

Upland Arts Development CIC **Fairwork Policy**

Introduction to the policy

Upland is committed to adopting fair working practices across the organisation in line with the criteria set out in the Scottish Government's [Fair Work First](#) framework, as part of a continuous improvement approach.

Upland is committed to ensuring staff wellbeing, notably by providing a safe, open and co-operative working environment, professional development and training opportunities, good terms and conditions of employment.

Upland is committed to ensuring all employees, artists and freelancers that work for the organisation are treated and paid fairly benchmarked against [Scottish Artist Union](#) (SAU) rates.

Upland is an accredited [living wage](#) employer, joining the scheme in 2024.

Definition of fair work

The [Fair Work Convention's Framework](#) defines Fair Work as work that effective voice, respect, security, opportunity and fulfilment; and that balances the rights and responsibilities of employers and workers and can generate benefits for individuals, organisations and society.

We are committed to these dimensions and work to ensure that they are visible in the attitudes, behaviours, culture and policies and practices within an organisation – demonstrating the value placed on fair and equal opportunity in work.

Effective voice – (strategies so everyone's voice is heard, for the team, board and members)

- We will hold regular one-to-ones between staff and managers.
- Undertake an annual appraisal process led by the Chair of the Board in conjunction with the Creative Director.
- Hold regular team meetings where everyone can feed into agenda items and a different staff member can lead each time.
- Hold regular board meetings where all staff / team members are welcome and actively encouraged to attend – these meetings promote an open platform for shared learning and constructive discussion (however there may be times when staff are required to step out of meetings if a particular item requires it, such as a conflict-of-interest matter).
- Utilise different platforms to reach our membership to welcome feedback and ideas including surveys and in person and online meetings / open forums.
- Invite members to submit project proposals bi-annually for consideration in the programme.
- Contracted artists and freelance team also attend regular team meetings and undertake feedback and evaluation sessions, both written and in person, in order to invite feedback and learning.
- Maintain existing members sub-groups and develop new ones as appropriate so that our membership is actively involved in the organisation's delivery and development

- Co-create projects and programming with our participants and communities, embedding their voice in our work.

Respect

- Equality and Diversity and Dignity at Work policies are in place with regular review dates.
- Staff are encouraged to identify training and development opportunities for themselves, which are then supported through a budget that is ring-fenced annually.
- Ensuring job roles have considerable autonomy, so employees have the opportunity to problem solve and to contribute to change.
- A staff handbook which is provided to all staff at the point of contracting covers a wide range of procedures including flexible working, home working, sick pay, holiday pay and maternity pay. This is regularly reviewed by the Board in conjunction with appropriate external partners.
- Employment policies cover discrimination, bullying and harassment in the workplace, in our service delivery environments, and in any work-related setting outside the workplace, e.g. business trips and work-related social events.
- A whistle blowing policy is in place that encourages all individuals to raise any concerns that they may have about the conduct of others in the business or the way in which the business is run. It sets out the way in which individuals may raise any concerns that they have and how those concerns will be dealt with.
- Flexible and home working are offered depending on different needs and taking into consideration the structure of individual projects. The same approach is taken with any artists we work with.
- Ensuring staff capacity is considered and monitored through team meetings and one-to-ones with managers. Upland does not over paid overtime and any overtime is taken as TOIL (Time Owed in Lieu), this should not accumulate to unreasonable levels.

Opportunity

- Relevant training opportunities are offered for staff, members and board, often delivered through external partnerships.
- An appropriate budget is available for training, for staff, members and board.
- Key training such as Equality, Diversity and Inclusion (EDI) and mental health awareness is provided and staff are encouraged to actively seek out training they would like to attend as part of their professional development.
- Clear and transparent artist and staff contracts are provided and tailored to the individual or project as required with fees outlined (SAU rates) and clear lines of communication and responsibility.
- Artists involved in projects are invited to input into the project plans and budgets, to ensure this is appropriate and collaborative.

