the workplace where a significant proportion of life is spent. Crucially, mutual respect involves recognising the views, autonomy, status and contribution of others... Respect as a dimension of fair work includes ... dignified treatment, social support and the development of trusting relationships. It means being open, mutually accountable, transparent and responsive to the concerns of others.”

Fair Work Convention, 2016

Scottish Youth Theatre works to ensure a respectful culture for everyone involved in its work. This is multi-faceted and includes ensuring the Health & Safety of others. Our Health & Safety Policy & Procedures and Safeguarding Policies are designed to support safe working in a range of contexts. All workshops, performances and tours are risk assessed for the mutual benefit of all involved.

The Code of Conduct lays out expectations for all staff conduct and core competencies on job profiles lay out expected behaviours in line with the company values. Grievance and disciplinary procedures exist and are reviewed regularly as channels for more serious incidents.

The company is committed to handling complaints, grievances and disciplinary issues in respectful, transparent and time sensitive ways. See those policy statements for further information.

Respect for employees’ personal and family lives is important to our success as an organisation and the Flexible Working Policy applies to all staff from the outset of their employment. This enables individuals to tailor the workday so that they can work well and live well. The flexi-time system recognises the peaks and troughs of working patterns in the theatre sector and there is an expectation of employees taking time back after concentrated periods of work.

5. COMPANY CULTURE AND ETHOS

Scottish Youth Theatre's **values** are central to our work, guiding and shaping the approach to Fair Work within the organisation.

Aligned to our values, Scottish Youth Theatre will strive for continued and improving Fair Work by:

Cultivating creative possibility
Asking all staff to display the following behaviours: <ul style="list-style-type: none">• Meaningfully contribute to a positive, safe and supportive working environment for all• Be open to different ideas and approaches, having a positive perspective on change• Seek opportunities for improvement, focusing on solutions and anticipating potential challenges In addition, the company commits to: <ul style="list-style-type: none">• Monitoring effectiveness of opportunities for employees to shape how they make a difference to Scottish Youth Theatre's work• Operate a transparent budget for staff training and development
Weaving collaboration and connection
Asking all staff to display the following behaviours: <ul style="list-style-type: none">• Be a collaborator and contribute to effective team dynamics in a range of contexts• Communicate effectively with all stakeholders• Bring a curious mindset, keen to learn and extend their own thinking and practice In addition, the company commits to: <ul style="list-style-type: none">• Supporting collaborative working days with budget for travel and space hire• Monitoring for and mitigating against potential work 'silos'
Embedding wellbeing and care
Asking all staff to display the following behaviours: <ul style="list-style-type: none">• Respect different lived experiences, values and viewpoints• Give consideration to personal wellbeing and respect the wellbeing needs of others• Ask for help when under pressure and help others when they are under pressure In addition, the company commits to: <ul style="list-style-type: none">• Developing a Health & Wellbeing Policy• Reviewing and updating other policies regularly and to agreed timescales, including Flexible Working to ensure it remains fit for purpose• Continuing to operate as a Real Living Wage Employer• Operating without zero hours contracts and opposing fire and rehire practices
Grounding integrity in all things
Asking all staff to display the following behaviours: <ul style="list-style-type: none">• Be reliable, honest and transparent in performing the tasks of the job• Make sound, timely and appropriate decisions• Act responsibly with organisational resources and be actively committed to pro-environmental behaviours In addition, the company commits to: <ul style="list-style-type: none">• Seeking staff input to policy and procedure reviews• Operate in accordance with our policies and procedures

National Guidance and Research

This policy has been drafted on the basis on the following guidance and research:

- Fair Work Framework 2016, Fair Work Convention on behalf of Scottish Government, 2016
- Fair Work First: guidance to support implementation, Scottish Government, January 2021
- Fair work: action plan, Scottish Government, February 2021
- Review of Fair Work in the Creative and Cultural sectors in Scotland: A report commissioned by Creative Scotland on behalf of the Scottish Government, as an action from A Culture Strategy for Scotland, May 2022
- Fair Work action plan: becoming a leading Fair Work nation by 2025, Scottish Government, December 2022
- Fair Work First Guidance: Supporting the implementation of Fair Work First in workplaces across Scotland, Scottish Government, March 2023

Guidance and Action Plans will continue to be updated and a central and consolidated set of resources for employers is expected later in 2023.