



HUMAN RESOURCES

INTRODUCTION

SP SQUARE CIC currently operates a small payroll of two core employees. **Volunteers** work on the basis of a volunteer agreement, a copy of which can be supplied on request. Other paid staff who work with **SP SQUARE CIC** are self-employed experts who work on a project-by-project basis, and are paid against invoice.

Having written this, **SP SQUARE CIC** does apply procedures to help and encourage all who work with us to achieve and maintain standards of conduct, attendance and job performance, and the CIC applies these procedures to all who work for and with the organisation. The aim is to ensure consistent and fair treatment for all those involved, and, by so doing, help the organisation to achieve its goals.

For both contracted and employed staff, there is clarity about **fair work and pay, equality, diversity and inclusion** as well as our **disciplinary policy**.

FAIR WORK FOR FAIR PAY

SP SQUARE CIC is committed to fair work practices for all employees, contractors, and volunteers. We recognise that fair pay and conditions are central to a respectful, productive, and creative working environment.

We embed the **Scottish Government's Fair Work First** approach in all our activities, aligning with the **Fair Work First** criteria:

- appropriate channels for effective voice
- 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
- payment of the Real Living Wage (or higher)
- offer flexible and family-friendly working practices
- oppose the use of fire and rehire practices.

Our approach to Fair Work is based on the following principles:

- **Fair Pay** – We ensure that all contractors and employees are paid at or above the recognised industry standards for their role, with fees clearly benchmarked and agreed in advance. No one working with us is expected to work for free unless they have chosen to volunteer.
- **Security and Transparency** – Wherever possible, we provide clear contracts or agreements that outline pay, responsibilities, and expected timescales. Invoices are paid

promptly, and individuals are informed of their rights and responsibilities at the outset.

- Respect and Inclusion – We foster a working culture based on dignity, equality, and respect. Harassment, bullying, or discrimination are not tolerated. Decisions about pay, progression, or opportunity are made on a fair and transparent basis.
- Opportunity for Progression – We support the professional development of all who work with us, whether through training, mentoring, or creating opportunities for individuals to take on new challenges.
- Voice and Participation – Those working with **SP SQUARE CIC** are encouraged to contribute to decision-making processes relevant to their role. We value collaboration, and we actively seek feedback to improve our practices.
- Work-Life Balance – We aim to provide flexibility in scheduling and working arrangements to support the health and wellbeing of those who work with us.

SP SQUARE CIC believes that adopting these principles benefits both the individuals who work with us and the organisation as a whole. By committing to fair work and pay, we help to create an environment where creativity and collaboration can thrive, ensuring our projects are delivered with integrity and in line with our values.

EQUALITY, DIVERSITY, and INCLUSION

SP SQUARE CIC is committed to encouraging equality, diversity and inclusion among our volunteers and contractors, and eliminating unlawful discrimination. **SP SQUARE CIC** already monitors the make-up of volunteers and contractors, as well as the board, regarding such as age, sex, ethnic background, sexual orientation, religion or belief, and disability. This is because experience has shown that variety makes for a more successful organisation. As such, there is a clear business case for doing so:

- where the fundamental currency of an organisation is respect, encouraging equality, diversity and inclusion, makes for a more successful organisation
- where a society is built on equality, diversity and inclusion it function to the benefit of all and this in turn strengthens the economy and makes for more successful organisations

SP SQUARE CIC, in providing its goods and services, is committed in its stand against unlawful discrimination toward others. The purpose of this is to ensure that our stated organisational mission, aims, and objectives all align with our behaviour. If we are vigilant, this will result in equality, fairness and respect for all we work with and for, and in turn a stronger, more impactful organisation.

