

Fair Work Policy 2023-28 Deveron Projects

Last updated: October 2023

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1. Aim

This policy and related Fair Work Action Plan aims to embed and expand Fair Work practices at Deveron Projects. We are committed to being a fair organisation to work for and with, going beyond minimum requirements and fair work guidelines in line with organisational values of rigour and justice.

This policy and action plan has been created with reference to the Fair Work Convention's Fair Work Framework. It indicates how we plan to follow the five framework 'dimensions', of Effective Voice, Opportunity, Security, Fulfilment and Respect in all areas of our work.

We will update [our live version of the Action Plan](#) at the start of each new financial year to record updates, and report against this alongside our EDI Action Plan, to the Board, annually.

2. Dimension 1 – Effective Voice

We aim to “create a safe environment where dialogue and challenge are dealt with constructively and where workers’ views are sought out, listened to and can make a difference”. – Fair Work Framework: Effective Voice

Deveron Projects’ commitments:

1. Communication is clear and regular across board and staff team. We collaborate in our work, sharing opinions and views, and actively input in decision-making.
2. Communication is clear and regular between organisation, artists and local communities. We collaborate, seek input and opinions, and constructively explore differences in perspectives.

We currently realise this through:

- Weekly team check-ins
- Quarterly team programming meetings, and policy meetings at time of review/update
- Weekly Artists’ check-ins attended by full team
- Quarterly board reporting
- Team are invited to attend Board meetings, where appropriate

- The annual review of team 'user manuals'

We plan to build on these actions over the next 5 years through:

- A pilot of Board <> Staff buddies, to build direct connections and support beyond line management, and to enable personal exchange and support.
- Training for Chair and Directors in voice competency. Training for full team in facilitation and social justice conflict mediation.
- Forming a Critical Friends network (see Evaluation Strategy), to create alternative routes of feedback, consultation and learning between artists, community and organisation, which may lead to more honest and critical feedback from people we work with.
- Expanding on learning from our open-source Home Programme to create modes of input into Artistic programming – facilitating dialogue, exchange and discussion at all stages between organisation and local communities of interest and identity. Decisions made collaboratively ensuring local communities' input and consent.

3. Dimension 2 – Fair Recruitment and Opportunity

“Fair opportunity is, however, more than the chance to access work. Attitudes, behaviours, policies and practices within organisations – and crucially, the outcomes these produce – signal and reflect the value placed on fair opportunity” – Fair Work Framework: Opportunity

Deveron Projects' commitments;

1. Ensure fair and inclusive recruitment and opportunity for:
 - a. Participation in organisational governance
 - b. Employment at Deveron Projects
 - c. Artist and community opportunities
2. Invest in training and development for the team and board, share this resource with the wider community
3. Create alternative, paid training and development opportunities for local young people who have little access to arts training / experience
4. Create routes for progression and development within organisation and programme where appropriate and possible.

We are currently realising Fair Recruitment and Opportunity through:

- Reforming the structure of the organisation to a Co-Directorship, offering progression routes for existing staff members. There is opportunity to build on this in future OD.
- Developing our recruitment process, inviting alternative formats and reviewing requirements of roles and application process prior to advertisement.
- Ensuring internships and traineeships are learning/training opportunities, paid at a living, benchmarked wage, with relevant support and review systems in place.
- A commitment to DYW's Young Person's Guarantee
- Building progression routes for collaborators, participants and audience members through programme, ensuring sustained support and offer for local communities and measuring repeat engagement as a success indicator.

We plan to build on this work in the next 5 years through:

- Developing and revising Board procedures and administration to improve the accessibility¹ of our governance within legal requirements. This includes the creation of an access budget.
- Create Inclusive Recruitment checklist, utilising Jerwood (Team) Work in Practice guidelines and other sector information. Apply this to staff, board, artist and community recruitment. Includes positive action, guaranteed interview scheme, access budgets, additional stage fees.
- The creation of a 'Conditions' subgroup (working title) to research, communicate and review experimental personal development, care and tech budgets, as practiced by Civic Square.
- Develop and iterate annual paid internship for local young people with local partners.

