

**CUMBERNAULD  
THEATRE** **AT  
LANTERNHOUSE**

# **CUMBERNAULD THEATRE FAIR WORK STRATEGY**

**Creating a Better Future Together**



# FAIR WORK FIRST

Our commitment to Fair Work First ensures every individual within our organisation has access to opportunities, is treated with respect, and receives fair compensation.



# Cumbernauld Theatre Fair Work Strategy (2023)

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# Foreword

## Fair Work Strategy: Creating a Better Future Together

Dear Cumbernauld Theatre Team,

We're excited to introduce our Fair Work Strategy, a roadmap that guides us towards a more inclusive, fair, and supportive work environment. This strategy is not just a plan; it's a commitment to each one of you, regardless of your role or position. This is for everyone and anyone who is engaged by Cumbernauld Theatre in any capacity.

### What Is Fair Work?

Fair Work means treating everyone with respect, ensuring your voice is heard, and valuing your contributions. It's about creating a workplace where fairness, equality, and diversity flourish.

### Our Commitment:

1. **Effective Voice:** We're dedicated to providing platforms for open dialogue. From regular meetings to anonymous staff surveys, your thoughts matter, and we're here to listen.
2. **Workforce Development:** We believe in your growth. Personalised development plans, skill-enhancing training, and opportunities for advancement are our focus.
3. **Contracts You Can Count On:** We're minimizing zero-hours contracts, providing flexible schedules for better work-life balance.
4. **Fair Pay and Diversity:** We're committed to fair pay for all, regardless of gender, and we're building a diverse, inclusive team.
5. **Real Living Wage:** We're on a journey to ensure your wages reflect the real cost of living.

### How You Can Learn More:

Visit our website's Fair Work section for detailed information on our strategy. Keep an eye on our communication channels for regular updates on our progress. If you have questions or ideas, reach out to your line manager or our Operations Director.

Together, let's create a workplace where every voice is valued, every opportunity is accessible, and every step we take is towards a brighter future.

Thank you for being a part of this exciting journey towards Fair Work. Let's make Fair Work a reality, together!

With gratitude,

Sarah Price

CEO, Cumbernauld Theatre

Website Link for Fair Work Strategy: <https://lanternhousearts.org/about-us/our-policies/>

Contact Information: Amanda Young, Operations Director: [ayoung@cumbernauldtheatre.co.uk](mailto:ayoung@cumbernauldtheatre.co.uk)

# Introduction

Cumbernauld Theatre is dedicated to creating a fair work environment that nurtures the welfare, growth, and engagement of our diverse workforce.

This strategy outlines our commitment to the Fair Work First principles as shared by the Scottish Government and Creative Scotland, aligning with our vision of a vibrant and inclusive arts organisation. By embracing fair work practices, we aim to empower our employees, strengthen our community, and contribute to the advancement of the culture and creative sector.

*"Promoting fair pay, conditions, and employment opportunities across the creative sector"*

Creative Scotland Priority

*"We want people working in the culture and creative sector to have fair access to opportunities, be treated with respect and be paid fairly for the work that they do. We want to help create the conditions for more opportunities to work in and progress through our sectors. This includes ensuring that every individual or organisation we fund offer terms and conditions which are demonstrably fair, and advocating for Fair Work principles to be applied universally in the sectors we support."*

Creative Scotland

We recognise that implementation of the Fair Work First criteria is an ongoing process, continuous review, engagement with our people and development of our approaches will be an ongoing endeavour.

## Cumbernauld Theatre's Commitment

Our commitment to Fair Work First is driven by the belief that every individual within our organisation, from employees to freelancers, should have access to opportunities, be treated with respect, and receive fair compensation. This commitment extends to fostering a culture of inclusivity, lifelong learning, and effective collaboration.

### Empowering Our Workforce and Community

Cumbernauld Theatre recognises its role as a cultural, creative leader in Cumbernauld, in North Lanarkshire and across Scotland, dedicated to transforming lives through the arts. We understand that Fair Work principles are essential to create an empowering environment for our employees, collaborators, and the community we serve.

### Aligning with Vision and Values

Our Fair Work Strategy aligns seamlessly with our organisational vision and values. We uphold collaboration, empowerment, innovation, inclusivity, engagement, and excellence as core principles that guide our commitment to fair work practices.



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# ALIGNING WITH VISIONS AND VALUES

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Cumbernauld Theatre's team uphold and promote a set of core values that reflect how we can perform at our best to deliver against the company's commitment to high quality artistic practices and programming that promote social inclusion, broaden perspectives, and foster empathy, while also prioritising local participation and collaboration to make a positive impact on the community.

**Artistic excellence:** striving for the highest quality in all artistic and creative endeavours.

**Community engagement:** placing a high value on local participation, understanding the community's preferences, and evaluating participant experiences.

**Inclusivity:** ensuring that all members of the community feel welcome and represented in the company's activities.

**Collaboration:** actively working with various network groups and agencies of influence to identify community priorities and make communities better places to live.

**Innovation:** embracing new approaches and delivery models to enhance the quality of artistic and creative experiences.

**Empowerment:** using cultural-led community development as a means to transform communities and improve people's lives.

**Sustainable Leadership:** Taking proactive responsibility, individually and as a team for reducing our environmental impact and inspiring others in the creative sector to prioritise sustainability.

## Our Values

We are proactive agents of change, showing clear community leadership, working in partnership, advocating for the transformative power of arts, with an environmentally responsible operating plan delivering a sustainable arts programme for the community.

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## Investing in Workforce Development

We prioritise the growth and development of our workforce by providing ongoing training, learning opportunities, and career progression pathways. This investment not only benefits our employees but also enhances the overall creativity and effectiveness of our organisation.

## Approach to Fair Work First Delivery

To effectively implement our Fair Work Strategy, we rely on a structured approach that utilises our organisational resources. Our strategy is upheld by various groups within our organisation, each dedicated to promoting fair work practices and ensuring their successful implementation.



## Utilising Organisational Resources

Cumbernauld Theatre leverages its internal resources to ensure the successful delivery of Fair Work practices. Our Board of Directors, senior management, and dedicated working groups play crucial roles in fostering an inclusive and fair work environment.

**The People Group** at Cumbernauld Theatre ensures compliance, promotes effective people management, and fosters a positive work culture. The purpose of the group is to improve internal communication between the Board and Management Team, support managers to be effective leaders, build team spirit, optimise performance, manage conflicts, and encourage collaboration. The group has a value led approach.

Governance duties include; policy development, maintaining the company handbook, overseeing personnel procedures, ensuring equal opportunities, data protection, and enhancing employee motivation, resilience, well-being.

Activities involve resource management, recruitment standardisation, mentoring, team-building, aligning work plans, and maintaining compliance. Meetings focus on strategic objectives, improvement developments, and management action planning. The People Group's goal is legal compliance, fair practices, employee wellbeing, development and engagement, and an inclusive work environment.

- **Collaborative Decision-Making:** Board and senior management collaborate on workforce decisions. Inclusive leadership models empower all to shape fair work strategies.
- **Transparent Communication:** Modern communication theories guide clear sharing of fair work initiatives. Trust-building, engagement, and reduced uncertainty ensue.
- **Regular Progress Monitoring:** Performance management principles drive ongoing fair work assessment. Clear goals, key indicators, and feedback ensure adaptability.
- **Agility and Adaptability:** Agile management principles apply to fair work. Flexibility aligns with sector trends, fostering well-being and engagement responsiveness.
- **Empowerment and Skill Development:** Employee empowerment through skill growth is prioritised. Training equips all for meaningful fair work contributions and positive atmosphere.
- **Conflict Resolution and Mediation:** Conflict resolution theories guide issue handling. Open dialogue and mediation maintain respectful, harmonious, and inclusive workplace.
- **Recognition and Appreciation:** Positive psychology and recognition principles encourage a culture of appreciation. Celebrating achievements boosts morale and belonging.

## **Role of the Board of Directors**

The Board of Directors takes on a pivotal role in overseeing and guiding the implementation of fair work practices within Cumbernauld Theatre. Their leadership ensures alignment with Creative Scotland's Fair Work First principles and our organisational goals.

## **The People Group: Promoting Fair Work Practices**

Comprising members from the Board and senior management team, the People Group is dedicated to promoting fair work practices throughout our organisation. The group monitors progress, reviews workforce development strategies, and address concerns related to employee welfare and engagement.

## **EDI Group: Fostering Inclusive Workplace Culture**

Our Equality, Diversity, and Inclusion (EDI) Group consists of representatives from the Board, community stakeholders, and staff. This group focuses on nurturing an inclusive workplace culture that values diversity and ensures the voices of underrepresented groups are heard and respected.

## **Health and Safety Group: Ensuring Well-being**

The Health and Safety Group, comprising Board members and staff, prioritises compliance with employment law and health and safety regulations. By ensuring the well-being of our employees, this group creates a conducive environment for fair work practices.

## **Public Sector Grant Funding Responsibilities**

As recipients of Public Sector grant support; Creative Scotland, NLC and Scottish Government grant funding, we are committed to upholding Fair Work First principles and incorporating them into our operations and grant applications.

## **Applying Fair Work First Approach**

We commit to integrating Fair Work First principles into our approach to grant funding, ensuring fair pay, workforce development, secure contracts, diversity, and the Real Living Wage are all part of our project development plans.

## **Confirming Fair Work Policy in Grant Applications**

In our grant applications, we provide evidence of our Fair Work policy and plans, showcasing our dedication to fair work practices and their integration into our funded projects.

## **Monitoring Progress and Enhancements**

We continuously monitor and assess our progress in delivering against our Fair Work First plans, seeking opportunities for further enhancements and improvements.