Part of this can be achieved by ensuring that volunteers and contractors know and understand the **Equality Act 2010** protected characteristics of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race (including colour, nationality, and ethnic or national origin)
- religion or belief
- sex

- sexual orientation

and to be aware of how this may be played out in the world through unfair:

- pay and benefits
- terms and conditions of employment
- unequal dealing with grievances and discipline
 - dismissal
 - redundancy
 - leave for parents
- refusal of requests for flexible working
- selection for employment, promotion, training or other developmental opportunities

SP SQUARE CIC, had it ever had any, would take complaints of bullying, harassment, victimisation and unlawful discrimination seriously, whether by fellow colleagues, customers, suppliers, visitors, the public or in course of any other of the organisation's activities. Further, sexual harassment may also amount to a criminal matter, such as in sexual assault allegations, and these are reportable to the authorities.

SP SQUARE CIC already makes those who work with the organisation aware of the **Protection from Harassment Act 1997** and ensures that all who work with the CIC comply with it.

DISCIPLINARY POLICY

While **SP SQUARE CIC** does not operate disciplinary procedures with contracted staff as employers do, nonetheless action will be taken to resolve problems where appropriate. The following list provides some examples of offences which are normally regarded as gross misconduct and which may even cause the involvement of outside agencies:

- theft or fraud
- physical violence
- bullying
- deliberate and serious damage to property
- serious misuse of an organisation's property or name
- deliberately accessing internet sites containing pornographic, offensive or obscene material
- discrimination, harassment or victimisation
- bringing the organisation into serious disrepute
- causing loss, damage or injury through serious negligence
- a serious breach of health and safety rules
- a serious breach of confidence

For formal action involving an outside agency, an individual will be advised as to the nature of the complaint against them and be given the opportunity to state their case before proceeding. Where appropriate, written copies of evidence and relevant witness statements will be provided, as part of this process. When stating their case, an individual may choose to be accompanied by one other person. Any reasonable adjustments will be made, for example for someone with a disability. Once a decision has been made, any right of appeal can be made to the attendant outside agency, however, **SP SQUARE CIC** is under no obligation to re-engage anyone.

RECRUITMENT OF EX-OFFENDERS

SP SQUARE CIC is committed to the fair treatment of all individuals involved with the organisation, including during recruitment or contracting of volunteers and self-employed associates. This includes individuals with previous convictions.

A criminal record will not automatically prevent someone from working with or alongside **SP SQUARE CIC**. Any information disclosed will be considered sensitively, fairly, and in line with the nature of the work and the relevance of the offence. Decisions will be made on a case-by-case basis.

Where roles involve contact with children, young people or protected adults, individuals will be required to apply for PVG Scheme membership. Any disclosures received will be handled confidentially and in line with Disclosure Scotland's Code of Practice.

SP SQUARE CIC ensures that all those involved in recruitment are made aware of this policy and are trained to make balanced and informed decisions. Applicants will be given the opportunity to provide context around any disclosure and to explain any circumstances.

Our intention is to safeguard the people we work with while also recognising the potential for individuals to move on from past convictions. We will always seek to strike a balance between protection and fairness.

OUR COMMITMENT

SP SQUARE CIC's has a commitment to inclusion, dignity, and respect in all working relationships.

SP SQUARE CIC's aim is that those working with the organisation are truly representative of all sections of society and for each to feel respected and able to give of their best. Even though only small payroll is operated, **SP SQUARE CIC** maintains a working environment that:

- encourages equality, diversity and inclusion in the workplace, as they are good practice and make business sense
- creates a working environment free of bullying, harassment, victimisation and unlawful discrimination
- promotes dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued

This commitment can be readily inferred from the training **SP SQUARE CIC** already invests in volunteers and contractors. Although the organisation employs few staff on PAYE, that does not prevent it from investing in the education and training of those who volunteer or are contractors. Opportunities for training, development and progress are made available to all who need it, or who will be helped and encouraged to develop their full potential by offering such opportunities. The reasons for this are simple: well trained volunteers and contractors maximise the efficiency of the organisation, and, were they to leave, such training will benefit society as a whole.