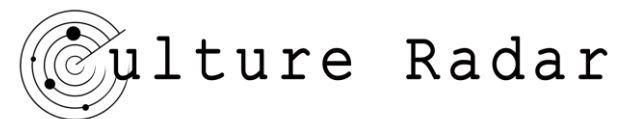




Writing policies Support Session

SCAN – AUGUST 23



- 
- What a policy is, and what it should contain
 - Which policies should you have
 - Others you might consider
 - Through examples and signposting
- 

What are workplace policies?

A statement that clearly outlines:

- How your organisation handles certain workplace issues
- How you expect employees to act

Supports:

- Standard operating procedures
- Values of the organisation
- Frames expected behaviour of all employees/boardafeguard from risk
- Safeguards from risk

Can cover everything from:

- Day-to-day operational matters (e.g., time off in lieu / home working)
- Compliance with legislation (e.g., EDI, health and safety)

Length / formality may vary:

- Depending on complexity of the issue
- Type, nature of the organisation

Key ingredients for any policy

Clearly define policy terms

References the law / regulations it relates to

States legal/regulatory purpose of the policy, and defines key terms

Current position / future aims

How it relates to your organisation / employees
The actions you're going to take around it

The conduct you expect around it

Mechanism for reporting issues

Who's responsible

Who it applies to? Board, staff, and...?

Who will review it, and when?

How to develop a policy

Leadership involvement and support

- Endorsement / modelling from top-down



Consult

- Meets the needs of everyone
- Identifies potential unintended outcomes
- Encourages wider staff support – effective voice



Define policy terms

- Language – keep it simple, unambiguous and factual!



Write and publicise

- Everyone can access it
- Staff handbook, induction packs, website
- Who's the responsible person?



Training?

- Mandatory (e.g., health and safety)
- Developmental (e.g., unconscious bias)



Review

- Annual
- Against business planning

Equality, Diversity & Inclusion

Bells and whistles:

- Atlas Arts EDI Policy: <https://atlasarts.org.uk/assets/images/ATLAS-beyond-EDI-Policy-and-Action-Plan-Aug-2023.pdf>
- National Theatre of Scotland: <https://www.nationaltheatre.org.uk/about-us/diversity/>
- DCA Dignity at Work: [https://www.dca.org.uk/assets/general/DCA Dignity at Work policy.pdf](https://www.dca.org.uk/assets/general/DCA_Dignity_at_Work_policy.pdf)

A network approach -#We Shall Not Be Removed:

<https://www.weshallnotberemoved.com/7-principles/>

Unincorporated guidelines - Scottish BPOC Writers Network – Safer Spaces Policy:

<https://scottishbpocwritersnetwork.org/safer-spaces-policy/>

Environment

Bells and whistles: HOME Manchester Carbon Pioneers: <https://juliesbicycle.com/resource/home-manchester-carbon-pioneers/>

Succinct / accredited: RSNO: <https://www.rsno.org.uk/environmental-policy/>

Specific – Creative Carbon Scotland’s Guide to Sustainable Travel Policy: <https://www.creativecarbonscotland.com/resource/guide-to-writing-a-sustainable-travel-policy/> (case study - [GWL Environmental Policy](#))

Subscribing to change (as part of planning):

- Season for Change: <https://www.seasonforchange.org.uk/toolkit/take-climate-action-in-your-organisation/>
- UN Race to Zero Campaign: <https://unfccc.int/climate-action/race-to-zero-campaign>
- Green Arts Initiative: <https://www.creativecarbonscotland.com/green-arts-initiative/>

Fair Work Statement

Be clear whether you're responding to:

- **Fair Work Dimensions** (Effective Voice, Opportunity, Fulfilment, Respect, Security)

OR

- **Fair Work First Criteria** (Living Wage, channels for Effective Voice, invest in workforce development, no (inappropriate) zero hours, closing the gender pay gap, flexible family friendly working, oppose fire/rehire practices).

- *Might include a Fair Payment statement...*

- *Ideally, how you extend FW to freelancers (if relevant)*

Fair Work Statements

In-depth – employee and artists: LUX Scotland Fair Work Statement & Rates of Pay:
<https://luxscotland.org.uk/about/fair-work>

Succinct / accredited: Pier Arts Centre Fair Work Statement:
<https://www.pierartscentre.com/fairworkfirststatement>

Fair Work First: RSPB Fair Work First Statement: <https://www.rspb.org.uk/about-the-rspb/about-us/fair-work-first-statement/>

Resources for examples of actions you can take:

- **Illustrated Fair Work Guide:** <https://www.creativescotland.com/resources-publications/guides-toolkits/the-illustrated-fair-work-employer-guide>
- **Scottish Business Pledge:** <https://scottishbusinesspledge.scot/>

Fair Payment Policy

What can you commit to?

- Transparency about organisational finances and payments (publish your policy online)
- Written, appropriate contracts / agreements (inc. negotiated fee, rights granted, delivery timeframe, what happens if the work is extended / postponed / cancelled)
- Fair payment (what you're referencing - sector benchmarks, industry standards)
- All roles/hours visible in budgets – no hidden hours
- Paying on time!

Bells and whistles: Creative New Zealand Remuneration Policy for Artists and Arts Practitioners 2022:

https://creativenz.govt.nz/-/media/project/creative-nz/creativenz/legacy-page-documents/20220209_remuneration_policy_for_artists_and_arts_practitioners_a3.pdf

Simple: Culture Radar Fair Payment Policy: <https://www.cultureradars.org/policies>

Working with freelancers policies:

Bells and whistles: ARC Stockton:

<https://arconline.co.uk/policy-for-the-employment-of-freelancers/>

Specific: TRON Theatre – Working With Freelancers (2021): <https://www.tron.co.uk/vacancies-opportunities/contracting-freelance-staff/>

Advice:

- **Fair Work with Freelancers:** [Illustrated FW Guide](#)
- **On writing a good brief:** SW Museums: <https://southwestmuseums.org.uk/wp-content/uploads/2021/03/Museum-Freelance-How-to-write-an-effective-freelance-brief.pdf>

Practical steps

The following are practical steps employers and commissioners can take to improve fair working with freelancers.