## **Workplace Representation and Engagement**

Cumbernauld Theatre collaborates with appropriate workplace representatives to jointly affirm our commitment to advancing the Fair Work First criteria and support our people with appropriate support routes for their specific work needs.

ITC – Independent Theatre Council - <https://www.itc-arts.org/>

ITC is the management association representing the independent performing arts sector. We are a community of over 450 companies and producers working in drama, dance, opera and musical theatre, mime and physical theatre, circus, puppetry, street arts and mixed media.

FST – Federation of Scottish Theatre - <https://www.scottishtheatre.org/>

Scotland's membership and development body for professional dance, opera and theatre.

FST Membership reaches around 200 independent artists, producing companies, venues, education and umbrella bodies across Scotland. FST brings the sector together to speak with a collective voice, to share resources and expertise and to promote collaborative working.

AMA – Arts Marketing Association - <https://www.a-m-a.co.uk/services/>

The Arts Marketing Association's members are responsible for marketing, communications and audience development. The AMA helps member organisations and individuals with training, networking and resources. By doing this, we upskill the sector to enable more audiences to access and benefit from arts and heritage. Since 1992 we've welcomed tens of thousands of members, and trained thousands more.

ABTT – Association of British Theatre Technicians - <https://www.abtt.org.uk/>

We are the Association of British Theatre Technicians, a membership organisation with backstage and theatre buildings at its heart. The ABTT continues to be the best place for theatre related training, advice and safety information. Join the ABTT and get informed and get connected. We are the membership organisation, setting and upholding standards in technical excellence, safety and compliance for live performance.

We provide:

- A technical helpline for your technical queries.
- Ongoing training for your professional development.
- Guidance on the design and operation of venues.
- The Code of Practice for the Industry.

Film Hub Scotland - <https://www.filmhubscotland.com/membership/>

We provide Hub members with a range of funding opportunities, screening programmes, training, networking events and audience research, helping Scotland's exhibitors become truly inclusive, reaching as many new and existing audiences as possible.

Example resources available to Cumbernauld Theatre:

Independent Theatre Council [Home - ITC \(itc-arts.org\)](http://itc-arts.org)

## About us



ITC represents and supports the independent performing arts sector. We advocate for best practice and aim to lead the industry, to employ ethical management as standard.

[Find Out More](#)

## Join us



Be part of a community of peers spread across the UK working in drama, dance, opera and musical theatre, mime and physical theatre, circus, puppetry, street arts and mixed media.

[Find Out More](#)

## Rates of Pay



ITC negotiates minimum rates of pay, on behalf of its members, with the appropriate unions, including Equity, BECTU, WCGGB and Unite. We promote fair pay for all for industry professionals.

[Find Out More](#)

## Training



Our training courses are designed to provide you with the toolkit of essential skills and specialist knowledge. All our courses help you run your company successfully.

[Find Out More](#)

## Our Industry



See and hear the latest from across the industry, as well as ITC's campaigns and partnerships. Check out ITC's latest events, forums, podcasts and blogs for information and opinions.

[Find Out More](#)

## Opportunities



ITC membership recognises the value of contributing to a community of performing arts professionals. Check out and add to our listings of the latest job and board opportunities.

[Find Out More](#)

[Home](#) > [Resources](#) > Management & HR

## Management & HR

Filter by: [Mental Health & Wellbeing](#)



### **FST Staff Handbook**

**Type:** Members only ([Login](#) or [Join](#))

**Date:** 10/08/23

This Staff Handbook has been developed specifically for FST, working with our legal partners, Anderson Strathern. In many cases, the policies within it reflect best practice, not minimum requirements. You are welcome to adapt the handbook for your own circumstances. You may want to consider taking further legal advice when making significant changes.

[VIEW RESOURCE](#)



### **Harassment in the Performing Arts – guides for freelancers and organisations**

**Type:** Public

**Date:** 20/04/23

Navigating sexual harassment at work. A guide to support freelancers and individuals. This guide has been produced to help those experiencing or witnessing sexual harassment in the workplace to navigate their options and minimise the negative impact harassment can have on their personal wellbeing. It has been shaped by the Harassment in the Performing Arts Working Group, a [...]

[VIEW RESOURCE](#)



### **Remote Work & Mental Health – The Young Professional's Guide**

**Type:** Public

**Date:** 23/08/22

<https://www.helloezra.com/remote-work-mental-health>

[VIEW RESOURCE](#)



### **UK Theatre & PiPA: Remote Working Toolkit**

**Type:** Public

**Date:** 07/09/21



**Funding**

Schemes for audience development and bursaries for training and development, in line with BFI objectives

**Development**

Access to training & professional development courses and events; peer-to-peer mentoring and support

**Networking**

Meet your fellow members and the wider FAN network at events, conferences and meetings hosted by the Hub and its partners

**Audience Insights**

Access to up to date research and market intelligence on audiences and film exhibition trends

**Collaboration**

Participation in joint programming and audience development projects, and regional and national initiatives with reach and profile

**Advice and Guidance**

Accessible support about a range of topics including best practice, HR, programming and audience development

**Marketing Support**

Advice and training on marketing and social media, promotion of your activity through Hub and FAN web sites, mailing lists and social media channels

**Advocacy**

Be a part of a stronger collective voice for film exhibition and audiences in the UK



# Fair Work First Criteria: Implementation and Explanation

We address each of the Fair Work First criteria defined by Creative Scotland, outlining our approach and its significance within our organisation.

## Criteria 1: Appropriate Channels for Effective Voice

Implementation:

Cumbernauld Theatre recognises the crucial role of effective voice in creating a fair work environment. Our approach embraces our permanent staff – circa 18 people, our staff on annualised contracts and staff who opt in for a zero hour contract alternative – circa 15 people, and our creative freelancers – circa 100 people pa.

Cumbernauld Theatre is led using a participatory management approach.

“Participative Management is a management style that requires the cooperation of personnel. It aims to build commitment and develop initiatives within work teams. To do this, the manager must delegate parts of their power and it's necessary that the teams decide together what solutions to adopt.”

We facilitate open communication channels through regular Board and staff meetings; manager and team meetings; strategic planning team meetings; task – performance tracking orientated team meetings; one-to-one sessions with Line Managers, a structured performance management process, regular staff surveys and open routes for comment.

We have a Staff 'WhatsApp' channel to promote positive feedback and cross department informal 'chat', Managers upload pictures and share positive stories, we use this platform to evidence our values, it is all positive, it is all about building the confidence and team spirit of our team, all staff are in the group which reinforces a culture of team work, collective and individual recognition of good work and outcomes. We have a Staff team Email Group, should staff wish to email the whole team and all emails are shared across all staff, promoting routes to communicate at all levels as part of the induction of our people.

Additionally, we support trade union recognition such as Equity and are members of ITC and FST, we support 'worker representative groups' whilst we are in production to ensure all freelance Equity or ITC members voices are heard. We have a process of annual evaluations for our artistic activity programme leaders, attended by the programme manager and a senior member of staff. We have a commitment to the FST Touring Theatre Code of Practice and manage evaluations of all visiting company work.

All staff have access to a Company file system with all necessary guides for working at Cumbernauld Theatre, including the Company Staff Handbook, a comprehensive and regularly updated collation of company policies and procedures.

All staff are registered to use our company hr management portal Breath HR. Breath HR has vast functionality for ensuring all employees have access to their employment information and company wide information.

All staff have access to Cision a company system for managing Health and Safety.

## Board and Staff Joint Committees

In addition to the quarterly Board meetings, Cumbernauld Theatre has five standing groups:

1. Programme and Artistic Policy Group
2. Finance and Fundraising Group
3. People Management Group
4. Health and Safety Group – Carbon Management Group
5. EDI group

These groups consist of Board members and staff from across the organisation who actively contribute to work under a Partnership Management Culture approach.

Existing and New board members of Cumbernauld Theatre have the opportunity to self-elect into one of the five standing groups. Joining a group involves taking on a mentor/monitor role within a collaborative and peer-to-peer working culture. The groups' meetings are designed to encourage discussion, exploration of ideas, and promote learning, review, and reflection.

Where relevant the working groups may set up consultation focus groups to ensure strategy development and evaluation is informed by the community, so the actual experience of the Theatre is aligned to community wants and needs.

1. The Programme and Artistic Strategy Group at Cumbernauld Theatre plays a crucial role in shaping the theatre's artistic direction and programming decisions. The group is instrumental in the process of curating a diverse range of productions that embody artistic excellence, inclusivity, and relevance to the community. Through community and stakeholder engagement, the group actively involves the local community and stakeholders in artistic programme decision-making, ensuring the programming reflects their needs and interests. The group fosters collaborations and partnerships to expand opportunities, access diverse perspectives, and promote inclusivity within the arts sector. The group contributes to strategic planning, setting long-term goals and ensuring alignment with the theatre's mission and financial sustainability. Performance evaluation informs future programming, while industry networking keeps participants abreast of industry trends and innovations. Together, the group create a vibrant and culturally rich arts program that resonates with the community and upholds artistic excellence.
2. The Finance Group oversees financial management, including planning, budgeting, and reporting. They ensure compliance with regulations and governance standards, manage financial risks, and support fundraising efforts. The group establishes and monitors financial controls, safeguards assets, and promotes proper resource allocation. They track financial performance, provide reports to the board, and recommend actions for improvement. The Finance Group's responsibilities encompass strategic alignment, accurate reporting, risk assessment, resource management, and financial stability. They contribute to informed decision-making and the long-term sustainability of the organisation.
3. The People Group at Cumbernauld Theatre ensures compliance, promotes effective people management, and fosters a positive work culture. They improve internal communication, support managers, build team spirit, optimize performance, manage conflicts, and encourage collaboration. Their governance duties include policy development, maintaining handbooks, overseeing procedures, ensuring equal opportunities, data protection, and enhancing employee well-being. Activities involve resource management, recruitment standardization, mentoring, team-building, aligning work plans, and maintaining compliance. Meetings focus on objectives, improvements, and actions. The People Group's goal is legal compliance, fair practices,

employee engagement, and an inclusive work environment.