4. Dimension 3 – Security

“Fair work is not work where the burden of insecurity and risk rests primarily on workers” – Fair Work Framework: Security

Deveron Projects' commitments:

1. Ensure Fair pay across the organisation
2. Employment conditions offer financial security for employees and freelancers
3. Review and update HR policies in line with organisational values and vision, ensuring employees, artists and collaborators are aware of their rights.
4. Fair Work practices are considered within Climate Emergency planning

We are currently realising Security through:

- Paying Scottish Artists' Union rates to artists and freelancers. Fees are offered separate to any other expected project costs. We aim to pay invoices within one week.
- Benchmarking staff pay across sector.
- Being a Living Wage employer
- Offering flexible working, and flexible systems/structures to support different people's needs.
- Paying international artists in format appropriate to their needs
- Active climate adaption and mitigation planning supports organisational sustainability.
- Quarterly employment review includes questions on wellbeing and employment conditions.
- We do not offer zero-hours contracts. PAYE contracts are offered to all staff, including long-term resident artists (6mo+) if preferred.

We aim to build on this work over the next 5 years through:

- Reviewing employment and artists' contracts using #beyondtherules employment contracting portal and Jack Ky Tan's Easy Read Artists' Contract, commissioned by FACT.
- Form a 'Conditions' subgroup (working title) to research, explore, consider and evaluate alternative, fairer and situated approaches to pay, using #beyondtherules pay portal as guide. The subgroup will also explore income security methods, considering what's possible within our budgets, scale and capacities.
- Consider impact of climate emergency on employment security and conditions, particularly within rural context experiencing extreme weather events.

¹ We understand accessibility to include psychological, cultural, social, physical and financial access. See EDI Policy for more detail.

- Fundraise and recruit researcher to support development of reparative payment framework for partners most impacted by climate emergency in LAND programme strand.
- Building on work to date with Culture Collective, offering pay and remuneration for community members collaborating on artists' projects, by creating a flexible and responsive framework that can be communicated transparently.

5. Dimension 4 – Fulfilment

“Workers benefit from engaging in fulfilling work in terms of using and developing their skills; having some control over their work and scope to make a difference; taking part in appropriately challenging work and taking up opportunities for personal growth and career advancement.” – Fair Work Framework: Fulfilment

Deveron Projects' commitments:

1. Job design and organisational culture offers fulfilment at work.
2. All communities (staff, board, volunteers, artists, collaborators, audiences) are supported to undertake their roles or engage with our work in safe and accessible conditions.

We are currently realising Fulfilment through:

- Maintenance of transparent, collaborative, kind and respectful organisational culture, with guidance from leadership.
- Clear definition of tasks, with responsibility for development/improvement of task with relevant team member. Clear routes of support available (see Effective Voice).
- Health and Safety at work (policy and practice) maintained.
- Co-Directors are trained in Access to Work and can support employees or artists to utilise this.
- Balancing the limitations of budgets and team scale, with offering broad roles that create space for development.
- Carrying out quarterly employment reviews which include questions on employee experience, wellbeing and professional development.

We will build on this work over the next 5 years through;

- Continuing to collaboratively review pace, remits and intensity of roles. Reviewing workload and identifying support at team checkins.
- Collaboratively creating Safer Spaces policy, training staff in how to uphold and promote safer spaces and communicate commitment to safer spaces publicly.
- Ensuring Deveron Projects embeds access, equity and interpellation across all areas of work (see EDI policy and action plan).

6. Dimension 5 – Respect

“Many discussions of respect and the related concept of dignity at work focus narrowly on issues relating to bullying and harassment. Respect as a dimension of fair work includes and goes beyond this to include dignified treatment, social support and the development of trusting relationships. It means being open, mutually accountable, transparent and responsive to the concerns of others.” – Fair Work Framework: Respect

Deveron Projects' commitments;

1. Communities across the organisation (staff, board, volunteers, artists, collaborators) are equipped to work effectively and comfortably.
2. Organisational culture is transparent, collaborative, respectful and kind.
3. Conflict and disagreement is navigated and mediated by appropriate person, aiming for constructive outcomes.
4. To promote understanding that everyone is a person with complex identities, lives, commitments and lived experiences.

We are currently realising Respect through;

- Annual review and creation of team User Manuals, giving team agency in declaring needs, boundaries and support required.
- Access Riders or informal conversations about access supported by trained team members. Access budget available for some projects.
- Spaces and buildings are maintained in line with health and safety policies, processes and risk assessments.
- 1 x Board and Team away days allow relationship building between team and board.

