



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilear

Fair Work

Peer Works Workshop

February 2024

What is Fair Work?

Fair Work aims to balance the rights and responsibilities of employers and workers and generates mutual benefits for individuals, organisations and society, such as increased participation in work; improved productivity in the workplace, and wider distribution of wealth within local communities.

Fair work can be a significant driver of productivity for Scotland, and contributing to growth that is inclusive.

Set up in 2016, the [Fair Work Convention](#) in Scotland set out a helpful [Framework](#) explaining the dimensions of fair work and how they can be achieved.



The 5 areas of Fair Work

Effective voice: effective channels of communication in workplaces along with a safe environment that enable workers to contribute to discussions, be listened to and make a difference, promoting an environment of employee engagement.

Opportunity: ensuring that everyone who wants to can access work and, in work, can develop and progress.

Security: including stability and predictability of employment, working time and income.

Fulfilment: developing and utilising skills, career advancement and employee engagement.

Respect: ensuring workers are respected in terms of, for example, health, wellbeing and safety

- Tourism has had a tough few years
- Rebounding from covid-19 has highlighted the value of a committed workforce and need to recruit and retain an excellent team of staff
- Establishing tourism as a great place to work has been a long-term focus
- Urgency of the industry's need for staff highlights the role and importance of fair work principles



Tourism and Fair Work – the benefits

Attracting and recruiting staff

- As a fair work employer, you will be better placed to attract the best staff to work in your business.

Improved staff retention

- You can expect lower levels of staff turnover, reducing the costs of hiring and improving continuity.

Improved staff motivation

- Higher staff engagement helps to avoid misunderstandings and to boost individual performance.

Improved team performance

- Lower absenteeism and higher motivation can lead to better performance and better results.

Health, safety and wellbeing

- Better engaged, more focused staff, and less workplace stress, will improve employee wellbeing.

Improved customer satisfaction

- Staff who feel valued and respected will always provide a higher quality service to your customers.

Business reputation and recognition

- You'll be recognised as an employer who values their employees and does the right thing by them.

Tourism reputation and perception of the industry

- The more businesses that embrace fair work practices, the better it is for our long-term future.

What tourism employers think about Fair Work

“As a tourism employer, one of the challenges is retaining staff at the moment. It’s not just about how much they get paid - although we want to reward them as best we can - it’s more about ensuring they’ll stay with us because they enjoy it and they feel part of it.”

**ALI SMITH, DIRECTOR
LOCHABER ACCOMMODATION SERVICES**

“Job satisfaction is built on the continued presence of fair treatment, regular appraisals, equality, and having your voice heard. This in turn results in people working hard and being determined to do well both individually and as a team.”

**DEBBIE MACMILLAN
OFFICE MANAGER, ISLE OF BARRA DISTILLERS LTD**

What tourism employees think about Fair Work



<https://youtu.be/tY4nGs8EPo4>

Pillar 1: Effective Voice – Talk as a Team

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...



Introduce a short morning catch-up for the whole team



Ask people how best to keep in touch using technology



Incentivise teams to share business improvement ideas



Ensure regular one-to-one reviews with all employees



Review your business goals with the full team



“We use different tools depending on the purpose of the communication. Messenger is good for just a quick check or chat with staff. Then we use Deputy for more work-based communications and that covers everything from distributing new shifts to documenting training.”

SIMON COLLIER
MR C'S BAR

Pillar 2: Opportunity – Support Careers

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING ALREADY, SOME IDEAS...



Ensure fair recruitment and selection processes



Review your training and development activities



Introduce a mentor or buddy system to support new workers



Ensure workers of all ages can maximise their contribution



Take an interest in employees' career development



“We’ve launched 10 apprenticeships within the Kingsmills Group and we bring young people in and grow them into the trained supervisors and managers of the future. Working with the local college, we’ve put a recognised programme together to be able to give them that opportunity.”

CRAIG EWAN
KINGSMILLS GROUP

Pillar 3: Security – Be Consistent and Fair

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING
ALREADY, SOME IDEAS...



Provide employees with agreed and predictable hours



Ensure the appropriate use of zero-hour contracts



Offer flexible working options that are mutually beneficial



Always recognise and reward good performance



Review employment policies and employee rights

“We’ve made all our team shareholders in the business. We wanted them to feel ownership, and to share the rewards of success. We are also above Real Living Wage employers, and we offer flexible working hours, which helps team members to juggle the needs of their young families with work commitments.”

**JONNY INGLEDEW, CO-FOUNDER
NORTH UIST DISTILLERY, NORTH UIST**



Pillar 4: Fulfilment – Job Satisfaction

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING
ALREADY, SOME IDEAS...