4. The Health and Safety Group at Cumbernauld Theatre is responsible for developing comprehensive health and safety policies, conducting risk assessments, providing training, monitoring compliance, managing incidents, promoting well-being, and staying informed about regulations and best practices. They ensure policies cover risk assessment, emergency procedures, fire safety, hazardous substances, and ergonomics. The group conducts inspections, investigates incidents, maintains records, and collaborates to address health issues. They promote employee well-being, update policies, and strive for a safe working environment in alignment with legal requirements and industry standards.

Environmental sustainability: The Health and Safety Group at Cumbernauld Theatre takes responsibility for environmental sustainability and carbon monitoring. The group focus is on rapidly reducing emissions and utilizing offsetting schemes to meet carbon reporting requirements. Guided by Creative Carbon Scotland's Science Based Targets initiative, the group are responsible for conducting an annual carbon audit, setting reduction targets aligned with recommended pathways, implementing energy-efficient practices, promoting sustainable transportation and waste management, collaborating with suppliers, and establishing a monitoring system for transparent reporting. The groups work aims to minimize the Theatre's carbon footprint and contribute to achieving net-zero emissions.

5. The EDI Group: The Cumbernauld Theatre EDI group, led by the Board and engaged with the community, develops, reviews, and evaluates the theatre's commitment to Equality, Diversity, and Inclusion (EDI) based on our EDI Action Plan. The focus is on supporting a diverse range of creative individuals, engaged communities, and inclusive activities within the Theatre's program, ensuring equal opportunities for work creation, program participation, and engagement in creative activities.

Upholding the value of diverse perspectives in arts and culture, the group supports the development of individuals from underrepresented groups and aims for better representation across all roles.

The group monitors compliance with the Equality Act 2010 and the successful development of EDI via the collection of information to promote equality, diversity, and inclusion across the organisation, including participants and stakeholders, staff, freelancers, trainees, volunteers, and contractors.

The EDI group also addresses place-based barriers, such as socio-economic inequalities, and strives to eliminate discrimination, advance equal opportunities, address structural inequality, and foster good relations across the community with individuals with protected characteristics.

### **Our 'Task Force' Based Teams**

To encourage collaboration and empowerment, we have developed an operational communications structure around work based task areas rather than hierarchies within the organisation. The groups align with the strategic Board and Staff working groups, but have a more operational focus on delivery.

Senior Management Team brings together all Managers to work collaboratively on cross company development; business evaluation and planning; Policy development; Priorities for the business; to plan implementation of new policies and appraise practices and activities.

EDI Steering group –staff team meet to ensure implementation of the EDI strategy and action plan. Work includes EDI monitoring and tactics for development and reporting.

A Programme Management team comprising the Creative Producer, Community Engagement Manager, Marketing and Communications Manager, Technical and Production Manager, Customer Services and Cinema Manager and CEO, collaborate to deliver the Board Programme Group Artistic Policy, they raise funds from Trusts and Foundations, Lottery or Public Sector Funding for programme management, delivery, monitoring and evaluation, compliance and reporting. The Programme Management team deliver the artistic programme with input from Creative Learning Staff, and freelance creative practitioners.

The Operations team led by the Operations Director with Customer Services Manager, Customer Services staff, Front of House Manager and Venue Assistant staff deliver venue management and day to day customer services for all front of house activity. This includes the Live Performances, the Cinema, the Community Classes Programme and the Café Bar. This team reports directly to the Health and Safety Group and People Group and has responsibility for resources, including FOH people management as well as all of the organisational equipment and stock excluding stage technical resources.

Carbon Management group –staff team meet to ensure implementation of the Carbon Management strategy and action plan. Work includes Carbon Management monitoring and tactics for development and reporting.

The Marketing and Sales Team, led by the Marketing Manager

The Cinema Planning team, led by the Marketing Manager

The Production and Technical Management team led by the Creative Producer, engaging Production and Technical Manager with Stage Technicians and freelance Production Managers, work collaboratively to co-ordinate stage managers and designers alongside freelance creative directors and performers, to provide technical and production support to creative clusters brought together on a production by production basis. They manage the receiving house Technical services for visiting companies and have overall responsibility for all of the stage technical resource inventory. The team reports to the Health and Safety and People Group's.

Finance Management team meetings, led by the Finance Manager and supported by CEO.

Community Hires Management team, established to improve communications and systems for the partnership between NLC and CTT in delivering community group access to Lanternhouse. The team is led by the Creative Producer, attended by Operations and NLC Event Co-ordinator and CT Finance officer. The work is diary management, resource capacity, delivery planning, finance management, issue resolution.

Fundraising, Partnerships and Marketing Communications led by the CEO, team is made up of Marketing and Communications Manager, Creative Producer and Community Engagement Manager working alongside a Fundraising Manager (presently a freelance contract) to focus on i) Marketing Communications and developing, sustaining, retaining audiences, access, participation, inclusion, diversity – the relationship with our community and stakeholders; ii) fundraising from Public Funds in Scotland, Government, Creative Scotland, Local Government, the Lottery, Trusts and Foundations, through a range of channels including individual giving and partnerships with the arts sector. Manage evaluation, theory of change, impact and benefits research to evidence need and impact ROI to funders.

Internal Processes and Risk Management are managed directly by the CEO and Operations Director with input from other Senior Managers, fulfilling the Governance requirements of the Board for all aspects of Organisational Development, keeping accurate records of Board Meetings and Groups, assisting with Compliance reporting to funders, Performance Data collection and management. This team manage the

development and dissemination of all policies and oversee monitoring and control measures, the Company Handbook, Safeguarding Policies, Environmental Policy etc.

### Summary of Interactions:

**Board:** Governing body providing oversight and strategic direction. Senior Management Report to Board

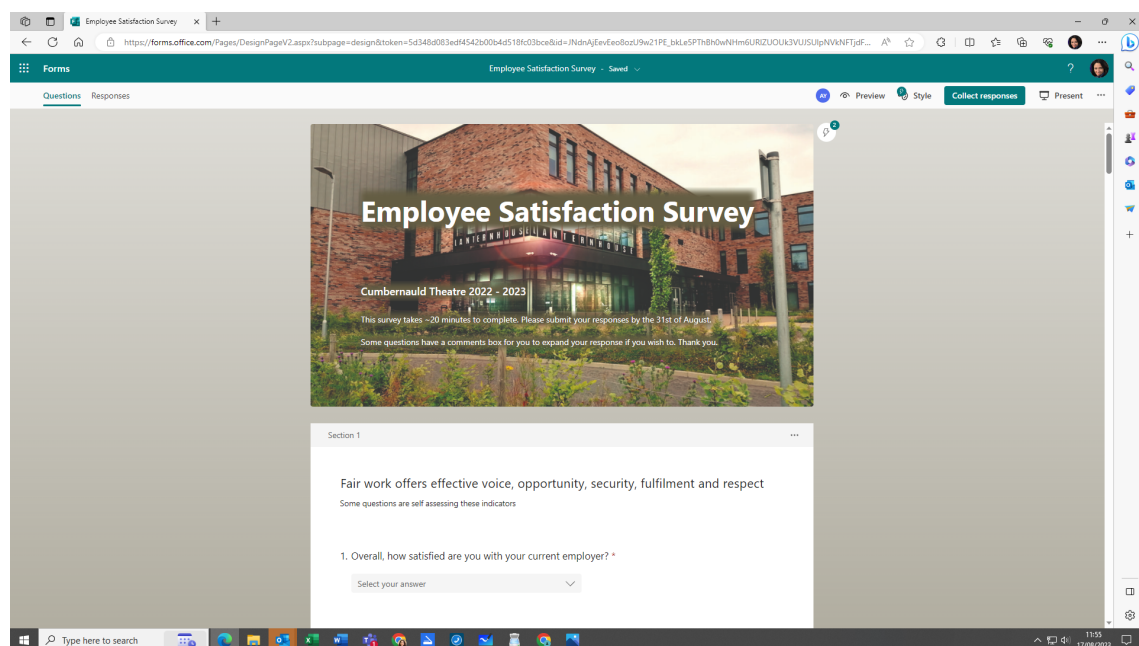
**Board Staff Groups:** Consist of Board members and Managers, guiding core departments of theatre operations.

**Senior Management Team:** Collaborative leadership to cross-functionally manage development, evaluation, planning, and policy implementation.

**Task Force Teams:** Operational teams, with staff at all levels, focusing on specific areas of work, contributing to group strategies for delivery.

### Significance:

Effective voice empowers our employees, freelancers, and collaborators to contribute ideas, provide feedback, and influence decisions. This inclusivity fosters a sense of ownership and engagement, leading to improved problem-solving, innovation, and conflict resolution. By providing safe spaces for dialogue and challenge, we create a culture of mutual respect and collaboration.



## Criteria 2: Investment in Workforce Development

### Implementation:

Cumbernauld Theatre is committed to continuous workforce development. We offer regular training sessions, workshops, and professional development opportunities to enhance skills and promote career progression. Our recruitment and retention practices prioritise candidates' potential for growth, and we integrate fair work principles into these processes.