We plan to build on this work over the next 5 years through:

- Consistently reviewing and identifying training requirements across the team and sharing this with our communities. This includes training in working with and supporting different needs for communities of identity.
- Communicating our organisational values in all spaces and creating clear routes for communities to raise instances where actions or activity don't align with our values.
- The 'Conditions' subgroup (working title) to research and explore work/life balance methods, including 4 day work week, 9 day fortnight, annualised hours contracts, minimum paid holiday policies and others. Review with staff and board, taking into consideration practical limitations and team capacity <> personal lives and wellbeing.
- Team and board members trained in social justice conflict mediation.

7. Review

This work will be reviewed annually and reported on at Board level and to relevant funders, using the Fair Work Action Plan. The Action Plan indicates the timescale for each area of work, together with the responsible persons for achieving our goals.

8. References

This document and related action plan is built around the [Fair Work First Framework](#), created by the Fair Work Convention. **The plan is also compiled with appreciation and thanks to the creators of the documents and resources below, which are referenced throughout:**

Access Riders (2021), Frame Finland

(Team) Work in Practice (2023), Jerwood

GEMBA (Global Ethnic Majority Board Association)

Neurodivergent Artists' Manifesto (2022) and Working with Neurodivergent Artists (2021), NEUK Collective

Our Voices: A Diverse Artists Guide (2023), Culture Collective

#BeyondTheRules Employment Contracting and Pay Portal

Rates of pay for artists, Scottish Artists' Union

Illustrated Fair Work Guide for Employers (2023), Creative Scotland

Easy Read Artists' Contract (2021), Jack Ky Tan & FACT Liverpool

Rad HR

Pay Benchmarking Report (2024), Pay Data

9. Action Plan: Effective Voice

	Commitments		Actions	Measure of success	Responsible	target	References
1	Communication is clear and regular across board and staff team. We collaborate, share opinions and input in decision making.	1.1	Weekly team check-ins and check outs act as forum for discussion and planning	Meetings occur	Co-D O	ongoing	Role Descriptions
		1.2	Team participate in quarterly programming meetings	Meetings occur, team feel their voice is valued	Co-D C	ongoing	Role Descriptions
		1.3	Team participate in weekly Artists' check-ins	Meetings occur, team are able to feed into artists' projects and collaborate with artsits	Co-D C	ongoing	Business Plan, Supporting Artists
		1.4	Board are provided with Board reports and agenda for meeting discussion in advance	Papers are provided by whole team	Co-D O	ongoing	Board Development Plan
		1.5	Pilot Board buddies with team and board	Board buddies created, piloted and evaluated by staff and board	Chair	2025	Board Development Plan
		1.6	Staff team are invited to attend Board meetings where appropriate, to ensure fair and transparent governance	Staff team attend board meetings	Co-D O / Chair	ongoing	Business Plan, Governance and Staffing
		1.7	Directors and Chair supported to develop skills in voice competency through research and training if required.	Chair and Director feel comfortable supporting voice competency, team and board's input is heard and valued	Chair	2025	Budget; Development: Training
		1.8	User manuals completed in group session indicating preferred working methods and conditions	Team find user manuals useful and revisit annually	Co-D O	ongoing	Our User Manuals from Lynsey Smith Unlimited- Creating your own access rider Alexandrina Helmsley Access Rider Open Template Frame Finland, Access Riders
		1.9.	Budgets are managed transparently, with input invited from artists and collaborators if desired and appropriate.	Artists and team are aware of budget informing scope, scale and expectations around project. Effective and transparent project management.	Co-D O	Ongoing	Programme Delivery notes

