

Royal Scottish National Orchestra Fair Work Action Plan



The RSNO's Fair Work Action Plan is committed to supporting the principles of Fair Work and Voice. It follows the five dimensions of the Fair Work Framework, as outlined in the Fair Work Convention's Vision & Framework for Fair Work in Scotland, which are:

- Effective Voice
- Opportunities
- Security
- Fulfilment
- Respect

The plan details our practice in each area and also identifies areas where progress is required.

Effective Voice

The RSNO supports regular dialogue with the workforce by:

1. Conducting annual appraisals, for administrative staff, which capture development and training opportunities.
2. Providing placements for musicians within the administrative team to support development and training opportunities.
3. Running weekly administrative staff meetings.
4. Running monthly full company meetings with our players and staff.
5. Running regular team and cross departmental team meetings.
6. Running regular 121s.
7. Circulating and seeking content for staff newsletters.
8. Creating regular opportunities for staff and players to provide feedback (e.g. full company meetings and surveys on important issues).
9. Fully supporting the involvement of the Musicians Union and by providing facility time for union representatives to play an active and important role in decision-making (including negotiation of pay and conditions).

Opportunities

The RSNO seeks to maximise the opportunities for musicians and staff to progress based on the principles of fair opportunity.

1. We have HR policies and processes in recruitment, training and progression which prioritise and target diversity and equality of opportunity. This includes actively seeking to increase diversity when recruiting staff, player and board members and putting specific measures in place to achieve this (e.g. blind auditions).

Action: Gather evidence to show that our policies and practices are having a positive impact on diversity and equality within the business and our business is more diverse as a result.

2. Offer equalities training to staff and players through partner organisations (e.g. Black Lives in Music).

Action: Investigate further training opportunities to increase our collective understanding of equality and diversity.

3. We monitor and analyse the equality and protected characteristics of board, staff and players.
4. Use buddying and mentoring to support new workers and those with distinctive needs.

Security

1. We give clear written information on all contractual matters and have detailed policies outlining rights and responsibilities to all workers. We also signpost them to independent advice and support where appropriate.
2. The RSNO pays all interns and ensures the Real Living Wage is paid to all RSNO employees.

3. We have assessed our pay policy (via a board level remuneration committee) and have identified a number of gaps.

Action: We are committed to addressing these gaps and need to find solutions to do this effectively.

4. We understand the risks and impacts of using fire and rehire practices and are committed to not using such practices that diminish workers' terms and conditions.

Fulfilment

1. Our workplace practices rely on a high degree of trust and collaboration, enabling our workers to structure tasks and delivery approach.
2. We have introduced a consistent approach to performance appraisal which requires regular dialogue to ensure workers feel supported, tasks are on track and any unforeseen barriers are addressed. We seek feedback from Managers on the effectiveness of this approach.
3. We regularly update our knowledge about the skills and experience of our workers as part of our talent management approach.
4. We run a Sick Fund for all staff and players.

Respect

1. We have systems and procedures in place to manage a comprehensive range of flexible working arrangements (including flexible working to support childcare) from day one of employment.
2. We have specific policies which address issues of bullying, harassment and discrimination and is available to workers.
3. We have robust systems in place to regularly review identified risks related to the health, safety and wellbeing of our workers and can report positive improvements (e.g. accident reporting; work-related absence and grievance procedures).
4. We promote openness and the sharing of ideas.
5. We set clear values that foster respect for the organisation during our recent strategic planning process.

Action: Ensure these values are embedded in the organisation's culture.