

FAIR WORK POLICY

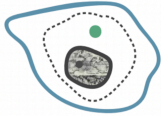
The Culture, Heritage & Arts Assembly, Argyll and Isles (CHARTS) is a charitable organisation supporting the sustainability and growth of the creative industries across the Argyll and the Isles region.

CHARTS is a Digital First organisation, designed to ensure the efficient management of our work region-wide and to profile and celebrate our membership through our digital directory, showcases and online events. Our work across Scotland's second largest local authority area includes a broad range of services supported by both employees and freelance practitioners on time-bound contracts to deliver bespoke commissions and manage projects. Our people work remotely and on-site as appropriate.

We are committed to the [Scottish Government's Fair Work First policy](#). This means that we strive to be an organisation that sees both employees and people delivering work for us on a freelance basis as being fully engaged in what we do.

We aim to support both employees and freelancers to reach their full potential through the provision of training and development opportunities, and we actively promote positive approaches to flexible working to make CHARTS a dynamic and inclusive place to work. Our employed and freelance staff are treated equally, and a culture of collaboration between staff and project teams is encouraged to meet strategic goals.

As the lead organisation for developing arts and cultural work across the Argyll region, we have a key role to play as an advocate for Fair Work. We aim to work with partners, funders and our growing membership to ensure that the principles of Fair Work are understood and enacted across the region, as we believe this will make Argyll and the Isles a more economically inclusive place in which to live and work for all.



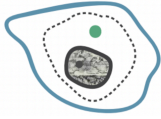
CHARTS will use five principles of Fair Work to meet our Fair Work objectives:

- Effective Voice - having the opportunity to contribute your ideas, be listened to, and be able to make a difference.
- Opportunity - access to fair work, training, and progression for all.
- Security - job security, fair contracts, stable and predictable wages, predictability of working hours, and paying at least the Real Living Wage.
- Fulfilment - opportunity to use your skills and take responsibility.
- Respect - respectful relationships at all levels (health, dignity and wellbeing, your efforts, contribution and work-life balance).

Effective Voice

For people to feel valued by CHARTS, it is essential that when working with us they feel listened to and that they are given the opportunity to contribute their ideas to the organisation. CHARTS will:

- Ensure that all employees and freelance project managers have regularly scheduled performance reviews with the Executive Director, and that part of those reviews provides a space for ideas to be listened to and discussed. Where ideas are workable, we will put a plan in place with the employee to make positive changes.
- Allocate freelancers' time with a manager as part of their contract to feed back and review the outcomes of projects and make suggestions on improvements.
- Carry out an annual staff and freelance worker survey to collect ideas and feedback from people who work with us. In the case of freelancers, paid time will be allocated within contracts to participate in this survey.
- Continue to develop and support our membership to reach professional goals and ambitions, including through creating project working groups and paid membership support in local areas, to assist in informing the strategic direction of the organisation.



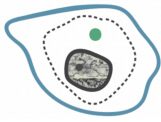
Opportunity

CHARTS aims to create inclusive work opportunities that are progressive and fulfilling for all. To ensure this continues, we will:

- Recruit staff using fair, transparent, and inclusive processes in alignment with the Equality Act and the principles of supporting workplace diversity.
- Aim to balance the need to bring external skills and experience into the organisation with the benefits we can gain from promoting those who have gained their skills and experience internally. Internal applicants will be assessed in the same way as external candidates and will only be invited for interview if they meet the requirements for the job. (Some posts will be advertised internally only, in order to offer promotion or development opportunities to existing staff where the skills base exists.)
- Ensure that our board and management team are aware of their duties as a Fair Work employer and have access to Equality, Diversity and Inclusion training.
- Make recruitment processes for short term contracts delivered on a freelance basis proportional to the level of remuneration.
- Work with both employees and freelancers to identify any training needs they have and make paid time available for freelancers to participate in training to support them to deliver their work with confidence.
- Work with regional partners to ensure training and development opportunities are extended to our wider membership and board as a route to sharing learning and good practice across the region.
- Share good practice as a resource on the CHARTS website.

Security

CHARTS offers meaningful work which provides a reliable income for our staff team. We recognise that stable, regular work, training and development opportunities alongside wage progression are good for everyone's health and wellbeing and fundamental to the growth of a progressive, thriving creative economy in Argyll.



- As a charitable organisation reliant on fundraising to support our membership, we strive to secure revenue to cover the costs of growing a permanent staff team. Retaining staff is fundamental to the organisation's effectiveness and we will always seek to make work permanent and extend contracts where possible.
- We do not use or issue zero-hour contracts and do not endorse their use.
- We appoint freelancers to deliver time-bound projects and provide the organisation with services that support our work on a flexible basis. When appointing freelancers, we make sure that there is a clear contract in place that sets out:
 - The level of remuneration.
 - The length of contract.
 - The deliverables.
 - Training and review time, including an introduction to CHARTS.
 - The manager for the work.
 - Information on budgets and, where possible, training.
 - Details of anticipated meeting and review dates, where possible.
- CHARTS minimum entry level of remuneration is at Real Living Wage level, and we do not employ anyone below this rate.
- Employees and freelancers working for us are given clear contracts and job descriptions that are regularly reviewed to ensure employees and freelancers receive the right level of remuneration for the work they are doing.
- We produce fee guidance for freelancers based on recommendations made by Creative Scotland's Fair Work guidance, and the Scottish Artist Union, regularly reviewing these fees to ensure that they reflect inflation and the cost of living.
- We understand that freelancers have the right to set their own fees, rates and terms for work. Our rates are available on request.