2	Communication is clear and regular between organisation, artists and local communities. We collaborate, seek input and constructively explore differences in opinion.	2.1	Critical Friends network provide additional routes for feedback from artists to team and into Board.	Artists offer feedback and report of usefulness of critical friends network	Co-D O & C	2024	Evaluation Strategy
		2.2	Programme on terms of local communities, facilitating dialogue, exchange and discussion at all stages. Decisions made collaboratively ensuring local communities' input and consent.	Communities have active voice in programming and are supported to do so with Fair Work principles	Co-D C Prog C ACW	2024>	Programme Delivery notes; Artist selection and Programme curation & Community Programming groups
		2.3	Full team trained in facilitation and mediation.	Team feel equipped to facilitate groups with diverse needs and navigate conflict constructively	Co-D O	2025	https://resistrenw.com/workshops/
3	We promote awareness of staff legal rights on union membership.	3.1	Update staff contracts to contain clause highlighting legal right with regards to union membership.	Staff contracts updated	Co-D O/ Board	Dec 2023	Staff Contract
4	Recognise Scottish Artist Union and utilise their recommended rates of pay for artists and freelancers.	4.1.	Commissioned artists and freelancers based in UK paid SAU rates (at time of funding application). See EDI Action Plan for work to ensure fair rates of pay for international artists and freelancers.	All artists and freelancers within DP programme paid at SAU rates, or fair rates of pay in their home countries.	Co-D O&C	ongoing	https://www.artistsunion.scot/rates_of_pay Artist contract Budget: Artist fees Business Plan, International

10. Action Plan: Fair Recruitment and Opportunity

	Commitments		Actions	Measure of success	Responsible	target	References
5	Ensure fair recruitment and opportunity for participation in organisational governance	5.1	Review and revise Board procedures and administration to improve governance accessibility within legal requirements	30% of Board Members new to governance and Trusteeship Significantly increased diversity of underrepresented identity and lived experience on Board, from 2023 stats.	Chair Co-D O&C	2027	Jack Ky Tan has organised extensively in this area and through his practice. Notes on GEMBA (Global Ethnic Majority Board Association) with Jade Montserrat and
		5.2	Implement Board Access budget			2024	

							Amy Lawrence available on Jack's website: https://jackkytan.github.io/ Board Development Plan
		5.3	Develop and apply inclusive recruitment practice / check list to Board recruitment, utilising positive action if required.			2024	Inclusive Recruitment protocol
6	Ensure fair and inclusive recruitment for employment at Deveron Projects	6.1	Develop and apply inclusive recruitment practice / check list to recruitment, utilising positive action where possible. Includes, but is not limited to: accessible formats, removal of requirement for CV, revision of required experience, ensuring representative recruitment panel, clear instruction and transparency around decision making, feedback provision etc	Increased diversity of lived experience and identity at application stage for all forms of recruitment. Increased diversity of lived experience and identity within staff team.	Co-D O Board HR rep.	2024	Jerwood. (Team) Work in Practice Inclusive Recruitment Protocol
		6.2	Implement and communicate recruitment access budget	Access budget created and used	Co-D O	2024	Neuk Collective, Neurodivergent Artists' Manifesto https://www.culturecollective.scot/library/our-voices-a-diverse-artists-guide/ Inclusive Recruitment Protocol & Budget: Recruitment
		6.3	Commit to guaranteed interviews for disabled candidates who meet requirements of role.	Increased diversity of lived experience and identity at application stage for all forms of recruitment. Increased diversity of lived experience and identity within staff team.	Co-D O Board HR rep.	2024	UK Gov: Becoming a disability confident employer Inclusive

							Recruitment protocol
		6.4	Form time/stage commitment for application process- pay to cover time in additional stages/ asks / requirements	Application processes offer Fair Recruitment and opportunity	Co-D O & C	2024	Neuk Collective, Neurodivergent Artists' Manifesto https://www.culturecollective.scot/library/our-voices-a-diverse-artists-guide/ Programme Delivery notes: Programme Curation: Open Call
7	Ensure fair and inclusive recruitment for artist and community opportunities	7.1	Apply inclusive recruitment process as above, ensuring accessibility at all points of the process with support of access budget where appropriate	Increased application numbers Greater diversity of identity and lived experience at application stage	Co-D O& C	2024	Jerwood, (Team) Work in Practice https://neukcollective.co.uk/manifesto/
8	Invest in training and development for team and board	8.1	Build training network with local partners and community groups to share resource and knowledge.	Training network formed with 3+ local orgs including DP.	Co-D O	2024	Key networks and partners
		8.2	Form Conditions focus group within organisation to research personal development, care and tech budgets (see Civic Square) - evaluate and review with team and board input	Research developed, considered, communicated and outcomes applied	Co-D C Board HR rep.	2025	Civic Square Birmingham #beyondtherules
9	Create alternative, paid training and development opportunities for local young people who have little access to arts training / experience	9.1	Uphold DYW's young person's guarantee	Training opportunity for local young person created, evaluated and reiterated.	Co-D O	2024	DYW Young Persons Guarantee
		9.2	Ensure internships and traineeships are learning/training opportunities, paid at a living, benchmarked wage with relevant support and review systems in place			ongoing	Business Plan - Aim 4, objective 5
		9.3	Offer paid Traineeship for local Young People with DYW and LLCP			2024	Business Plan - Aim 4, objective 5

