

Fair Work Policy & Action Plan

Created by	Operations Manager
Approved by	Senior Management
Date of Approval / Last Revision	May 2026
Date of Next Review	May 2027
Purpose	Ensure all employees and practitioners engaged in TRACS work have fair access to opportunities, are treated with respect, and are paid fairly for the work they do.
Scope	<p>This policy applies to</p> <ul style="list-style-type: none"> • All staff grades and positions • All Board members • All temporary, freelance, volunteer, student, advisory and consultant workers engaged by or representing TRACS. • All events, projects and partnerships entered into by TRACS.
Agreement to follow this policy	This policy is fully supported and approved by TRACS Senior Management.
Related Policies	TRACS EDI Policy and Action Plan; Staff Code of Conduct; Recruitment; Anti-bullying and Anti-harassment Policy
Key Contact(s)	<ol style="list-style-type: none"> 1. TRACS CEO (line management queries) 2. TRACS Operations Manager (administrative queries)

TRACS (Traditional Arts and Culture Scotland)

Registered Office: Scottish Storytelling Centre, 43-45 High Street, Edinburgh, EH1 1SR
 Scottish Charity No. SC043009 VAT Registration No. 269 2679 51



1. Introduction

1.1. Summary

TRACS is an accredited Living Wage Employer and this signals its commitment to embedding the five dimensions of the Fair Work Framework throughout its organisational processes; its programming; and its advocacy work.

In doing so, TRACS will:

- ensure all employees, employers, freelancers, contractors, Board members and volunteers are treated with dignity and respect
- give employees and freelancers fair access to opportunities and pay them fairly for the work they do
- show leadership on Fair Work practices to support their implementation more widely across the Traditional Arts sector
- adopt the principles of the [Culture Collective manifesto](#) as a benchmark for projects such as The People's Parish

We are aware that more work could be done across the traditional arts sector to benchmark terms and conditions and this is an evolving conversation through the Traditional Arts Working Group convened by Creative Scotland, in which we regularly participate.

Through our Forum development days and annual TRACS gathering, we will convene regular sessions to communicate and refine our collective approach to embedding the Fair Work principles in all our processes and activities.

1.2. Potential breaches of this policy

Breaches of any part of this policy will be dealt with under the [TRACS' Disciplinary Procedure](#). If the breach is considered to be gross misconduct, this may result in disciplinary action up to and including dismissal without notice.

1.3. Monitoring and Review

TRACS' CEO is responsible for monitoring the application of this policy, but it is the duty of every Staff and Board member to ensure that the terms of this policy are adhered to and upheld.

Monitoring will also include assessing how this and associated policies are working in practice, reviewing them annually, and updating them to ensure fairness and take account of changes in the law.

TRACS also undertakes to review employment practices and procedures regularly to ensure fairness and to take into account changes in the law. We use SCVO's HR service to ensure that we are operating with the most up-to-date guidance and best practice.

2. Dimensions of Fair Work

TRACS recognises that we can always do more to embed the five dimensions of the Fair Work Framework within our organisation, the better to be able to communicate and help embed these more widely across our sector.

2.1. Respect

We agree with the Fair Work Convention that "respecting others is everybody's business" and would point to the strong traditions of folk arts in championing causes of all kinds across social and environmental justice.

We see our role in reflecting Fair Work in our programme as being closely aligned with our work around Equalities, Diversity and Inclusion. Through our programming we will continue to promote an inclusive range of voices, practices and viewpoints which reflect Scottish society and its diverse communities.

2.2. Opportunity

Our programming is centred around developing skills and opportunities across the traditional arts to help people to express themselves and their cultural practice with confidence. We want to support people to fulfil their artistic and creative potential at any stage of their career.

All employees (PAYE) are entitled to the same access to training and development. We aim to include our freelancers in our learning and development activities where possible.

Within the period of the Business Plan 2025-28, we commit ourselves to doing the following:

2.2.1. For our staff

- Refine our Personal Development Review processes to identify ways of giving staff opportunities to maximise use of their particular skill sets and interests, enhancing their fulfilment at work and benefitting the organisation.

