



Fair Work Policy

1. Introduction

The vision for Fair Work in Scotland is that by 2025, people in Scotland will have a world leading working life where fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and for society.

Impact Arts recognises that one of our greatest assets is our people. As such, we commit to ensuring that we lead by example in terms of how we employ, support and develop our staff while recognising that in doing so we generate wider benefits for our own organisation and wider society too.

In line with Scotland's Fair Work Action Plan, our policy aligns with the national goals that offer all individuals an effective voice, opportunity, security, fulfilment and respect.

This document does not form part of a contract of employment and may be changed from time to time in line with current best practice and statutory requirements and to ensure business needs are met. Staff will be consulted and advised of any changes as far in advance as possible of the change being made, unless the change is required by law.

2. Policy Aims

To set out how Impact Arts's policies and procedures align with Fair Work principles of effective voice, opportunity, security, fulfilment and respect.

The aims outlined in this policy applies to all of Impact Arts employees however we also aim to ensure that all of our workers, volunteers and work placements benefit from the organisational culture we strive to achieve through many of the actions outlined below.

3. Effective Voice

- a. **Organisational Culture** Impact Arts works to ensure there is a culture of openness and adopted a Listening Toolkit that we use across our organisation and throughout project delivery to embed a culture of ongoing feedback and continuous improvement.
- b. **Support & Supervision** - Staff have regular informal 1-2-1 dialogue with their line manager and formal monthly support and supervision meetings where they can discuss progress against objectives and any concerns they may have. They also have an annual appraisal and 6 monthly appraisal reviews.
- c. **Staff Team Meetings** - Monthly full team meetings are held where staff are encouraged to share their work and ideas with colleagues and raise topics for wider discussion. These are held in person on a quarterly basis and online at other times to ensure geography isn't a barrier to participation. A meeting schedule exists to ensure transparency about the meeting and communication structure within Impact Arts and so that staff can ask to sit in on meetings if desired. [Meeting Schedule 2023.2024](#)



- d. **Team Days** – Bi-annual full staff team days are programmed and comprise a mix of team building, consultation, updates on progress against strategic objectives, skills sharing, training.
- e. **Staff surveys** - An annual full staff survey records a snapshot of how staff are feeling about the organisation and identifies areas of concern or for improvement. Regular mini surveys take place to consult with staff on key live issues and are shared via Teams and Survey Monkey.
- f. **Buddy System** – When new staff join Impact Arts, they are assigned a Buddy from a different area of the organisation. This is designed to provide a safe space to ask ‘silly’ questions and to get to know the organisational structure and processes out with formal line management structures.
- g. **Staff Engagement Platforms** – We use a range of platforms including digital (Teams), in person development days, suggestions boxes and surveys to ensure staff working in any location can feed into organisational developments.
- h. **Champions Groups** – We have Champions Groups for Environment, EDI, Wellbeing & Social & Digital where staff from across departments can come together and lead on driving forward specific thematic areas of work.
- i. **Trade Union** - All staff have the right to join a trade union, as per their contract.

4. Opportunity

- a. **Recruitment** - All recruitment is carried out in accordance with our Recruitment and Selection Policy to ensure that it is fair to all individuals. At the heart of this policy is a commitment to making any reasonable adjustments required to ensure equal opportunities are at the heart of the process.
When recruiting, hiring managers must consider our recruitment advertising directory to ensure those who may not otherwise consider applying to work in the arts/ third sector are encouraged to apply. The directory is regularly reviewed and updated to take account of new opportunities for promoting jobs.
Our shortlisting and scoring procedures are robust and tracked to ensure they are followed consistently by all hiring managers.
- b. **Training & Development** – We offer learning and development opportunities for all employees and set an annual organisational training budget and targets against training days per staff member. Training needs are collated following appraisals and a programme of training developed which responds to these needs. Training ranges from external delivery providers, online courses, internal training and skills sharing sessions and covers creative delivery, health, safety & safeguarding, management & leadership, client group awareness, digital skills.
Employees are encouraged to engage with a wide range of networks and membership organisations and are given space to attend conferences, seminars and webinars of relevance.