In the year 2022-2023, the training activities at Cumbernauld Theatre were diverse and comprehensive. Employees from various departments and roles participated in a range of training sessions, both internally and externally.

Here's a summary of the training activities:

**Customer Services and Box Office Department:**

Customer service and bar training were provided internally for Venue Assistants and Ushers. This training focused on enhancing customer service skills and bar-related responsibilities.

Health and safety training, including Food Safety (Level 2), was conducted externally for several employees to ensure compliance with safety standards.

Fire evacuation training was provided internally for multiple employees, preparing them for emergency situations.

**Operations Department:**

Health and safety training, specifically Evac Chair Training, was provided internally for Venue Assistants, Ushers, and Box Office staff.

**Executive Department:**

The Chief Executive Officer (CEO) and the Operations Director underwent professional management training related to Fairwork Framework and Duties of a Trustee, delivered by external trainers.

**Marketing Department:**

The Marketing and Communications Manager participated in a professional training session on annual accounting and external reporting.

**Production and Technical Department:**

Creative Producers and Technical and Production Managers attended various training sessions, including health and safety training (Food Safety, Safeguarding), professional development (Safeguarding Adults, Safeguarding Children), and First Aid Training.

Fire evacuation training was conducted internally for Venue Assistants and Creative Producers.

**Finance Department:**

The Finance Administrator and Senior Finance Officer participated in internal health and safety training related to fire evacuation.

**Notable Trainings:**

Payment Card Industry Data Security Standards (PCI DSS) training was conducted for various employees, focusing on maintaining data security standards.

The Professional Development sessions included training on Payment Card Industry Data Security Standards (PCI DSS) and Safeguarding.

**Training Delivery:**

Trainings were delivered through a mix of internal sessions, external workshops, and virtual platforms like Teams.

Some training sessions were delivered by external trainers and consultants from organisations such as SCVO and Directory of Social Change.



Overall, the training initiatives in 2022-2023 emphasised enhancing customer service skills, ensuring health and safety compliance, and providing professional development opportunities for employees across various departments and roles within the organisation.

**Significance:**

Investing in workforce development not only equips our employees with the skills needed for their roles but also contributes to their overall well-being and job satisfaction. Lifelong learning ensures adaptability, productivity, and resilience, benefiting both individuals and the organisation. By fostering a learning culture, we strengthen the capabilities of our team and enhance the quality of our artistic productions.

**Criteria 3: No Inappropriate Use of Zero-Hours Contracts**

Cumbernauld Theatre is committed to minimizing the use of zero-hours contracts. We provide our employees and collaborators with stable, predictable working arrangements whenever possible. Our scheduling practices prioritise fair work scheduling, allowing individuals to plan their work and personal lives effectively.

### **New Annualised Contract Template:**

Following the Fair Work First training, Amanda Young, the Operations Director, took proactive steps to address the use of zero-hours contracts. She engaged in a strategic approach by seeking professional legal advice to develop a new annualised contract template. This demonstrates the organisation's commitment to creating more stable and predictable working arrangements for its employees.

### **Consultation with Staff on Zero-Hour Contracts:**

Amanda Young actively engaged with the staff who were on zero-hours contracts. She initiated a consultation process to understand their preferences, working patterns, and terms and conditions. This inclusive approach shows a genuine concern for the well-being and preferences of the employees.

### **Flexibility vs. Security Considerations:**

During the consultation, it was observed that some staff members expressed a preference for remaining on zero-hour contracts. This choice was particularly relevant for freelance creatives and individuals with multiple income sources. This recognition of diverse needs and preferences showcases a balanced approach to addressing the varied requirements of the workforce.

### **Transition to Annualised Hour Contracts:**

On the other hand, some staff members were seeking more secure income and regular working hours. To accommodate this, Amanda Young facilitated the transition of these staff members from zero-hour contracts to annualised hour contracts. This transition provided them with the desired security of income and consistent work patterns, aligning with the organisation's commitment to fair work practices.

### **Retaining Workforce Flexibility:**

Importantly, the shift to annualised hour contracts was not a one-size-fits-all approach. It was strategically managed to ensure that the organisation could still retain a flexible workforce, essential for effectively operating a dynamic live arts programme. This approach recognises the unique operational demands of a theatre where event schedules can vary significantly from year to year.

### **Balancing Stability and Flexibility:**

The theatre's acknowledgment of the dynamic nature of its arts programme further underscores the need to strike a balance between stability and flexibility. The new contracts provide both the staff with the security they seek and the theatre with the agility required to adapt to changing performance schedules.

### **Overall Impact:**

This evidence supports the significance of Cumbernauld Theatre's efforts to eliminate inappropriate zero-hours contracts. The implementation of annualised hour contracts and the thoughtful consideration of staff preferences contribute to increased job security, reduced stress, and enhanced job satisfaction. Furthermore, this approach fosters loyalty and commitment among employees, ultimately leading to improved performance and reduced turnover. The proactive steps taken by Amanda Young in careful consideration of staff preferences highlight Cumbernauld Theatre's commitment to fair work practices, where job security, stability, and workforce flexibility are balanced to create a harmonious and effective work environment.

## **Implementation**

Cumbernauld Theatre is committed to minimising the use of zero-hours contracts. We provide our employees and collaborators with stable, predictable working arrangements whenever possible. Our scheduling practices prioritise fair work scheduling, allowing individuals to plan their work and personal lives effectively.

### **Significance:**

Eliminating the inappropriate use of zero-hours contracts ensures job security and stability for our workforce. Predictable working hours contribute to employee well-being, reducing stress and enhancing overall job satisfaction. By offering secure contracts, we promote loyalty, commitment, and motivation among our team, leading to improved performance and reduced turnover.

## **Criteria 4: Action to Tackle Fair Pay and Diversity**

### **Implementation:**

Cumbernauld Theatre is dedicated to addressing fair pay and promoting diversity and inclusion. We conduct regular pay audits to identify and rectify any disparities. Our recruitment processes emphasise unbiased practices, and we actively seek diverse talent for all roles. We provide flexible working arrangements and support workplace adjustments to ensure inclusivity.

Evidence: Staff Equalities Training, Equalities Monitoring, EDI Strategy and Action Plan.

### **Significance:**

Tackling fair pay and fostering diversity is integral to creating a fair and equitable work environment. By ensuring equal pay for equal work and offering opportunities regardless of gender or background, we contribute to a more balanced and representative creative sector. Embracing diversity enhances decision-making, innovation, and audience engagement, ultimately enriching our artistic output.

**Staff Survey and Fair Work Commitment:**

Cumbernauld Theatre conducted a comprehensive staff survey to gather perspectives on existing salary levels. This survey was conducted in line with the fair work framework and the Fair Work First commitment. The survey aimed to understand staff sentiments regarding pay and job satisfaction, emphasising the priority placed on staff well-being by the Trustees and the Executive team.

**Gender Pay Gap and Equalities in Pay:**

The survey explicitly addressed the issue of gender pay gap and equalities in pay within the company.

The purpose of the survey included assessing staff views on equalities in pay, showing the organisation's commitment to addressing pay disparities.

**Survey Results and Insights:**

The survey received a 57% response rate (17 out of 30 staff).

A majority (77%) of staff felt that their pay accurately reflected the hours they worked, indicating efficient time management and pay processes.

However, 59% of staff felt that their current pay did not adequately recognise their contributions, suggesting a perception of their worth beyond the current pay level.

A significant portion (53%) of staff believed that their pay did not sufficiently reflect their skills and experience. This insight highlighted a desire for recognition and fairness.

**Challenges and Potential Risks:**

The email discussed potential challenges and risks related to employee turnover due to pay dissatisfaction.

It noted that some staff (12%) were considering looking for other jobs due to their pay levels, which could impact team dynamics and morale.

A smaller portion of staff (12%) did not feel that their pay was fair relative to others in the company, indicating potential negative sentiment.

**Proposed Solutions:**

Sarah Price outlined several proposed solutions based on the survey findings:

- Promotion of recognition through performance reviews.
- Consideration of a bonus scheme or rewards for managers.
- Transparent and equal pay progression linked to performance review.
- Ensuring all positions are advertised.
- Sharing benchmarking findings with staff and explaining adjustments.
- Development of employee benefits and positive recognition of staff views.
- Clear communication of budget challenges to staff.

Sarah Price expressed an interest in discussing the findings and proposed solutions in an upcoming People Group meeting. She mentioned the intention to benchmark salaries and address the impact of cost-of-living inflation rise on charity sector pay.

This example of practices showcases Cumbernauld Theatre's proactive stance toward ensuring equitable compensation. The survey outcomes delve into employee perspectives, serving as a compass for the organisation's initiatives aimed at fostering fairness, acknowledgment, and inclusiveness within the workplace.

## Criteria 5: Payment of the Real Living Wage

### Implementation:

Cumbernauld Theatre is dedicated to paying the Real Living Wage to our directly employed staff, apprentices, and contracted workers. We ensure that our compensation practices meet or exceed the Real Living Wage standards, promoting a decent income that reflects the cost of living.

### Significance:

Paying the Real Living Wage is fundamental to addressing in-work poverty and improving the standard of living for our workforce. Fair compensation enhances employee morale, motivation, and overall job satisfaction. By adhering to this criterion, we contribute to a more financially secure and engaged team, fostering a positive and productive work environment.



