



Cumbernauld Theatre – Fairwork Strategy

Creating a Better Future Together



Fairwork First:
Our commitment to Fair Work First ensures every individual within our organisation has access to opportunities, is treated with respect, and receives fair compensation.

What Is Fair Work?

- Fair Work means treating everyone with respect, ensuring your voice is heard, and valuing your contributions.
- It's about creating a workplace where fairness, equality, and diversity flourish.



Our Commitment:



1. **Effective Voice:** We're dedicated to providing platforms for open dialogue. From regular meetings to anonymous staff surveys, your thoughts matter, and we're here to listen.



2. **Workforce Development:** We believe in your growth. Personalised development plans, skill-enhancing training, and opportunities for advancement are our focus.



3. **Contracts You Can Count On:** We're minimizing zero-hours contracts, providing flexible schedules for better work-life balance.



4. **Fair Pay and Diversity:** We're committed to fair pay for all, regardless of gender, and we're building a diverse, inclusive team.



5. **Real Living Wage:** We're on a journey to ensure your wages reflect the real cost of living.



Our strategy outlines our commitment to the Fair Work First principles as shared by the Scottish Government and Creative Scotland, aligning with our vision of a vibrant and inclusive arts organisation.

By embracing fair work practices, we aim to empower our employees, strengthen our community, and contribute to the advancement of the culture and creative sector.

“We want people working in the culture and creative sector to have fair access to opportunities, be treated with respect and be paid fairly for the work that they do. We want to help create the conditions for more opportunities to work in and progress through our sectors. This includes ensuring that every individual or organisation we fund offer terms and conditions which are demonstrably fair, and advocating for Fair Work principles to be applied universally in the sectors we support.”

Creative Scotland

Aligning with Vision and Values

- Our Fair Work Strategy aligns seamlessly with our organisational vision and values. We uphold collaboration, empowerment, innovation, inclusivity, engagement, and excellence as core principles that guide our commitment to fair work practices.

Our Values

Cumbernauld Theatre's team uphold and promote a set of core values that reflect how we can perform at our best to deliver against the company's commitment to high quality artistic practices and programming that promote social inclusion, broaden perspectives, and foster empathy, while also prioritising local participation and collaboration to make a positive impact on the community.

Artistic excellence: striving for the highest quality in all artistic and creative endeavours.

Community engagement: placing a high value on local participation, understanding the community's preferences, and evaluating participant experiences.

Inclusivity: ensuring that all members of the community feel welcome and represented in the company's activities.

Collaboration: actively working with various network groups and agencies of influence to identify community priorities and make communities better places to live.

Innovation: embracing new approaches and delivery models to enhance the quality of artistic and creative experiences.

Empowerment: using cultural-led community development as a means to transform communities and improve people's lives.

Sustainable Leadership: Taking proactive responsibility, individually and as a team for reducing our environmental impact and inspiring others in the creative sector to prioritise sustainability.

Approach to Delivery



Fair Work Leadership

- Drawing on all organisational resources, including the Board of Directors, Senior and Management Staff.
- Role of key groups in supporting implementation (People Group, EDI Group, Health and Safety Group).
- Commitment to integrating Fair Work principles in organisation structure to promote effective voice.

- Collaborative Decision-Making: Board and senior management collaborate on workforce decisions. Inclusive leadership models empower all to shape fair work strategies.
- Transparent Communication: Modern communication theories guide clear sharing of fair work initiatives. Trust-building, engagement, and reduced uncertainty ensue.
- Regular Progress Monitoring: Performance management principles drive ongoing fair work assessment. Clear goals, key indicators, and feedback ensure adaptability.
- Agility and Adaptability: Agile management principles apply to fair work. Flexibility aligns with sector trends, fostering well-being and engagement responsiveness.
- Empowerment and Skill Development: Employee empowerment through skill growth is prioritised. Training equips all for meaningful fair work contributions and positive atmosphere.
- Conflict Resolution and Mediation: Conflict resolution theories guide issue handling. Open dialogue and mediation maintain respectful, harmonious, and inclusive workplace.
- Recognition and Appreciation: Positive psychology and recognition principles encourage a culture of appreciation. Celebrating achievements boosts morale and belonging.