- c. **Leadership Development** – We recognise the importance of investing in our leaders and actively seek out mentoring & coaching opportunities for our Leadership team as well as pro bono support from Leaders in different sectors.
- d. **Internal promotion** – All internal promotion opportunities are carried out transparently and we aim to offer opportunities for progression for staff where possible.
- e. **Equalities & Diversity** – We are committed to creating an inclusive workplace that welcomes all people. To track how well we are achieving on this ambition, we monitor personnel data to gain a deeper understanding of the diversity of our organisation and put actions in place to address under representation. As part of this we conduct an annual EDI snapshot and where required, we design pro active approaches to create a more diverse and inclusive workplace.
- f. **Gender Pay Gap** – We monitor and report to Impact Arts Board our gender pay gap on an annual basis.
- g. **Secondments** – We have a secondment policy, supporting staff to apply to take up longer term development opportunities aligned to their career aspirations.

5. Security

- a. **Contracts:**
 - i. We schedule delivery to maximise where we can offer staff permanent contracts.
 - ii. We do not use zero hours contracts and instead all staff are employed on permanent or fixed term contracts with confirmed hours and work patterns.
 - iii. We employ artists and support staff under PAYE regulations to ensure they receive appropriate holiday and sick pay, access to a pension and other organisational benefits.
- b. **Living Wage** - we are an accredited Living Wage Foundation employer, with all staff paid the real living wage as minimum.
- c. **Fair Pay**- We regularly benchmark our rates of pay against appropriate industry standards e.g. SCVO Good Moves Third Sector rates of pay, Scottish Artist's Union, Youthlink youthwork, Musician's Union and BAAT rates of pay.
We have a clear pay grade structure for the organisation to ensure transparency around pay.
We give annual cost of living incremental pay increases where our grant income allows.
- d. **Enhanced Benefits** – Impact Arts has enhanced benefits above the statutory minimum including enhanced sick pay, maternity/ paternity pay.
- e. **Pension** – All staff have access to the organisational pension scheme from day 1 of employment and regardless of earnings and age. Impact Arts' contribution is 5% (above the minimum requirement of 3%). Although there are no legal requirements for Self Employed freelance staff to be enrolled into a company pension scheme, Impact Arts has extended this offer to all freelance staff too, recognising that many artists and creatives do not have pension arrangements in place.



6. Fulfilment

- a. **Flexible Working** – as standard, employees have flexibility around their working hours and other arrangements (such as location), Impact Arts enables staff to set their own hours out with 10am-4pm, as well as the opportunity to work up to 50% of their time at home or remotely. Flexible working requests are a day 1 right, including the ability to determine where, when and how staff work. Impact Arts currently has staff working fully remotely, working condensed hours, working term time contracts, annualised hours etc
- b. **Success Plans** – Impact Arts’ strategic objectives flow into a series of Success Plans that align to each staff member’s workplan. This ensures that everyone has clarity about where their role fits within the organisation and how they contribute to the overall organisational mission and goals.
- c. **Autonomy** – Staff are encouraged to have autonomy to carry out their roles, including setting their own targets and goals during monthly support and supervision meetings and annual appraisals.
- d. **Wellbeing** - Our Wellbeing & Social Champions Group lead on the development of a range of year-round activities and social gatherings to ensure staff feel connected and have opportunities to come together.

7. Respect

- a. **Values** – Our organisational values are at the heart of all we do and outline how we will treat staff and the way we expect staff to treat each other. To ensure that we keep these values alive and at the forefront of people’s minds we regularly refer to them when decision making or celebrating success.
- b. **Health, Safety & Wellbeing** – Our comprehensive policies and procedures are regularly reviewed in terms of best practice and create a framework by which all staff can operate. These are designed to ensure staff feel safe, supported and listened to and include our Menopause Policy, Bullying & Harassment Policy, Staff Wellbeing Policy, Stress at Work Policy, Health & Safety Policy & Operational Action Plan.
- c. **Staff Engagement** – We ensure staff feel respected by creating an array of channels for them to feedback on all areas of Impact Arts’ business. Policies are shared widely and consulted upon to ensure they feel right for our organisation.
- d. **Balancing work and family life** – We strive to ensure that our policies and organisational culture are designed to support staff achieve a healthy work life balance, regardless of what people’s personal priorities are. In reality this may be flexible working to support working parents, carers or pet owners or to accommodate specific times in life where greater flexibility may be required.

8. Data Protection Act 2018

The organisation will treat all personal data in line with obligations under the current data protection regulations.



Version Control			
Version	Author (s)	Date	Changes Undertaken
1	Fiona Doring	06/11/2023	New Policy Created