## **Fair Work Action Plan (2023-2030) for Cumbernauld Theatre**

### **Criteria 1: Appropriate Channels for Effective Voice**

#### **Implementation Steps:**

1. **Establishment of Communication Platforms:** Develop and maintain dedicated platforms, such as regular team meetings, suggestion boxes, and digital forums, to facilitate open and safe dialogue for all staff members.
2. **Whistleblower Policy:** Promote a confidential whistleblowing mechanism that enables employees to report concerns without fear of retaliation, ensuring a safe space for raising challenges.
3. **Trade Union Collaboration:** Actively engage with trade unions to encourage active participation, allowing employees to collectively voice their opinions and concerns regarding workplace issues.
4. **Regular Feedback Sessions:** Implement periodic feedback sessions with department heads and management to address concerns, suggestions, and ideas raised by employees.
5. **Employee Surveys:** Conduct anonymous surveys to gather comprehensive feedback, analyse trends, and identify areas for improvement.

### **Criteria 2: Investment in Workforce Development**

#### **Implementation Steps:**

1. **Individual Development Plans:** Collaborate with employees to create personalised development plans, identifying training needs and career aspirations.
2. **Training Opportunities:** Offer a range of training programs, workshops, and seminars, both in-house and external, to enhance skills, knowledge, and personal growth.
3. **Learning Culture:** Foster a continuous learning culture, encouraging employees to embrace lifelong learning and acquire new skills.
4. **Performance-linked Development:** Integrate skill development with performance assessments, providing opportunities for advancement based on skill enhancement.
5. **Tuition Reimbursement:** Establish a scheme to financially support employees pursuing further education or relevant certifications.

### **Criteria 3: No Inappropriate Use of Zero-Hours Contracts**

#### **Implementation Steps:**

1. **Contract Review:** Conduct a thorough review of existing contracts, ensuring alignment with fair work principles and avoiding inappropriate use of zero-hours contracts.
2. **Consultation Process:** Engage with staff currently on zero-hours contracts to understand their preferences and needs, while offering suitable alternatives.



3. **Stable Scheduling:** Prioritise stable and predictable work schedules to promote work-life balance and well-being.
4. **Gradual Transition:** Develop a plan to transition eligible employees from zero-hours contracts to secure, annualized contracts, based on their preferences.
5. **Monitoring and Compliance:** Regularly assess contract usage and make adjustments to ensure compliance with fair work principles.

#### **Criteria 4: Action to Tackle the Gender Pay Gap and Diversity**

##### **Implementation Steps:**

1. **Pay Equity Review:** Conduct periodic reviews of compensation to identify and address any gender-based pay disparities, ensuring fair and equal pay for all.
2. **Diversity Recruitment:** Implement inclusive recruitment strategies to attract diverse talent, promoting a balanced and inclusive workforce.
3. **Diversity Training:** Provide training and awareness programs to foster an inclusive environment and prevent bias in decision-making processes.
4. **Support Networks:** Establish employee resource groups to provide a platform for underrepresented employees to share experiences and concerns.
5. **Inclusive Policies:** Develop and communicate policies that promote diversity and inclusion across all levels of the organisation.

#### **Criteria 5: Payment of the Real Living Wage**

##### **Implementation Steps:**

1. **Wage Assessment:** Evaluate the current wage structure to determine gaps between the minimum wage and the real living wage.
2. **Gradual Adjustment:** Develop a phased plan to incrementally increase wages to meet or exceed the real living wage standards.
3. **Transparent Communication:** Communicate wage adjustments clearly to employees, highlighting the positive impact on their quality of life.
4. **Regular Review:** Periodically assess the real living wage to ensure continued alignment with fair compensation standards.



## FAIR WORK FIRST

Our strategy outlines our commitment to the Fair Work First principles as shared by the Scottish Government and Creative Scotland, aligning with our vision of a vibrant and inclusive arts organisation. By embracing fair work practices, we aim to empower our employees, strengthen our community, and contribute to the advancement of the culture and creative sector.

*"We want people working in the culture and creative sector to have fair access to opportunities, be treated with respect and be paid fairly for the work that they do. We want to help create the conditions for more opportunities to work in and progress through our sectors. This includes ensuring that every individual or organisation we fund offer terms and conditions which are demonstrably fair, and advocating for Fair Work principles to be applied universally in the sectors we support." - Creative Scotland*

# APPROACH TO DELIVERY



## Fair Work Leadership

Drawing on all organisational resources, including the Board of Directors, Senior and Management Staff.

Role of key groups in supporting implementation (People Group, EDI Group, Health and Safety Group).

Commitment to integrating Fair Work principles in organisation structure to promote effective voice.

- Collaborative Decision-Making: Board and senior management collaborate on workforce decisions. Inclusive leadership models empower all to shape fair work strategies.
- Transparent Communication: Modern communication theories guide clear sharing of fair work initiatives. Trust-building, engagement, and reduced uncertainty ensue.
- Regular Progress Monitoring: Performance management principles drive ongoing fair work assessment. Clear goals, key indicators, and feedback ensure adaptability.
- Agility and Adaptability: Agile management principles apply to fair work. Flexibility aligns with sector trends, fostering well-being and engagement responsiveness.
- Empowerment and Skill Development: Employee empowerment through skill growth is prioritised. Training equips all for meaningful fair work contributions and positive atmosphere.
- Conflict Resolution and Mediation: Conflict resolution theories guide issue handling. Open dialogue and mediation maintain respectful, harmonious, and inclusive workplace.
- Recognition and Appreciation: Positive psychology and recognition principles encourage a culture of appreciation. Celebrating achievements boosts morale and belonging.

	Criteria	Implementation Steps	Task Linked to Steps	Responsible	Monitoring	Status	Planned Completion Date	Measure of Success	Actual Performance Results
1		Establishment of Communication Platforms	Develop communication platforms	Operations Director	CEO	Ongoing	Ongoing	Regular interaction and engagement on platforms	
			Maintain regular team meetings	Teams / Task / Dept Managers	CEO	Ongoing	Ongoing	Active participation and contribution in meetings	
			Implement staff feedback routes	Operations Director	CEO	Ongoing	Ongoing	Increased evaluation, survey activity	
			Launch digital forums for staff news, engagement, resources	Operations Director	CEO	Ongoing	Ongoing	High user engagement and discussion	
	Whistleblower Policy	Introduce confidential reporting mechanism	Operations Director	Board	Ongoing	Ongoing	Ongoing	Reported concerns without fear of retaliation	
		Ensure anonymity and protection	Operations Director	Board	Not Started	Q4 2023	Ongoing	Safeguarded whistleblowers from retaliation	
	Trade Union Collaboration	Engage trade unions	Operations Director, Creative Producer	CEO	In Progress	Ongoing	Ongoing	Increased union involvement and representation	

		Facilitate opinion-sharing, staff and freelance creatives	Creative Producer	CEO	In Progress	Ongoing	Enhanced collective voice in decision-making	
	Regular Feedback Sessions	Implement periodic sessions	Management Team	CEO	In Progress	Ongoing	Addressed concerns and suggestions	
		Encourage active participation	All Managers	CEO	In Progress	Ongoing	Increased staff engagement in feedback sessions	
	Employee Surveys	Conduct anonymous surveys	Operations Director	CEO	In Progress	Annual	Comprehensive feedback on workplace experience	
		Analyse trends and identify improvements	Management Team	CEO	In Progress	Annual	Positive trends in survey responses	
2	Individual Development Plans	Collaborate on personalised plans	All Managers	Department	In Progress	Ongoing	Tailored development plans for each employee	
		Align plans with career aspirations	Employees	Operations Director	In Progress	Ongoing	Improved alignment of employee growth and goals	
	Training Opportunities	Offer diverse training programs	Operations Director	CEO	In Progress	Ongoing	Participation and completion of training programs	

		Include both in-house and external options	Operations Director	CEO	In Progress	Ongoing	Increased skill acquisition and knowledge	
	Learning Culture	Foster continuous learning environment	All Managers	CEO	In Progress	Ongoing	Increased engagement in learning opportunities	
		Promote lifelong learning mindset	Managers	CEO	In Progress	Ongoing	Embraced learning culture across the organization	
	Performance-linked Development	Integrate skills with performance reviews	Managers	CEO	In Progress	Ongoing	Skill enhancement aligned with career advancement	
		Provide opportunities for skill enhancement	Employees	CEO	In Progress	Ongoing	Career growth through skill development	
	Tuition Reimbursement	Establish employee support scheme funds	Finance Group	Operations Director	In Progress	Q1 2023	Increased pursuit of further education	
		Financial assistance for education	Finance Group	Operations Director	In Progress	Q1 2023	Enhanced skills and qualifications	
<b>3</b>	Contract Review	Review existing contracts	Operations Director / Creative Producer	People Group	In Progress	Ongoing	Contracts align with fair work principles	