- Offer independent staff mentoring as a complement to the conventional PDR and line management processes, giving staff paid time to reflect on their own practice and development with skilled mentors
- Identify suitable opportunities to support the professional development of the CEO, e.g. through the Clore Leadership programme
- Offer training and shadowing opportunities to existing staff, mindful of the need for clear succession planning

2.2.2. For our Board

- conduct a regular Board Skills Audit, identifying areas of training need to enhance trustees' experience and ability to support the organisation

2.2.3. For our sector:

- continue to offer low- or no-cost access to training, mentoring, apprenticeship schemes, residencies, and quality frameworks through existing programmes, maintaining and expanding them over the next five years.
- engage with other traditional arts organisations as well as the education sector through the Traditional Arts Working Group to consider how we can support routes to work in traditional arts organising, advocacy and administration.
- develop training opportunities in community engagement and creative fieldwork, with a particular focus on helping freelance artists to diversify their community practice in ways complementary to their creative skills.

All the above objectives are aligned with equivalent objectives from our EDI Action Plan, which prioritises widening access to the traditional arts for people with protected characteristics or those marginalised through their lived experience.

Recognising that unpaid opportunities can be a barrier to entry into the sector, but also that some training and entry opportunities may legitimately be unpaid, we will have robust volunteer and internship policies in place to ensure that we are not using volunteer labour to replace paid work and to protect people from exploitation.

2.3. Effective Voice

The traditional arts sector does not generally have collective union agreements in place for administrative staff, but TRACS seeks to ensure that its terms and conditions are in keeping with the rest of the sector and with guidance from further afield. We also benefit from the fact that several members of staff are themselves practitioners and can offer perspectives as members of their respective artform unions.

Revisions of our Employment Handbook, staff contracts and working practices began in 2023 - of which Effective Voice forms a key part

We have committed ourselves to doing the following within the period of the Business Plan 2025-28:

- **Annual staff meeting:** Chaired by a member of the Board, to encourage a culture in which staff members feel able to raise issues of concern in a neutral way, independent of line management and the PDR process
- **Staff suggestion scheme:** Facility for staff to make suggestions of any sort at any time through the medium of a staff representative.
- **Independent staff mentoring:** As a complement to the conventional PDR and line management processes, giving staff paid time to reflect on their own practice and development with skilled mentors, with the intention of developing this into a route for enhanced staff voice in our operations.

2.4. Security

TRACS prioritises the wellbeing of its employees and recognises that job security and associated benefits, including pension and company sick pay, form an integral part of this. As an accredited Living Wage Employer, TRACS is committed to paying the Real Living Wage. In addition, we have regularised staff contracts and employment terms so that all staff are treated fairly and benefit from the same conditions.

Within the period of the Business Plan 2025-, we will:

- eliminate the use of freelance service contracts for permanent employees, giving greater job security and additional benefits to staff.
- give security to freelancers and demonstrate our respect for their practice through clear and fair contracting, fees and prompt payment.
- review our fee structure to continue to improve our offer, where funds permit, to support the livelihoods of freelancers and retain skills within the sector.

2.5. Fulfilment

TRACS recognises that staff fulfilment has a direct effect on loyalty, commitment and productivity. In addition to the objectives outlined under 'Opportunity' and 'Security' above, we will, during the period of the Business Plan 2025-28:

- introduce a new system for annual staff salary reviews.
- adopt a refreshed Hybrid / Remote Working policy which clearly states the obligations and responsibilities of TRACS and staff in supporting individual

circumstances while ensuring effective team-working and fairness across the team.

- pilot a 4-day week at an appropriate juncture, drawing on the experience of similar organisations and Scottish Government public bodies, to provide a better work-life balance for employed staff

TRACS Fair Work Action Plan 2026-27

1. Fair Pay and Precarious Work

OBJECTIVE	TASK	DATE	MEASURE OF SUCCESS	ACTUAL PERFORMANCE	FAIR WORK DIMENSION(S)
Improve quality and reliability of work offered to employees in culture and creative sector	Introduce new system for annual staff salary reviews	Sept 2026	Pay Scale and annual increments approved by Board and established		<ul style="list-style-type: none"> ❖ Respect ❖ Security
Improve pay for artists and creative practitioners	Review and uprate fee structure in line with inflation / cost of living to support the livelihoods of freelancers and retain skills within the sector	Sept 2026	TRACS Freelance fee scales for Trad Arts practitioners adopted for all TRACS/Forum events		<ul style="list-style-type: none"> ❖ Respect ❖ Security
Reward freelance workers in culture and creative sectors fairly for the work they do	Refine artist engagement process, giving increased security through clear and fair contracting and fees and prompt payment	March 2026	Standard TRACS contract template used for all engagements		<ul style="list-style-type: none"> ❖ Respect ❖ Security