Fulfilment

CHARTS aims to create a happy collaborative working culture as a positive and supportive environment to work in. We want employees and freelancers to have a sense of belonging to the organisation and to project teams and to have pride in the work they



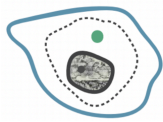
do. Fulfilment at work creates a personal sense of achievement, resulting in higher rates of staff retention and improved well-being.

To ensure people working with us feel fulfilment at work, we will:

- Engage all our employees and freelancers in staff events and share information about the strategic direction of the organisation, our business plan, our values and our goals.
- Ensure that freelancers have an induction to the organisation and key members of staff.
- Invest in training and skills development for employees and freelancers, such as in leadership, mentoring, etc.
- Make time at annual reviews and interviews to understand the personal goals and motivations of individuals and explore how as an organisation, we can support people to meet their goals.
- Encourage peer-to-peer learning and support between members of our staff team to address the negative impacts of working in a remote team and to reduce the professional isolation felt by creative workers living in rural places.
- Embed time into freelance contracts for people to review work and engage with colleagues.
- Celebrate and promote the achievements of all our people widely in our annual report, at board meetings and through our social channels and website.
- Ensure that the Executive Director holds regular full staff team meetings online and that all managers hold individual online and in-person meetings at least twice annually.

Respect

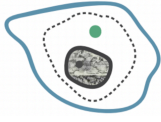
Everyone working with CHARTS has the right to a respectful workplace that is free of bullying, harassment, discrimination and victimisation. A respectful workplace is essential to the well-being of employees and freelancers.



We are all entitled to be treated with respect and dignity at work, and we have a personal responsibility for ensuring that we treat others the way we would expect to be treated ourselves. More information about what this means in practice is available to all our people through our comprehensive Staff Handbook.

Having dignity at work means being free to work without experiencing these four unacceptable behaviours:

- **Bullying.** This is offensive, intimidating, malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, but can include both personal strength and the power to coerce through fear or intimidation. Bullying can take the form of physical, verbal, and non-verbal conduct. Bullying at work means harassing, socially excluding someone, or negatively affecting someone's work tasks.
- **Harassment.** This is any unwanted physical, verbal, or non-verbal conduct which has the purpose or effect of violating a person's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. It may be repeated behaviour, or in serious cases, may involve only a single incident. It also includes treating someone less favourably because they have submitted or refused to submit to such behaviour in the past.
- **Discrimination.** This is being treated unfairly because of who you are. Direct discrimination occurs when a person is treated less favourably because of a protected characteristic as identified by the [Equality Act 2010](#). Indirect discrimination occurs where employers have a condition, rule, policy or practice that applies to everyone but particularly disadvantages people who share a protected characteristic. Discrimination can also occur by perception and by association.
- **Victimisation.** This is the less favourable treatment of someone who has complained or given information about harassment or discrimination or supported someone else's complaint. Employees have the right to raise grievances and to raise issues relating to discrimination or bullying in good faith and to have these matters investigated. Where a member of staff raises an issue in good faith, they



should not suffer any detriment or victimisation by virtue of raising their grievance or complaint with management.

Health and Safety for our people is embedded into the working practices of the organisation. As the CHARTS team works remotely, we provide guidance to workers on what health and safety means within the home working environment and will fund reasonable adjustments to ensure that workers have the right equipment and software to carry out their duties whilst keeping well.

To support a positive work–life balance, we offer flexible working to all employees and work flexibly with individuals on their needs to balance work and family life.

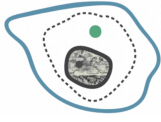
We are taking the following practical steps to improve fair work for freelancers and extend workplace respect. We recognise that the right to dignity at work has not always been extended to include the needs of creative freelancers. As an organisation that is working to progress the development of the creative industries, we recognise the critical role freelancers play and how Fair Work guidance has not always incorporated their needs into policy.

Transparency

CHARTS will be transparent in our working practices and we commit to paying on time.

Contracts

We always provide a formal contract or Letter of Engagement that clearly describes the work being commissioned and what will happen in terms of fees if the activity contracted is postponed or cancelled.



Clarity

We will provide clarity about the scale and scope of the project or commission and its accompanying budget. This information will include how the project is funded and the amount of funding in place.

Include Freelancers

We will include freelancers at the point of decision-making in projects where their contribution is central to the successful delivery of the work. Their contribution to planning will be remunerated.

Protection

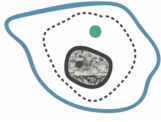
We will ensure the health and safety of freelancers working for CHARTS, as well as their right to work without discrimination, bullying or harassment, by sharing our policies with freelancers and shaping our policies to work for freelancers.

Reimburse

CHARTS will reimburse freelancers for attending meetings, as well as travel and training that is essential for the delivery of a project e.g., client meetings, health and safety training or travel and time to reach project delivery sites.

Training

Where possible, we will offer training sessions to freelancers that are available to salaried staff and seek funding to pay for time to learn.



Connect

We will introduce freelancers to our workplace and at least one named member of staff so they are comfortable and confident in asking for help or support while they work with us.

Learn More

CHARTS will continue to engage with Creative Scotland and Creative Carbon to explore how to improve conditions for freelancers and will share this learning with our members and staff team.

We will continue to use and promote documents such as the Illustrated Freelancer's Guide for best practice examples and case studies from a freelancer perspective.

We will gather our own case studies about freelancer experiences and publish these on the CHARTS website to support learning.

Credits

This policy was originally developed with the support of Hannah Clinch, CHARTS member and Steering Group area champion for Cowal, who has represented the organisation to date in national strategic planning discussions regarding Fair Work.

Document Version Control

Any questions, contact info@chartsargyllandisles.org

Reviewed 24 October 2025