

Fair Work Policy 2024  
Flexible working policy 2024  
Reviewed February 2024

***Introduction, context, and resources:***

Dance North is fully committed to Fair Work across its whole operations. We are and have been embedding the principles of Fair Work for staff/volunteers/artists/freelancers as part of our ongoing endeavours to be a socially responsible organisation.

This policy will outline the principles of Fair Work as defined by Fair Work Framework 2016:

See here: <https://www.fairworkconvention.scot/>

We also reference Scot.Gov Fair Work First Guidance:

<https://www.gov.scot/publications/fair-work-first-guidance-2/pages/9/>

The five principles of Fair Work are outlined in detail here:

<https://www.fairworkconvention.scot/wp-content/uploads/2018/12/Fair-Work-Convention-Framework-PDF-Full-Version.pdf> and we have outlined Dance North response to this in this policy

Other resources:

<https://www.tuc.org.uk/tuc-scotland> STUC - Scottish Trades Union Congress as a separate but aligned organisation to the TUC (see below)

<https://www.tuc.org.uk/> Trades Union Congress

<https://www.acas.org.uk/> ACAS (Advisory, Conciliation and Arbitration Service)

This policy is neither definitive nor exhaustive and will continue to be a 'living policy'. In line with the principles outlined here we encourage all staff to have input and agency in defining and revising the policy and it will be formally reviewed annually by the whole team and the Board.

We understand that individual aspects of this policy can intersect and do not stand alone. Nevertheless, we have attempted here to separate the aspects of Fair Work according to guidance from Creative Scotland, ScotGov, and the Fair Work Convention.

We aim at all times to go above and beyond our legal duties.

***Our policy statements***

**Payment of the Real Living Wage:**

Dance North is committed to paying at least the Real Living wage and we are long-standing and active members of the Real Living Wage movement.

In practice this means:

- We have agreed pay structure which means the whole workforce is paid at least the real Living Wage.
- We are recognised as a [Living Wage Accredited Employer](#)

- If applicable we will apply the pay rates collectively bargained between the relevant employer and trade union negotiating body, provided it is not lower than the real Living Wage rate,
- We would commit to paying apprentices and young people over the age of 16 the Real Living Wage

## **The Five Principles of Fair Work:**

### **1) Effective Voice:**

Effective voice is much more than having a communication channel available within an organisation. It requires a safe environment where dialogue and challenge are central to the organisational culture and are dealt with constructively; and where worker views are sought out, listened to, and acted upon, and can make a difference. Effective voice requires workers, their representatives, and employers to work in partnership to make sure the right decisions are made to ensure workers are treated fairly and equitably. The co-determination of working practices is key to delivering all of the dimensions of Fair Work effectively.

In practice this means

Collective voice:

- Making workers aware that they can join a union of their choice.
- Recognising trade unions for the purpose of collective bargaining and encouraging membership, where this is the workforce's preferred route, and providing appropriate facility time for supporting regular engagement between union/s and members.
- Constructive dialogue between the employer, workers and where appropriate a relevant trade union/s to address workplace issues or disputes, e.g. absence management, grievance, health & safety.

Individual voice:

- We ensure all staff are included on strategy and policy of the whole organisation.
- We hold weekly team meetings where all staff are given equal opportunity to speak freely.
- We have a minimum of 3 away days/development days per year.
- Annual surveys are carried out to understand worker views, including how well they feel effective voice is facilitated in the organisation, and are involved in agreeing and progressing improvement action.
- Formal and informal arrangements are in place through which meaningful individual and collective dialogue take place, including one-one peer support, job description reviews – where staff can influence and amend their job descriptions.
- Collective consultation and a clear route for resolving issues at both individual and collective levels, such as through a grievance or collective disputes procedure.
- The organisation promotes a strong culture of openness and transparency and encourages acceptance of different viewpoints.
- Freelance staff and artists are given the opportunity of a feedback and comment. We have a freelance policy with clear routes of contact.

- Freelance staff are regularly asked for feedback. If feedback requires action then we seek to come to a mutually acceptable solution in each case.

## **2) Opportunity**

Fair opportunity allows people to access and progress in work and employment and is a crucial dimension of fair work. Meeting legal obligations in terms of ensuring equal access to work and equal opportunities in work sets a minimum floor for fair work. For individuals Fair Opportunity can improve life chances, and for organisations it can create a diverse workforce where all sectors of the workforce are included. It can also help with staff recruitment and retention.