- TRANSPARENCY**
Be transparent in your working practices by having a policy you can share which sets out how you aim to work with, contract and pay freelancers (referencing industry standard rates of pay) and that you commit to paying on time.
- CONTRACTS**
Always provide a formal contract or Letter of Engagement that clearly describes the work being commissioned, whether the contract and negotiated fee includes payment of time to develop proposals and the costs of materials or equipment, the delivery timetable for the work, the negotiated fees and any rights granted, and what will happen in terms of fees if the activity contracted is postponed or cancelled.
- PROVIDE CLARITY**
Be clear about the scale and scope of the project or commission and its accompanying budget, including how the project is funded, the amount of funding is already in place, or still to be secured.
- INCLUDE FREELANCERS**
Include freelancers at the point of decision-making in projects where their contribution is central to the successful delivery of the work.

PROTECTION
Ensure the health and safety of freelancers working for you, as well as their right to work without discrimination, bullying or harassment.

REIMBURSE
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. Some employers offer care or access 'riders' or extra flexibility for freelancers with caring needs to support their contribution into a project.

TRAINING
Where possible, consider opening up training sessions that are available to salaried staff to freelancers who work regularly with you.

CONNECT
Introduce freelancers to your workplace and at least one named member of staff so they are comfortable and confident in asking for help or support while they work for you.

LEARN MORE
Consult the [Illustrated Freelancer's Guide](#) for best practice examples and case studies from a freelancer perspective.

Reserves policy

- Charities must have one (tailored to need...) and disclose it in annual report
- Should be part of your strategic planning process (your financial strategy)
- Set a goal, and work towards it - evidences good financial management / approach to risk
- Policy must justify/explain your keeping of reserves (or not), e.g., to cover:
 - Day-to-day operating costs if the organisation has to wind up (commitments, liabilities, service beneficiaries)
 - Unforeseen emergencies
 - Sudden loss of funding / uncertainty over future / manage cashflow
 - Ringfencing for an identified future cost (restricted reserves)

Reserves policy

How much?

- No point setting a reserves target you know you can't meet. Better to be modest, achieve, then re-target
- Works with board to understand organisational risks, attitude to risk, then...
- Do the sums (what would it cost to close solvently?)
- Generally, best practice = unrestricted reserves to cover 6 months running costs during wind up

Reserves policy:

Reserves Policy for [INSERT ORGANISATION]

The trustees regularly review reserves, using the Reserves Policy to support both the Financial Strategy and the Strategic Plan. A risk-based approach is used to calculate an optimal amount of reserves that looks at reliability of income, costs for re-organisation of activities, and specific liabilities. Amounts are included for risks we are aware of as well as contingencies to allow [INSERT ORGANISATION] to cope with unexpected costs and opportunities.

We principally hold reserves to:

- protect the continuity of (INSERT ORGANISATION)'s work against uncertain future income streams
- provide the capital needed to finance investment in operations
- provide funds to replace assets
- to cover for specific liabilities and identifiable risks
- to allow (INSERT ORGANISATION) to respond to unexpected opportunities that can further mission
- to allow (INSERT ORGANISATION) to meet contractual obligations.

The trustees have set optimal reserves at £xxx which equates to approximately xxx months unrestricted expenditure. As of 31 March 2021, the level of Free Reserves (defined as total general unrestricted funds, less tangible assets and excluding defined benefit pension obligations and long-term commitments) stands at £xxx, thereby above/below (if below the optimal reserves figure, state how reserves will be built up) the optimal reserves figure.

(INSERT ORGANISATION) has designated reserves of £xxx and restricted reserves of £xxx. The designated reserves are held to represent reserves that are not available for other activities since they have been used to [enter definition, eg to purchase fixed assets and are not available unless the assets are disposed]. Restricted reserves relate to income to be used in accordance with specific restrictions imposed by funders and therefore do not form part of general reserves.

The Reserves Policy is reviewed quarterly as part of our internal financial control systems.

Document version

Version number	Change or update	Author or owner	Date
1.0	First version		

Other common policies... some crossovers with staff handbook

- *Health and safety*
- *Code of conduct*
- *Disciplinary action, dismissal and grievance*
- *Time off in lieu*
- *Wellbeing policy*
- *Timekeeping*
- *Flexible and home working*
- *Risk policy*
- *Data Protection*
- *Conflicts of Interest*

Other sources and resources

- Your union / representative body
- The Illustrated Fair Work Guide
- Professional HR support (internet resource / real life)
- Your peers!
- HM GOV – guidance and legislation: <https://www.gov.uk/browse/employing-people/contracts>
- ACAS – handling bullying or discrimination complaint: <https://www.acas.org.uk/handling-a-bullying-discrimination-complaint>
- HM GOV Flexible Working info: <https://www.gov.uk/flexible-working>
- Indeed (some HR policies): <https://uk.indeed.com/career-advice/career-development/hr-policies>
- SCVO - <https://scvo.scot/support/templates>
- Creative Lives voluntary - <https://www.creative-lives.org/Handlers/Download.ashx?IDMF=79529a41-f474-4e49-9bc3-b924902a9a08>

Many thanks

www.culturereadar.org