



Fair Work Policy & Action Plan

Introduction

Scotland's Fair Work Convention aims for people in Scotland to have a working life where fair work drives success, wellbeing, and prosperity for individuals, businesses, organisations, and for society. The Fair Work Convention's definition of fair work is 'work that offers effective voice, opportunity, security, fulfilment and respect; that balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations and society'.

Fair Work Dimensions

The Fair Work Dimensions are:

1. Security
2. Opportunity
3. Fulfilment
4. Respect
5. Effective voice

They aim to provide people in Scotland with a world-leading working life where fair work drives success, wellbeing, and prosperity for individuals, businesses, organisations, and society.

The Fair Work Dimensions relate to National Performance Framework indicators:

1. Employees on the living wage
2. Pay gap
3. Contractually secure work
4. Employee voice
5. Skills underutilisation
6. Work related ill health
7. Gender balance

Assumptions

Forgan Arts Centre is a Real Living Wage employer. We issue competitive and transparent salaries, hourly rates and follow recommendations by unions such as the Scottish Arts Union. As of 2026/27, our **base** rates are:

Salary: employed	Hourly rate: employed	Hourly rate: self-employed
£24,000	£13.45	£15.00



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Action Plan

The Fair Work Dimensions are the framework through which we will assess fair Work and build actions to create a fair work environment for staff and team. This includes self-employed and employed staff, those on fixed term contracts, and where applicable, volunteers.

Please note, our approach to Fair Work extends to 3rd party workers. For example, if we co-produce or co-create activities with a partner organisation, they must commit to our rates of remuneration and Fair Work. This is in addition to our Environmental Sustainability and EDI Action Plans and policies.

Fair Work Dimension	Definition	Actions
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.	- Weekly all team meetings - Capability and Flourishing programmes and one-to-ones - Staff feedback and consultation with TIALT - Regular team 121s scheduled to discuss concerns or ideas - Team members are encouraged to discuss ideas with one another - Individual boundaries are respected
Security	Security of income can contribute to greater individual and family stability and promote more effective financial planning, including investment in pensions.	- No zero-hour contracts - Minimum pay for employees is the Real Living Wage - Self-employed people are paid sector rates (SAU, BECTU etc.) - All staff have access to contractual benefits - Permanent contracts offered over fixed term where possible - Enhanced annual, sick, and parental leave - Annual salary benchmarking and reviews - Annual salary increases
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	- Recruitment is open, transparent, and based on skill and assessed via matrix and equitable recruitment policy



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	work and employment and is a crucial dimension of fair work.	- Recruitment panels are representative - Capability and flourishing plans for all team members - Placements are paid - All team members benefit from support and training opportunities available incl. statutory, EDI, and ES - All team members can request specialised training outwith our annual programme
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.	- Flexible working patterns - Staff are valued and their full selves are encouraged to come to work where they can be supported - Collaborative working strongly encouraged - Staff are encouraged to develop their skills and use them where possible - Team members are listened to and their experience/knowledge is respected
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. This extends to 3rd party contractors and workers.	- A suite of staff centred policies including dignity at work - Staff training including EDI - Staff code of conduct - Flexible working opportunities to fit with existing personal/professional commitments - Take time to actively listen to team members concerns - Team members are encouraged to support on another - Team members encouraged to bring 'their full selves' to work

As of March 2024, these actions are complete. We now await feedback from our annual staff survey before the actions are reviewed.



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Version number	Change or update	Author or owner	Date
1.0	First version	JW	01.04.2024
2.0	Second version	JW	01.04.2026