Fair Work Action Plan

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2. **Workforce Development:** We believe in your growth. Personalised development plans, skill-enhancing training, and opportunities for advancement are our focus.
3. **Contracts You Can Count On:** We're minimizing zero-hours contracts, providing flexible schedules for better work-life balance.
4. **Fair Pay and Diversity:** We're committed to fair pay for all, regardless of gender, and we're building a diverse, inclusive team.
5. **Real Living Wage:** We're on a journey to ensure your wages reflect the real cost of living.



Criteria 1: Appropriate Channels for Effective Voice

Implementation Steps:

Establishment of Communication Platforms: Develop and maintain dedicated platforms, such as regular team meetings, suggestion boxes, and digital forums, to facilitate open and safe dialogue for all staff members.

Whistleblower Policy: Promote a confidential whistleblowing mechanism that enables employees to report concerns without fear of retaliation, ensuring a safe space for raising challenges.

Trade Union Collaboration: Actively engage with trade unions to encourage active participation, allowing employees to collectively voice their opinions and concerns regarding workplace issues.

Regular Feedback Sessions: Implement periodic feedback sessions with department heads and management to address concerns, suggestions, and ideas raised by employees.

Employee Surveys: Conduct anonymous surveys to gather comprehensive feedback, analyse trends, and identify areas for improvement.

Criteria 2: Investment in Workforce Development

Individual Development Plans: Collaborate with employees to create personalised development plans, identifying training needs and career aspirations.

Training Opportunities: Offer a range of training programs, workshops, and seminars, both in-house and external, to enhance skills, knowledge, and personal growth.

Learning Culture: Foster a continuous learning culture, encouraging employees to embrace lifelong learning and acquire new skills.

Performance-linked Development: Integrate skill development with performance assessments, providing opportunities for advancement based on skill enhancement.

Tuition Reimbursement: Establish a scheme to financially support employees pursuing further education or relevant certifications.

Criteria 3: No Inappropriate Use of Zero-Hours Contracts

Contract Review: Conduct a thorough review of existing contracts, ensuring alignment with fair work principles and avoiding inappropriate use of zero-hours contracts.

Consultation Process: Engage with staff currently on zero-hours contracts to understand their preferences and needs, while offering suitable alternatives.

Stable Scheduling: Prioritise stable and predictable work schedules to promote work-life balance and well-being.

Gradual Transition: Develop a plan to transition eligible employees from zero-hours contracts to secure, annualized contracts, based on their preferences.

Monitoring and Compliance: Regularly assess contract usage and make adjustments to ensure compliance with fair work principles.

Criteria 4: Action to Tackle the Gender Pay Gap and Diversity

Pay Equity Review: Conduct periodic reviews of compensation to identify and address any gender-based pay disparities, ensuring fair and equal pay for all.

Diversity Recruitment: Implement inclusive recruitment strategies to attract diverse talent, promoting a balanced and inclusive workforce.

Diversity Training: Provide training and awareness programs to foster an inclusive environment and prevent bias in decision-making processes.

Support Networks: Establish employee resource groups to provide a platform for underrepresented employees to share experiences and concerns.

Inclusive Policies: Develop and communicate policies that promote diversity and inclusion across all levels of the organisation.

Criteria 5: Payment of the Real Living Wage

Wage Assessment: Evaluate the current wage structure to determine gaps between the minimum wage and the real living wage.

Gradual Adjustment: Develop a phased plan to incrementally increase wages to meet or exceed the real living wage standards.

Transparent Communication: Communicate wage adjustments clearly to employees, highlighting the positive impact on their quality of life.

Regular Review: Periodically assess the real living wage to ensure continued alignment with fair compensation standards.

The Benefits of Fair Work First

- 1. Employee Well-being:** Fair compensation, career development, and work-life balance contribute to improved overall well-being, reducing stress and increasing job satisfaction.
- 2. Enhanced Customer Experience:** Satisfied and engaged employees provide better service, leading to an enhanced customer experience and positive word-of-mouth.
- 3. Inclusive Organisational Culture:** Fair work practices foster diversity, inclusivity, open communication, and collaboration, creating a more welcoming and transparent workplace culture.
- 4. Resilience and Adaptability:** A motivated and loyal workforce is more resilient to challenges, reducing turnover and ensuring continuous improvement.
- 5. Optimised Organisational Performance:** Improved productivity, talent attraction, compliance, and positive public image contribute to the organisation's success and stakeholder satisfaction.
- 6. Contribution to the Arts Sector:** By aligning with fair work principles, the organisation contributes to the advancement of the arts and culture sector, promoting creativity and empowerment for all.