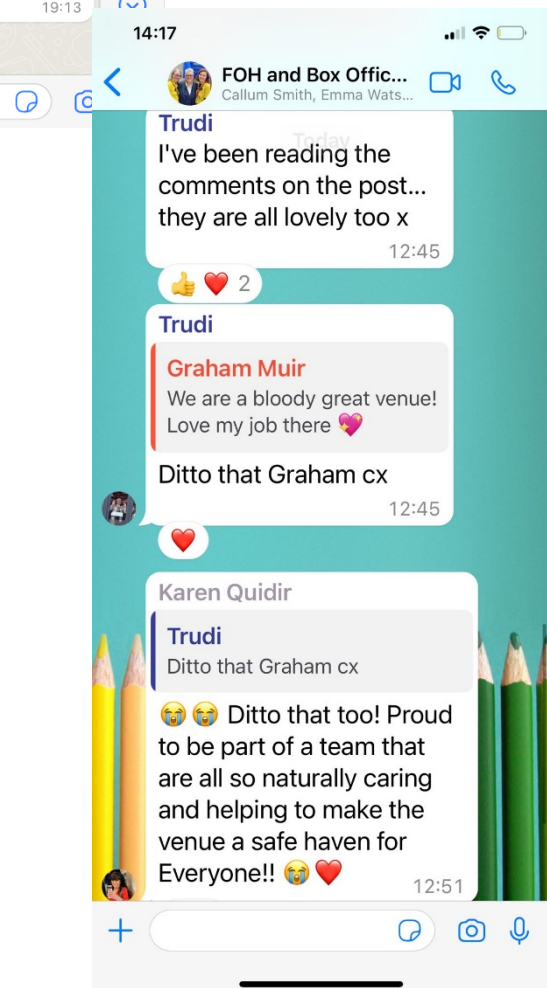
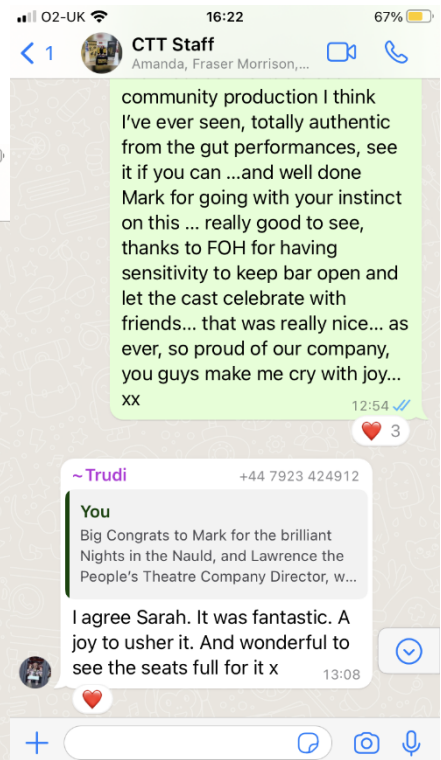
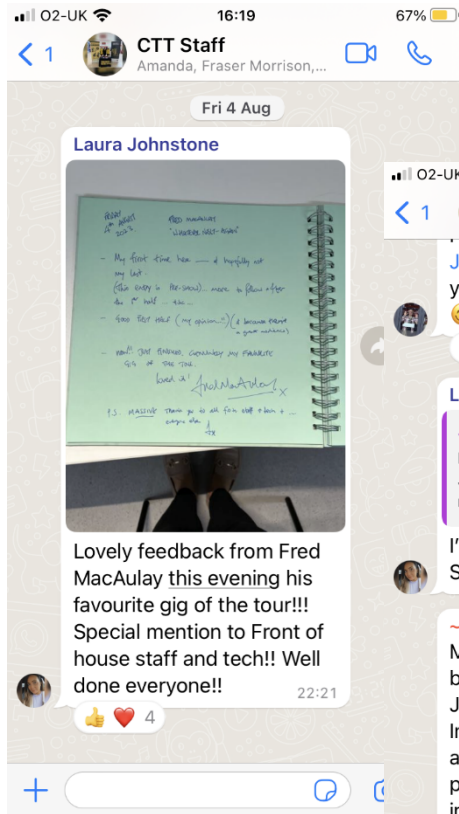


		Ensure compliance with fair work principles	Operations Director	People Group	In Progress	Ongoing	Transparent and ethical contract usage	
	Consultation Process	Engage staff on zero-hours contracts	Operations Director	CEO	In Progress	Ongoing	Employee input on contract preferences	
		Offer suitable alternatives	Operations Director	CEO	In Progress	Ongoing	Transition to secure contracts based on preference	
	Stable Scheduling	Prioritise stable and predictable schedules	FOH Manager	Operations Director	In Progress	Ongoing	Improved work-life balance and well-being	
	Gradual Transition	Develop transition plan	Operations Director	CEO	In Progress	Q4 2023	Secure contracts based on staff preferences	
		Implement gradual contract shift	Operations Director	CEO	In Progress	Q1 2023	Gradual reduction of zero-hours contracts	
	Monitoring and Compliance	Regularly assess contract usage	Operations Director	People Group	In Progress	Annual	Reduced inappropriate contract usage	
4	Pay Equity Review	Conduct pay equity reviews	CEO	People Group	In Progress	Annual	Gender-based pay disparities identified and addressed	

		Ensure fair and equal compensation	CEO	People Group	In Progress	Ongoing	Gender equality in compensation	
	Diversity Recruitment	Implement inclusive recruitment strategies	Operations Director	CEO	In Progress	Ongoing	Increased diversity in candidate pool	
		Attract diverse talent	Operations Director / Marketing / Creative Producer	CEO	In Progress	Ongoing	Diverse workforce across all levels	
	Diversity Training	Provide diversity and inclusion training	Operations Director	CEO	In Progress	Ongoing	Improved awareness and inclusivity	
		Prevent bias in decision-making	CEO	People Group	People Group	Ongoing	Reduced bias in workplace decisions	
	Support Networks	Establish employee resource groups	Operations Director	CEO	In Progress	Ongoing	Platforms for underrepresented employees to share	
		Platform for sharing experiences	Operations Director	CEO	In Progress	Ongoing	Increased platform engagement and discussion	
	Inclusive Policies	Develop diversity and inclusion policies	CEO	People Group	In Progress	Ongoing	Policies promoting diversity and inclusion	
5	Wage Assessment	Evaluate wage structure for gaps	CEO	People Group	In Progress	Annual	Identification of wage gaps and discrepancies	

	Gradual Adjustment	Develop phased wage adjustment plan	CEO	People Group	In Progress	Q4 2023	Incremental wage increases toward real living wage	
	Transparent Communication	Communicate wage adjustments	CEO	People Group	In Progress	Ongoing	Staff awareness and understanding of wage changes	
	Regular Review	Periodically assess real living wage	CEO	People Group	In Progress	Annual	Continued alignment with fair compensation	

## The Benefits of Fair Work First



## Benefits to Customers


### Participating Customer Feedback

- The recent Stipe gig was really good thoroughly enjoyed it. Not a big REM fan but the tribute band were excellent.
- Lanterhouse staff were excellent all round. Cheers for a great night.
- First time at Lantern Theatre venue. It was an excellent experience one I would hope to try again. The theatre is intimate and you get to feel as if you are part of the show.
- was great along with excellent staff who were welcoming, knowledgeable and friendly. Big A+ for the venue, band and night.
- This was my first visit to Lanterhouse and I thought the building was really great. The cinema was lovely, such a nice cosy size. All the staff I spoke to were very friendly and I look forward to returning for lots of future events.
- Fantastic show. Lovely venue and very efficient and friendly staff, will definitely be back.
- The show was wonderful. Thoroughly enjoyed it. The Theatre is brilliant and a great day/night out. Keep up the great work
- Fabulous Staff: I visited your theatre yesterday afternoon for the matinee with my mum. She has mobility issues and the treatment we received from all the staff was 1st class, with special mention to Amanda who couldn't do enough to help my mum to her seat. This was greatly appreciated as it turned out more stressful than expected!

# WHAT OUR CUSTOMERS ARE SAYING...






**Isabelle Sheldon**  
 7 reviews


 a day ago **NEW**

Most impressed. Enjoyed the film and the cafe  
Well worth a visit!


---



**Kirsteen Adamson**  
 Local Guide · 45 reviews · 2 photos


 2 days ago **NEW**

This is right on my doorstep and have been twice now to see a movie. Very friendly staff and nice clean venue. Will be back soon.


---



**Claire Smillie**  
 1 review


 2 weeks ago **NEW**

Staff are All so Lovely. Took time to see me to my Seat. I walk on crutches and they helped me in Every Way. The toilets were great, very Roomy & very Clean. Thank you for a great experience 😊😊😊


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**MMSiblings #strawberryMilkshake**  
 Local Guide · 19 reviews


 4 weeks ago

Nice, but very small cinema. Audio system is fine, but nothing impressive. In general very friendly and cozy cinema. Tickets are also very affordable.


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**Scott Chapman**  
 Local Guide · 57 reviews


 a month ago

Good location and not too expensive for the items within. Have used for the cinema and the theatre shows. Always clean inside and staff are always cheery and helpful


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**Fraser Gillespie**  
 Local Guide · 127 reviews · 20 photos


 a month ago

Nice location. Good show for young kids. Great adaptation of treasure island this year. Excellent cast


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**Sharon Smith**  
 Local Guide · 112 reviews · 1,284 photos


 a month ago

Lovely new theatre and cinema, not quite got the same atmosphere as the old one but good view from all seats, boosters available for wee ones.


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**Amanda MacDonald**  
 7 reviews


 a month ago

As much as I loved the old theatre, they have done an excellent job with the new theatre. Seats are comfy and sized well. Leg room is comfortable.


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**Malcolm Robertson**  
 Local Guide · 141 reviews · 5 photos


 a month ago

Went to see Treasure Island with my grandchildren. Loved it. Great theatre will definitely be back

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**Morag Lamond**  
 8 reviews · 1 photo


 a month ago

First time here, from dealing with box office staff to staff working at theatre on the day absolutely no complaints. Treasure Island cast members were amazing. Couldn't fault the performance. So much so going back for a second showing.



## Recognition

- Congratulations! Your company has been selected as a finalist in the Lanarkshire Business Excellence Awards 2023
- NL Employer Charter Gold Award

Investment in Fair Work practices has not only ensured Cumbernauld Theatre is a good place to work where fairness, inclusivity, and equality flourish, it has enabled us to receive official recognition that we can promote on our company website and through social media channels, effectively promoting our organisation to a range of stakeholders, including our core funding partners, existing and future programme partners and will continue to build our reputation and profile, to encourage a healthy recruitment context to attract talented staff and creative freelancers.



