



DCA’s workforce is our strongest asset. We are committed to fair and equitable treatment of everyone we engage, and we believe a commitment to social justice and civic responsibility should be central to a successful creative organisation.

Fair Work, along with EDI, is fundamental to DCA’s core values and mission with the principles of inclusiveness, tolerance and fairness central to all our work. Our work in this area aligns with Scotland’s National Performance Framework objective to provide Fair Work, which highlights: **Effective voice, Security, Opportunity, Fulfilment, and Respect.**

At DCA, we endeavour to demonstrate Fair Work in all aspects of our work, from creating a job specification, to the daily experience of working at DCA, to maintaining the positive, reflective and responsive organisational culture that we are proud of. Our commitment forms one of our key organisational aims, to:

Value our workforce through a continued commitment to the principles of Fair Work and equity, diversity and inclusion.

DCA’s Values are at the centre of everything that we do and shape our approach to Fair Work. These values are:

- Bold:** unafraid to take risk, proud of who and what we are
- Open:** welcoming, accessible, connected, civic
- Meaningful:** high quality, purposeful, stimulating, caring
- Magical:** belief in creating moments of joy, inspiration and transformation
- Caring:** understanding, appreciative, communicating effectively

DCA and 5 dimensions of Fair Work

Fair Work Dimension	Definition	DCA Actions
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Effective voice	For individuals, the opportunity to have an effective voice is crucially important. Having a say at work is consistent with the broader suite of rights available to citizens in democratic societies ¹	<ul style="list-style-type: none"> • Staff Engagement Group, meeting regularly, including opportunities for anonymised feedback and queries • Recommendations from SEG shared with all staff, with direct responses from Director and relevant staff • Annual Personal Development Reviews • Regular 121s with line manager • Staff Teams channel • Staff consultations and feedback • Staff surveys (anonymised)
Security	Security of income can contribute to greater individual and family stability and promote more effective financial planning, including investment in pensions.	<ul style="list-style-type: none"> • Living Wage accreditation and advocacy • All staff formally contracted • No zero hours contracts • Casual workers offered full staff benefits • Number of casual workers monitored and moved to employee status if regularly working • 17% contribution to staff pensions • Enhanced sick leave and pay • Enhanced parental leave and pay • Ongoing salary benchmarking with wider sector
Opportunity	It is a reasonable aspiration to want work that is fair – and for fair work to be available to everyone. Fair opportunity allows people to access work and employment and is a crucial dimension of fair work.	<ul style="list-style-type: none"> • All recruitment open and transparent • Review of anti-racist and anti-ableist recruitment practices • Internal development opportunities • Support of training and development opportunities both internal and external including further education in partnership with the University of Dundee
Fulfilment	Fulfilment can also arise from positive and supportive workplace relationships that promote a sense of belonging and this overlaps strongly with respect as a dimension of fair work.	<ul style="list-style-type: none"> • Hybrid Working to encourage work/life balance • Flexibility in working hours • Regular, open and honest communication from Chair, Director and senior team

¹ Definition from, [Fair Work Convention](#)

		<ul style="list-style-type: none"> • Team building and development events and activities • Communal spaces for staff to relax • Quiet area for staff • Collaborative working across departments • Discounts and offers across DCA • Occupational health support and referrals, and counselling support available • Wellbeing action plans, stress risk assessments and access to Mental Health First aiders • Carers leave • Study leave for post-graduate courses
Respect	Respect at work enhances individual health, safety and wellbeing. Dignified treatment can protect workers from workplace related illness and injury and create an environment free from bullying and harassment.	<ul style="list-style-type: none"> • Dignity at Work policy • Clear grievance policy with informal and formal resolutions • Code of Conduct • EDI policy, action plan, training and cross-organisational working group • Anti-racism training • Anti-ableist training

Policy Implementation

The Director has specific responsibility for the effective implementation of this policy, working with the Executive Team, the Senior Management Team, and the People Team, with support, input and guidance from the EDI group and the Staff Engagement Group. This ensures the integration of Fair Work dimensions into all policies, practices and decision-making.

Fair Work is communicated through regular emails from the Director, DCA Chair with Board meeting summaries, and the People Team. Regular 121s, team meetings and annual appraisals also enable effective communication. Updates and information is also posted in a shared staff Teams channel, and a DCA People channel.

The policy is reviewed on an annual basis and adjustments are made to address emerging challenges, legislation or best practice. DCA's staff survey, every two years, is central to our monitoring and evaluation of the success of our approach to Fair Work.