*In practice this means:*

- Our recruitment processes are transparent and open.
- We encourage applications from under-represented groups.
- We send interview questions in advance.
- We accept applications in the form of film/video or audio in order to respond to any barriers/challenges individuals may have in relation to written applications (for jobs, residencies and other opportunities)
- We employ fair work and flexible working policies and respect that people have family commitments which should not deprive them of opportunities or development within the organisations (see our Flexible Working/Family Friendly Policy – appended to this policy)
- Part time staff are offered the same terms and conditions as full time staff.

## **3) Security**

We recognise that 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. Stability of employment allows individuals to better plan their day to day lives and their future. Security of income can contribute to greater individual and family stability and can promote more effective financial planning, including investment in pension provision.

*In practice this means:*

- We are a Real Living Wage employer and connect actively with the Poverty Alliance.
- We do not use zero hours contracts.
- We oppose fire and rehire practices.
- We welcome collective bargaining.
- Our freelance staff are paid against union recommended rates.
- We do not employ staff as freelancers when their t&cs are clearly PAYE.
- We will monitor gender pay gaps and pay ratios

## **4) Fulfilment**

Access to work that is as fulfilling as it is capable of being is an important aspiration of the Fair Work agenda. Work is an important element of personal identity. It can provide the opportunity - individually and collectively - to learn, to use talents and skills, to engage in challenging activities, to solve problems, to take responsibility and to make decisions. Fulfilling work also provides the basis for people to go beyond what is required of them. It

encourages creativity and innovation and can unleash the talents and capabilities that generate benefits for their employers.

*In practice this means:*

- Dance North actively supports and encourages training and development, we have a training line in our budget and welcome any suggestions.
- We approach this in a variety of ways; on joining the organisation we undertake a training needs review and offer training immediately; encourage staff to research training which is relevant to their position, but also what interests them on a personal level.
- We offer peer-to-peer training, in house and using external organisations. Each person in our organisation is encouraged to share training outcomes with the team.
- Maintaining clear health and wellbeing policies that help to ensure healthy work/life balance and pace of work
- We offer all employees paid 'volunteer' days – where they can work for another organisation/community group on Dance North time.

## 5) Respect

Respect involves recognising others as dignified human beings and recognising their standing and personal worth. Respect involves ensuring the health, safety, and well-being of others. Mutual respect is an important aspect of everyday social exchange and is a crucial element of relationships in the workplace. We aim to provide a workspace that is free from bullying, harassment, victimisation, and discrimination.

*In practice this means:*

- All staff have access to and input into relevant policies, which are: Fair & Flexible Working; Grievance; Whistleblowing; EDI; Health and Safety
- We ensure through 1-2-1s that all staff are feeling respected in their work and their circumstances and that any staff have access to routes away from line-management to air grievances/concerns.
- We conduct EDI training to ensure that respectful language is used throughout our workplace and will take serious action if non-respectful language is used.
- Respect for other's personal and private lives and adherence to a flexible and family friendly working policy.

---

### **Flexible/Family Friendly policy statement:**

Dance North will do its best to make your working life as comfortable as possible. We will always do our very best to accommodate flexible/family friendly needs and will assess each person's needs on an individual basis.

Your rights:

If you have caring responsibilities – whether for children, elderly or disabled relatives, or other dependents – you have legal rights designed to help you balance the different parts of your life.

You have a statutory right to take paid time off around the birth of a baby.

All employees have the right to request flexible working once they have worked for us for at least 26 weeks.

You will never be discriminated against or harassed because of pregnancy or maternity, or because you care for a disabled person.

Please use these resources to look further at your statutory rights:

<https://www.tuc.org.uk/workplace-guidance/family-friendly-work>

<https://www.gov.uk/flexible-working>

Family friendly working:

We are committed to supporting our employees who have family responsibilities – we will always know that our employees have a duty first and foremost to these responsibilities. We will adhere to all our statutory duties and will endeavour to go beyond this.

Flexible working:

We are an office-based organisation but allow all employees to have agency over their own working life, recognising that each person has different working needs, sometimes to accommodate family, sometimes because of their personal working style. In this vein we approach flexibility on a formal and informal basis.

We are open to the following forms of flexible working:

Job-share, home working, part time, compressed hours, flexitime, annualised hours, staggered hours, and phased retirement.