- A fair and transparent recruitment procedure is in place, which we follow for interviews and provide this to any partners we are working with, this includes offering reasonable adjustments for interview candidates, creating a welcoming environment and ensuring candidates are all treated equally throughout the process.
- A conflict-of-interest register in place which is completed and regularly updated by staff and board and any potential conflicts are declared.
- Most of our creative opportunities are recruited via open calls, our briefs are thorough and very clear on expectations, roles and responsibilities. Fees will always be outlined and expectations in terms of days/time will always be transparent.
- Application processes avoid jargon; offer alternative means to submit (i.e audio or video) and always provide a contact for informal discussion.
- Selection procedures vary and include team members, board members, members artists, relevant specialists/ external partners and members of the community if appropriate to the project.
- Working towards a more representative board including representation from young people (as outlined in our EDI Action Plan).
- A commitment to including access costs in project budgets, so that we can meet individual needs – for example providing travel and lunch expenses or childcare costs if required.
- Working towards offering paid internship or apprenticeships to remove barriers for young people to develop careers in the creative sector.
- Offering a range of workplace adjustments for employees with physical or mental health conditions or disabilities eg. flexible working and adapting equipment /working environment as required.
- Undertaking exit interviews for employees, so we can invite feedback and learning through understanding the reasons why staff members leave a position.

Security

- Upland's core team are PAYE contracted, with sick pay, holiday pay and pensions
- We do not offer zero-hour contracts
- The core staff team are on fixed term contracts with appropriate employment rights because funding is time limited. The organisation is working towards a more secure financial future and aims to offer longer term, permanent contracts.
- Clear contracts provided which build in appropriate terms and conditions, regular and reasonable hours, holiday entitlement, sick pay and pension contributions.
- Using industry standard rates of pay and Real Living Wage, benchmarked against SAU rates.
- We do not offer unpaid internships.
- Volunteering options will be considered when appropriate to the programme and/or project, however the organisation will never use volunteering to fill gaps in key roles and any volunteering opportunity will be carefully managed to ensure that it has positive social and community benefit and impact.

- Offer flexible working for family/caring commitments.

Fullfilment

- We are committed to creating fair paid work and high quality opportunities for artists and makers in order to encourage more people to move here or stay here – making Dumfries and Galloway an enriching destination for creatives.
- Working towards strengthening Upland’s network and outreach so that our membership is connected and less isolated through our work.
- Ensuring our members feel supported and that we use our programme to make space for learning and sharing, ie, through peer support networks.
- Signpost our members to other organisations and opportunities using our overview of the artists in the region to help make new connections with further benefits to our membership.
- Pay all our artists inline with the Scottish Artist Union rates of pay and advocate for this.
- Advocate and lobby on behalf of our membership, to promote fair pay, the value of creativity, artists expertise and how this can be utilised alongside best practice.
- Through Upland promote in conjunction with other organisations Dumfries and Galloway as a creative destination.
- Promote a sense of care and wellbeing within the team and build in regular activities throughout the year that promote this – i.e team building days, workshops and away days.
- Enable team members to develop in their roles through offering supported opportunities to lead on new or different aspects of Upland’s work – this might include taking the lead on meetings or specific development work, shadowing colleagues or in-team skill sharing.

Working with freelancers

Upland employs freelancers on a regular basis in the areas of PR, photography and film and digital communications.

Upland will

- Pair fair fees benchmarked against SAU rates.
- Negotiate terms and payment schedules individually and provide all freelancers with a Letter of Agreement detailing agreed responsibilities, activities, outputs, delivery timeframes and fees.
- Pay promptly when invoiced.
- Keep connected through regular meetings and invite freelancers to attend team /programme meetings when appropriate.
- Consider training invites for freelancers, reimburse time for meetings and travel.
- We are open with artists and freelancers around the detail of projects we are inviting them to be part of (including how they are funded) and we invite their input to proposals and bids to ensure their time and fees are appropriately estimated.

Monitoring & Evaluation (regularly review, collect data, adjustments)

We will regularly review this policy and monitor progress using the Fair Work Employer Support tool - [Home | Fair Work Tool](#)

Communication

This policy has been circulated to all staff members and board for feedback and input.

The policy will be finalised and shared with all staff, board members and members.

The policy will be included as an appendix in Upland's business plan 2025-28.

An introductory session will be provided for staff, board and members to outline the basic principles, using tools such as Creative Scotland's The Fair Work Employer Guide.

[The-Illustrated-Fair-Work-Guide-First-Edition.pdf \(creativescotland.com\)](#)

Date: 10.4.2024 (final draft)

Review date: 9.7.2024