Left: Laura Johnstone: Front of House Manager  
Right: Lindsay Attwood: Customer Services and Cinema Manager

## Conclusion

At Cumbernauld Theatre we embrace the principles of Fair Work through our comprehensive Fair Work Strategy and Action Plan. Our commitment spans various company policies including our Company Handbook, our Health and Safety Policy, our EDI Policy, Safeguarding Policies and all HR management processes including how we engage with freelance creative practitioners, reflecting our dedication to cultivating an equitable and inclusive work environment.

In our Fair Work Strategy, Cumbernauld Theatre outlines our commitment to Fair Work principles, emphasising the importance of appropriate channels for effective voice, investment in workforce development, eradicating inappropriate use of zero-hours contracts, ensuring fair pay, gender equality and promoting diversity, and ensuring payment of the Real Living Wage.

Each criterion is integral to our core values and vision, and our implementation strategies ensure that fair work principles are woven into the fabric of our organisation. By aligning with these criteria and Creative Scotland's guidance, we ensure that fair pay, respect, and equitable opportunities are central to our operations, we contribute to the advancement of the creative sector and support the well-being and growth of our workforce creating a thriving, inclusive, and empowered creative environment for all.

This commitment is evidenced in our Fair Work Action Plan, a detailed roadmap that sets out step by step our journey towards achieving these principles. To ensure effective implementation, the plan encompasses a range of specific actions and steps that are overseen by Senior Management and monitored by the Board. From the development of communication platforms and promotion of a confidential whistleblowing mechanism to reviewing contracts and conducting pay equity assessments, each step is designed to promote fairness, inclusivity, and employee well-being.

Cumbernauld Theatre acknowledges that transparency is key to fostering a culture of Fair Work. To communicate these commitments effectively within the organisation, we will leverage multiple channels. Internal communications will include regular updates through staff meetings, digital forums, and dedicated platforms. Our CEO and Operations Director will take responsibility for driving these initiatives. Ongoing monitoring, conducted by the CEO and board, will track the status of each action, ensuring progress is on track.

Externally, our commitment to Fair Work will be evident most strongly through the performance of our people, a dedicated, caring, professional team and additionally with industry partnerships such as companies in residence and collaborations for example with FST, and the strength of our relationships with the artistic community and our 'associates' programme. We collaborate actively with trade unions, providing and responding to a variety of platforms for employees' and creative freelancers to have a collective voice. In recruitment and artist selection, we will prioritise working with those who share our values of Fair Work, diversity, and inclusion.

Furthermore, we will share our Fair Work journey transparently with the public, demonstrating our dedication to these principles. This will be accomplished through our official website, social media platforms, and community engagement initiatives. By openly sharing our progress, challenges, and successes, we aim to inspire other organisations to join us in the pursuit of Fair Work practices.

In conclusion, Cumbernauld Theatre's commitment to Fair Work is not just a declaration, but a tangible and actionable strategy deeply embedded in our company's policies, processes, and culture. Through effective communication and strategic implementation, we are fostering an environment where fairness, inclusivity, and equality flourish, benefiting both our dedicated team members and the wider community we serve.





ALBA | CHRUTHACHAIL

## Creative Scotland Funding Criteria:

### 5. Fair Work

# Introduction

In 2021/22 Creative Scotland refreshed its Strategic Framework, establishing a new set of aims and priorities to guide our work. This refresh took into account our remit and the role we are here to deliver. As part of this, we also updated our funding criteria, on which we will base all future funding activity.

These criteria are:

1. Quality and Ambition
2. Engagement
3. Equalities, Diversity and Inclusion (EDI)
4. Environmental Sustainability
5. Fair Work
6. International (optional - only for applications involving international activity)

Each of the criteria listed above has its own guide, that sets out:

- The outcomes we want to see in this area of our work as a result of our funding
- Where this work aligns to national policy agendas
- Key aspects of the sector's work in this area, including current challenges
- Any links to relevant further information.

To access each guide please [visit our website](#).

Please note that applicants to our Funds do not necessarily need to address all the Criteria set out here. Each Fund will have specific questions which will be proportionate to the levels of funding available. We recognise that organisations and individuals work in different ways and will be at different stages in their development. However, Creative Scotland does expect all those we fund to have a clear vision for delivery against the Fund Criteria and to report impact against them.

# Fair Work

## Key outcomes

Our Priority: Promoting fair pay, conditions, and employment opportunities across the sector

## What do we want to achieve?

We want people working in the culture and creative sector to have fair access to opportunities, be treated with respect and be paid fairly for the work that they do.

We want to help create the conditions for more opportunities to work in and progress through our sectors. This includes ensuring that every individual or organisation we fund offer terms and conditions which are demonstrably fair, and advocating for Fair Work principles to be applied universally in the sectors we support.

## How do we define Fair Work?

The Fair Work Convention's Fair Work Framework defines it as 'work that offers all individuals security, opportunity, respect, fulfilment and effective voice'. Research identifies long-term systemic issues in the culture and creative sector which are impacting the delivery of Fair Work principles.

We view fair pay and precarious work as persistent problems to be addressed in part through our funding decisions, including with the significant proportion of people who work on a freelance basis. We also want to see fairer recruitment and opportunity, with clearer and more effective career progression routes. We believe that workforce and leadership development should be part of cultural organisational planning and that organisations we fund should have a clear approach to ensure dignity at work for employees and others they work with.

## Why is this a priority?

Creative Scotland sees Fair Work as an essential principle in the culture and creative sectors. The benefits include increased productivity and innovation, a greater ability to attract and retain employees and reduced absenteeism. Fair Work can further help in addressing sector skills shortages and enabling more flexible working. Ultimately Fair Work promotes improved wellbeing, both for individuals and in the wider context of the Scottish Government's goal of establishing a wellbeing economy.

There are also clear links to our priorities for Equalities, Diversity and Inclusion. COVID caused immediate disruption and financial hardship for many within the culture and creative sectors – impacting the resilience of these sectors disproportionately, with severe skills shortages and burnout. Those hardest hit in the workforce included women, disabled people and minority ethnic communities. Should this inequity not be recognised and acted upon, the working terms and conditions of many could deteriorate further. We recognise that many poor workplace practices can compound the barriers already faced by many in the culture and creative sectors. Fair Work is an opportunity to shift who is included, valued and supported in the workforce, and who will lead its development in the longer term.

## Proportionality

While there is a good understanding of the Fair Work in the culture and creative sector, and a clear willingness for positive change, it will take time and significant resources to implement solutions. It is difficult to separate Fair Work from the wider challenges posed by business and funding structures and broader inequality in society. Sector support organisations face a double challenge to both implement Fair Work within their own organisations, while also encouraging best practice for their members and networks - which can include a broad range of freelancers and organisations of different sizes and business models.

## **National policy agendas**

### **Our roles and responsibilities**

Fair Work First is the Scottish Government's policy for delivering fair work across the labour market in Scotland. Its vision 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 society. The approach is being developed by the Scottish Government, trade unions and businesses to support fair work practices in all businesses including employing people from disadvantaged groups.

The Scottish Government's A Culture Strategy for Scotland outlines actions to support the cultural workforce through advocating for Fair Work practices and principles, and a Real Living Wage for the workforce.

The Scottish Government now requires Fair Work conditions in all public funding agreements. All fund recipients are expected to adhere to the Fair Work Framework and all organisations are asked to commit, where relevant, to the following Fair Work First criteria:

- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace; and
- payment of the Real Living Wage

Consequently, Creative Scotland will expect the organisations we fund to have clear and visible policies and procedures relating to Fair Work.

Please note that from July 2023, In line with Scottish Government guidance, we will require successful applicants to funding programmes awarding Scottish Government funds to:

- Confirm that they will pay the Real Living Wage to directly employed staff, apprentices, 16-17 year-old workers and contracted and agency staff from the start of the funded period (providing relevant documentation to evidence this where awards are over £100,000).
- Confirm that Effective Voice for workers is in place in their organisation
- Confirm that their workforce representative has agreed that all workers employed within the organisation have access to effective voice channels

## **Key work in this area**

### **Fair Pay and Precarious Work**

Being appropriately valued and respected for an individual's time and output are key components of Fair Work. We want to encourage everyone who can improve pay for artists and creative people to do so, in order to ensure that Scotland is a country where artists and creative practitioners can live and work successfully. One way is to adopt the Real Living Wage, in line with the guidance the Scottish Government has introduced. Other [sector specific sector rates of pay](#) are also used within specialisms to provide guidance to employers and workers.

In all medium and longer-term planning, organisations should aim to improve the quality and reliability of the work they offer. Employee security and precarious work have historically been concerns for workers in the culture and creative sectors and public funding should not perpetuate such insecurity. We expect to see practices such as unpaid work (in roles such as unpaid internships) and the use of temporary or zero-hours contracts become less prevalent and eventually phased out. These practices affect employee wellbeing and productivity, contributing to illness, absence and workers leaving the sector. It also inhibits efforts to attract and recruit people with required skills to the sector.

We want to see freelance workers in the culture and creative sectors rewarded fairly for the work that they do. Freelancers make a significant contribution to the success of these sectors in Scotland which have always relied heavily on freelance and casual work but particular in the last two decades. While freelance working can have advantages (for both individuals and employers) challenges include poor contracting practices, long working hours, poor payment practices, and a lack of professional development, training or business support. There is evidence that some creative freelancers work a portfolio of low paid, precarious jobs which impact on their wellbeing and can be excluded or only partially covered by social security protection. Continuing poor practice risks workers being pushed out of the sector, eroding stability and sustainability across the sector.