2. Recruitment and Opportunity

OBJECTIVE	TASK	DATE	MEASURE OF SUCCESS	ACTUAL PERFORMANCE	FAIR WORK DIMENSION(S)
Offer well-developed and managed opportunities for people to join the sector	Widen access to the traditional arts sector through low- or no-cost training, mentoring, apprenticeship schemes and other sector entry / skills-building opportunities	March 2027	At least 6 TRACS sector-specific schemes up and running by end of Year 2.		<ul style="list-style-type: none"> ❖ Respect ❖ Opportunity
Diversify the workforce to create a more inclusive workplace	In conjunction with TRACS EDI Action Plan, ensure access to opportunities prioritised for people with protected characteristics or those marginalised through their lived experience	March 2027	At least 25% of trainee/apprentice cohort with protected characteristic or from marginalised background		<ul style="list-style-type: none"> ❖ Respect ❖ Opportunity
Use unpaid work only where appropriate	Review and revise TRACS Volunteering and Internship policies to ensure robust and fair	March 2027	Policy review completed, signed off, and published		<ul style="list-style-type: none"> ❖ Respect ❖ Opportunity

3. Workforce and Leadership Development

OBJECTIVE	TASK	DATE	MEASURE OF SUCCESS	ACTUAL PERFORMANCE	FAIR WORK DIMENSION(S)
Invest in workforce development to identify and nurture diverse talent	Review and refine Personal Development Review processes to allow staff to maximise skill sets and interests	January 2026	Full year of PDR completed with SMART targets set for all staff		<ul style="list-style-type: none"> ❖ Respect ❖ Opportunity ❖ Effective Voice ❖ Fulfilment
	Offer independent staff mentoring as a complement to the conventional PDR and line management processes	March 2027	Trial mentoring scheme (3-4 staff) completed		<ul style="list-style-type: none"> ❖ Respect ❖ Opportunity ❖ Effective Voice ❖ Fulfilment
	Offer opportunities for innovative creative proposals, showcasing artistic and thematic diversity, while supporting career development	May 2026	At least 2 (music and dance) TRACS-led calls for creative proposals, in addition to SISF Open Call		<ul style="list-style-type: none"> ❖ Respect ❖ Opportunity ❖ Effective Voice ❖ Fulfilment
	Continue to offer a range of sector development workshops and training opportunities, including entry level events and intergenerational working	December 2026	At least 3 (1 per Forum) workshops / opportunities delivered by end of Year 1		<ul style="list-style-type: none"> ❖ Opportunity ❖ Fulfilment
	Provide fully-funded opportunities to artists at	June 2026	Trad Arts Mentoring		<ul style="list-style-type: none"> ❖ Opportunity ❖ Fulfilment

OBJECTIVE	TASK	DATE	MEASURE OF SUCCESS	ACTUAL PERFORMANCE	FAIR WORK DIMENSION(S)
	all stages to reflect upon their approach, career progression and fulfilment through Trad Arts Mentoring programme, prioritising practitioners with protected characteristics		Programme extended to provide at least 12 more mentoring opportunities		
	Conduct annual Board Skills Audit to identify areas of training need	December 2026	At least 2 trustee training sessions delivered by end of calendar year		❖ Opportunity ❖ Fulfilment
Identify and prioritise leadership development opportunities	Support CEO professional development through e.g. Clore Leadership programme	March 2026	Suitable course identified and commenced		❖ Opportunity ❖ Fulfilment ❖ Security
	Offer training and shadowing opportunities to existing staff for clear succession planning	March 2026	Candidates identified and appropriate process created		❖ Opportunity ❖ Fulfilment ❖ Security

4. Dignity at Work

OBJECTIVE	TASK	DATE	MEASURE OF SUCCESS	ACTUAL PERFORMANCE	FAIR WORK DIMENSION(S)
Offer flexible and family friendly working practices for all workers from day one of employment	Pilot 4-day week to provide a better work-life balance.	March 2027	Trial period identified, SMART targets set, and monitoring and evaluation scoped		<ul style="list-style-type: none"> ❖ Respect ❖ Fulfilment
	Adopt a refreshed Hybrid / Remote Working policy to promote effective team-working and fairness across team.	June 2026	Blended working policy written, signed off, and communicated to all staff		<ul style="list-style-type: none"> ❖ Respect ❖ Effective Voice
Appropriate channels for effective workers' voice, such as trade union recognition	Introduce Effective Voice channels: <ul style="list-style-type: none"> ● Annual staff meeting ● Staff suggestion scheme ● Independent staff mentoring 	March 2027	Date of annual meeting set; staff rep identified; and mentoring trialled		<ul style="list-style-type: none"> ❖ Respect ❖ Effective Voice ❖ Opportunity ❖ Fulfilment