Create a detailed job description
for every role



Set clear and realistic
expectations for everyone



Involve employees in planning
and problem solving



Work with employees to
understand their full potential



Monitor performance and
provide regular feedback

“So, for us, job satisfaction is a huge thing. We want everyone to feel valued and we want everyone to feel that they’re satisfied with what they’re doing within the business. Recently we took a few of our core team down to the south of England to look at some new machines, because we wanted them to be a part of the purchasing process to see exactly what’s involved and to make sure that they felt it was right choice for us as well.”

MICHAEL MIELE,
MIELE'S GELATERIA

Pillar 5: Respect – Being Open and Honest

FAIR IN FIVE: Checklist

WHERE TO START, WHAT YOU'RE DOING
ALREADY, SOME IDEAS...



Promote a culture of respect,
openness and belonging



Communicate all your health,
safety and wellbeing



Agree and communicate clear
expectations for workplace
behaviour



Respect the balance between
work and family life



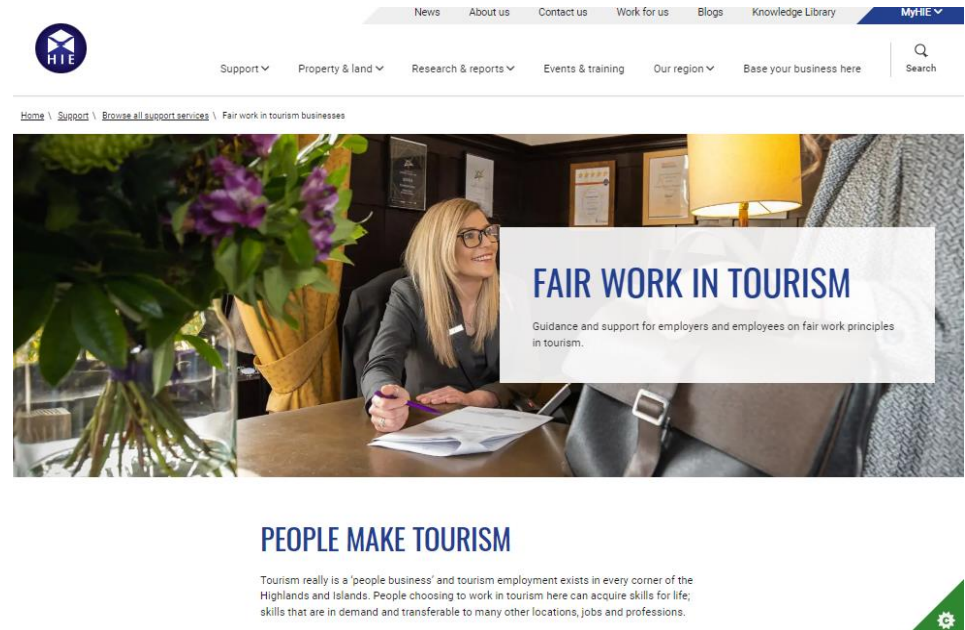
Ensure all senior staff (including
you) lead by example



“Your staff have to trust you. They’ve got to respect you. And equally, you have to trust and respect them. I’ve always striven to give all of my staff the freedom to explore their role, their position and how they work, and it’s worked really well.”

SIMON COLLIER
MR C'S BAR

HIE's Fair Work for Tourism brochure and online support



hie.co.uk/fairtourism



Fair Work First criteria applies to all HIE financial and non-financial support:

- Payment of the real living wage, currently £12 (including apprentices aged 16 and over)
- No inappropriate use of zero hours contracts
- Action to tackle gender pay gap
- Effective employee engagement (collective voice and individual voice)
- Investment in workforce development
- Offer flexible, family friendly working practices
- Oppose the use of fire and rehire practice

Come and speak to us should you wish to discuss any of the above conditions

Fair Work Action Plans

Support for organisations looking to develop a Fair Work Action Plan :



Are you a Fair Work Employer?

- Do you know what it means to be a fair work employer and what benefits it can bring for your workforce and organisation?
- We're offering specialist support to organisations to become fair work employers.
- Our programme will ensure you're up to speed with ways to develop the culture, policies and practices that balance worker's and employer's rights and responsibilities.

Who's eligible?

- You are eligible if you are a business or a social enterprise based in the Highlands and Islands Enterprise area.

What is the format?

- The support is provided by expert advisers and consists of a 2-hour training workshop, followed by a one-to-one session.
- You'll receive a fair work action plan tailored to your organisation.

Support from HIE:

<https://www.hie.co.uk/fairwork/>

If you would like to speak to someone about the fair work requirement or need more information, please email enquiries@hient.co.uk.

Thank you

Any Questions?