



Fair Working Practices – The Living Memory Association

1. Introduction

The [Fair Work Convention's Framework](#) defines Fair Work as work that offers effective voice, fulfilment, opportunity, respect and security. These dimensions of Fair Work will manifest in different ways in different workplaces, aiming to balance the rights and responsibilities of workers and employers. They should be visible in the attitudes, behaviours, culture and policies and practices within an organisation – demonstrating the value placed on fair and equal opportunity in work. [Fair Work First](#) is the Scottish Government's policy for driving high quality and fair work across the labour market in Scotland, and sets out a number of fair working practices which employers should adopt.

2. Our Commitment

The Living Memory Association wishes to demonstrate its commitment to adopting fair working practices in line with the criteria set out in the Fair Work First guidance as part of a continuous improvement approach.

1. We have an appropriate channel for effective employee voice

We create a safe environment where dialogue and challenge are central to the organisational culture, are dealt with constructively, and where worker views are sought out, listened to and acted upon, and can make a difference. We will work in partnership with any identified trade union to make sure the right decisions are made to ensure workers are treated fairly and equitably.

2. We invest in workforce development

We provide learning opportunities for employees at all levels and encourage everyone to engage in lifelong learning. We have personal development plans in place as part of our annual appraisal process. Formal and informal learning opportunities are offered and encouraged across the workforce, relating to specific roles as well as wider development. Staff are supported to keep their professional qualifications up-to-date.

3. We do not use zero hours contracts

We do not use contracts which do not guarantee any work to the individual and do not set out a minimum number of hours to be worked. All staff are employed on permanent or fixed term contracts with confirmed hours and work pattern.

4. We take action to tackle the gender pay gap and create a more diverse and inclusive workplace

We gather data to understand our workforce diversity and pay gap information and consider what actions need to be taken to address under representation. We ensure our workplaces are designed in a way that does not create barriers or exclude disabled people and make workplace adjustments for disabled staff who need it. We support and encourage flexible working for all employees.

5. We commit to paying the Real Living Wage

The Living Memory Association recognises the importance of the payment received for work allowing those working to achieve a decent standard of living without dependence on outside subsidies. We pay all employees, including apprentices, 16–17-year-olds, contractors and agency workers the Real Living Wage, as calculated each year in November by The Resolution Foundation and published by the Living Wage Foundation: www.livingwage.org.uk. We encourage other organisations we work with to pay their employees a living wage and consider whether suppliers pay a living wage when procuring goods and services.

6. We offer flexible and family friendly working practices to all workers from day one of employment

We have organisational policies and practices in place to support flexible and family working. Subject to business need, we provide the following flexible working and family friendly working practices from day one of employment:

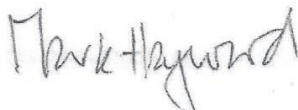
- part-time
- job share
- flexitime
- compressed hours
- working remotely/from home for some of the working week

Flexible and family friendly options are available at all levels in the organisation and for all staff.

7. We oppose the use of fire and rehire practice

'Fire and rehire' is the terminology currently most used to describe the practice of 'dismissal and re-engagement'. We commit to not using fire and rehire practice.

Signed:



Mark Hayward (Director) The Living Memory Association

Date: 30 September 2024



Heather Robertson (Company Secretary)

Date: 30 September 2024