### **Recruitment and Opportunity**

The culture and creative sector uses a range of routes to recruit and develop talent. We know that the use of unpaid work in the sector remains a challenge – creating a barrier to entry to those who don't have connections or who can't afford to support themselves when not being paid. There can still be misunderstanding of the different types of training and employment routes and this reduces inclusivity as well as resilience within the sector. We expect those we fund to consider when it is appropriate to use volunteers and voluntary workers and understand best practice in working with these groups.

Employment opportunities offered in the culture and creative sector, whether they are paid or legitimately unpaid (e.g. volunteering), provide openings into work and present individuals with the chance to gain new and transferable skills. There is currently a relatively low number of graduate and dedicated apprenticeship opportunities which reflects a sector with a high proportion of small or micro-businesses. We want to see well-developed and managed opportunities for people to join the sector – as employees, through work experience, industry placements, apprenticeships and paid internships – and for employers to be actively reflecting on what routes they could offer in the future. Employers promoting Fair Work as part of their recruitment strategies will increase their profile in attracting diverse talent.

Everybody should be committed to diversifying the workforce in the culture and creative sector in Scotland. Valuing difference helps to make our sectors more relevant and responsive. Inclusion starts with recruitment and organisations should implement open and accessible recruitment processes which encourage applications from the widest possible pool of people, regardless of background or circumstance. Positive career development opportunities need to be visible not just to support the existing workforce, but also to encourage young and diverse new entrants, thereby supporting the sector's sustainability.

## **Workforce and leadership development**

We want to see diverse talent identified and nurtured. This means people being able to extend their skills through learning, sharing knowledge and having access to information and networks. Research has identified investment in skills as a key priority for delivering Fair Work, with barriers including a lack of awareness of development opportunities and limited access to business, management, planning, entrepreneurial and digital skills. Freelancers in particular struggle to source and access these developmental opportunities. Sector support organisations do offer support that includes creative practice and talent development; peer learning, mentoring and technical training. Opportunities to develop digital, business finance and marketing and communications skills are less prevalent.

We want to see knowledgeable, confident and ambitious leaders working across Scotland's culture and creative sector. We want to see leadership development opportunities available with strong content, reach and impact, noting that the range of skills required by leaders today is complex and changing. These include informal opportunities – peer learning, networking or mentoring – as well as formal initiatives for boards, organisations and individuals. Identified gaps in provision include governance, organisational and resilience skills development.

We see workforce and leadership development as critical for creative sector recovery from the uncertainty and turbulence caused by the COVID pandemic. For larger organisations leadership development initiatives may be delivered in-house, but we recognise that smaller organisations struggle to be able to resource such skills development. For the majority of those working in the creative and cultural sectors, external support will be required, including working with national bodies and skills development agencies. The pandemic saw new flexible, accessible, and digitally enabled approaches to workforce and leadership development and learning from these models should also be explored.

## **Dignity at Work**

We believe that everyone working in Scotland's culture and creative sector is entitled to be treated with dignity and respect, whether they are an employee, employer, freelancer, contractor, Board member or volunteer. Creative Scotland does not tolerate bullying, harassment, or victimisation under any circumstance, and expects the same of any organisation, individual or project that we support with public funding.

Under the Equality Act 2010 it is unlawful to discriminate against someone because of one or more of the nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation). Harassment and victimisation related to these characteristics is also unlawful. We are committed to tackling discrimination and all forms of prejudice. As the national body for creative development, we have a responsibility to ensure our support reflects the diversity of

Scotland's population and we continue to work to ensure we meet the requirements of the Public Sector Equality Duty 2010.

Bullying, harassment, discrimination and victimisation harm lives, cause emotional distress and adversely affect careers. There is a strong collective will to tackle these unacceptable behaviours in Scotland's culture and creative sector. It is important to take steps where possible to address them, so that everyone can feel safe and respected when working in the sector. We expect organisations that we fund to take all reasonable steps to prevent these behaviours, and if they occur, to deal with these instances appropriately.

### **Further information and supporting resources**

Below are links to policies, guidance and research which may be helpful. Please note that it is not necessary to read these in order to apply but may help you understand the wider context in which your work fits:

- [Creative Scotland Fair Work resources](#)
- [Creative Scotland Annual Plan](#)
- [Scottish Government Culture Strategy for Scotland](#)
- [Fair Work Convention](#)
- [Culture Radar Fair Work Mapping Report](#)
- [Scottish Government Fair Work First resources](#)
- [Creative Scotland Fairer Recruitment Guide](#)
- [Creative Scotland Rates of Pay Guidance](#)
- [Illustrated Freelancers Guide](#)

# FAIR WORK ACTION PLAN

1. **Effective Voice:** We're dedicated to providing platforms for open dialogue. From regular meetings to anonymous staff surveys, your thoughts matter, and we're here to listen.
2. **Workforce Development:** We believe in your growth. Personalised development plans, skill-enhancing training, and opportunities for advancement are our focus.
3. **Contracts You Can Count On:** We're minimizing zero-hours contracts, providing flexible schedules for better work-life balance.
4. **Fair Pay and Diversity:** We're committed to fair pay for all, regardless of gender, and we're building a diverse, inclusive team.
5. **Real Living Wage:** We're on a journey to ensure your wages reflect the real cost of living.





# CRITERIA 1: CHANNELS FOR EFFECTIVE VOICE

## Implementation Steps:

**Establishment of Communication Platforms:** Develop and maintain dedicated platforms, such as regular team meetings, suggestion boxes, and digital forums, to facilitate open and safe dialogue for all staff members.

**Whistleblower Policy:** Promote a confidential whistleblowing mechanism that enables employees to report concerns without fear of retaliation, ensuring a safe space for raising challenges.

**Trade Union Collaboration:** Actively engage with trade unions to encourage active participation, allowing employees to collectively voice their opinions and concerns regarding workplace issues.

**Regular Feedback Sessions:** Implement periodic feedback sessions with department heads and management to address concerns, suggestions, and ideas raised by employees.

**Employee Surveys:** Conduct anonymous surveys to gather comprehensive feedback, analyse trends, and identify areas for improvement.

## CRITERIA 2: INVESTMENT IN WORKFORCE DEVELOPMENT

**Individual Development Plans:** Collaborate with employees to create personalised development plans, identifying training needs and career aspirations.

**Training Opportunities:** Offer a range of training programs, workshops, and seminars, both in-house and external, to enhance skills, knowledge, and personal growth.

**Learning Culture:** Foster a continuous learning culture, encouraging employees to embrace lifelong learning and acquire new skills.

**Performance-linked Development:** Integrate skill development with performance assessments, providing opportunities for advancement based on skill enhancement.

**Tuition Reimbursement:** Establish a scheme to financially support employees pursuing further education or relevant certifications.

## CRITERIA 3: NO INAPPROPRIATE USE OF ZERO HOURS CONTRACTS

**Contract Review:** Conduct a thorough review of existing contracts, ensuring alignment with fair work principles and avoiding inappropriate use of zero-hours contracts.

**Consultation Process:** Engage with staff currently on zero-hours contracts to understand their preferences and needs, while offering suitable alternatives.

**Stable Scheduling:** Prioritise stable and predictable work schedules to promote work-life balance and well-being.

**Gradual Transition:** Develop a plan to transition eligible employees from zero-hours contracts to secure, annualized contracts, based on their preferences.

**Monitoring and Compliance:** Regularly assess contract usage and make adjustments to ensure compliance with fair work principles.

## CRITERIA 4: ACTION TO TACKLE THE GENDER PAY GAP AND DIVERSITY

**Pay Equity Review:** Conduct periodic reviews of compensation to identify and address any gender-based pay disparities, ensuring fair and equal pay for all.

**Diversity Recruitment:** Implement inclusive recruitment strategies to attract diverse talent, promoting a balanced and inclusive workforce.

**Diversity Training:** Provide training and awareness programs to foster an inclusive environment and prevent bias in decision-making processes.

**Support Networks:** Establish employee resource groups to provide a platform for underrepresented employees to share experiences and concerns.

**Inclusive Policies:** Develop and communicate policies that promote diversity and inclusion across all levels of the organisation.

## CRITERIA 5: PAYMENT OF THE REAL LIVING WAGE

**Wage Assessment:** Evaluate the current wage structure to determine gaps between the minimum wage and the real living wage.

**Gradual Adjustment:** Develop a phased plan to incrementally increase wages to meet or exceed the real living wage standards.

**Transparent Communication:** Communicate wage adjustments clearly to employees, highlighting the positive impact on their quality of life.

**Regular Review:** Periodically assess the real living wage to ensure continued alignment with fair compensation standards.

## CRITERIA 6: PAYMENT OF THE REAL LIVING WAGE

**Employee Well-being:** Fair compensation, career development, and work-life balance contribute to improved overall well-being, reducing stress and increasing job satisfaction.

**Enhanced Customer Experience:** Satisfied and engaged employees provide better service, leading to an enhanced customer experience and positive word-of-mouth.

**Inclusive Organisational Culture:** Fair work practices foster diversity, inclusivity, open communication, and collaboration, creating a more welcoming and transparent workplace culture.

**Resilience and Adaptability:** A motivated and loyal workforce is more resilient to challenges, reducing turnover and ensuring continuous improvement.

**Optimised Organisational Performance:** Improved productivity, talent attraction, compliance, and positive public image contribute to the organisation's success and stakeholder satisfaction.

**Contribution to the Arts :Sector** By aligning with fair work principles, the organisation contributes to the advancement of the arts and culture sector, promoting creativity and empowerment for all.