10	Create routes for progression and development within organisation and programme where appropriate and possible.	10.1	Reform of organisation offers transparent progression for current team members, prioritising staff retention. Opportunity to build on this in future OD.	Co-Directorship model realised and evaluated	Board	2023	Succession Policy
		10.2	Aim to create progression routes for participants and collaborators within programme, ensuring sustained support and offer for local communities	Participants and collaborators continue to engage with organisation in long-term (1 year +)	Co-D C	ongoing	Programme Outline & Building Communities Strategy

11. Action Plan: Security

	Commitments		Actions	Measure of success	Responsible	target	References
11	Ensure Fair Pay across organisation	11.1	Form Conditions focus group within organisation to explore alternative approaches to pay, using #beyondtherules pay portal as guide	Research developed, considered, communicated and outcomes applied	Co-D O & C Board HR rep.	2025	#beyondtherules
		11.2	Build on work to date through Culture Collective, offering pay and remuneration for community collaborators on artists' projects - create flexible and transparent framework	Framework created and reviewed annually in line with wider pay review	Co-D C	2025	Culture Collective
		11.3	Pay Artists Union Rates of pay for artists. Fee is offered separate to any other expected project costs.	Artists' Union Rates paid	Co-D C	ongoing	Artists' Contract Scottish Artists' Union Rates of Pay Culture Collective Our Voices
		11.4	Ensure staff salaries are benchmarked across sector and offer pay transparency within organisation / with artists	Salaries benchmarked against sector-wide research and comparisons, including: Arts Professional's Arts Pay Report (2018); Tate's Salary Benchmarking (2019-20); Museums Association's Salary Research and Recommendations (2022) and a pay benchmarking exercise for arts organisations in Scotland (2022).	Co-D O	2024	Pay Benchmarking Report by PayData (2024)
		11.5	Maintain status as Living Wage employer	All staff paid at minimum Living Wage	Co-D O	ongoing	Living Wage

		11.6	Rigorous administrative processes aim to pay invoices within 1 week	Ongoing review of invoice payment rates	Co-D O	ongoing	Illustrated Fair Work guide for employers
		11.7	Continue to pay international artists in format appropriate for their needs (e.g. for collaborators without a bank account, offering mobile money/online transfers and cash options when in residence)	Artists and freelancers paid effectively and payment methods supported by appropriate/legal accounting methods	Co-D O	ongoing	Financial Management Business Plan, International
12	Continue to review and update HR policies in line with values and vision, ensuring employees, artists and collaborators are aware of their employment rights	12.1	Review employment and artists' contracts using #beyondtherules employment contracting guide and Jack Ky Tan's accessible artists contract, commissioned by FACT	Contracts enable negotiation, agency and clear expectations for org and artist/staff. DP's contracts enact our values and ensure Fair Work. Terms of work reviewed and explored within legal requirements and budget limitations, improving working conditions and staff retention.	Co-D C Board HR rep.	Artists contracts - 2025 Employment contracts - 2025	#beyondtherules Easy Read Artists Contract
		12.2	Offer flexible working in line with requirements of events-based programme and access support for team/ artists.	Flexible working policy created and reviewed in line with legislation and best practice.	Co-D O Board HR rep.	2024	
		12.3	We do not offer zero hours contracts	PAYE contracts offered, including to long-term artists if preferred	Co-D O	ongoing	Staff contract
13		13.1	Form Conditions focus group within organisation to research income security methods, consider what's possible and appropriate with our budgets and capacities	Research developed, considered, communicated and outcomes applied			
		13.2	New employees offered relocation support in form of accommodation	New employees can move to Huntly	Co-D O	ongoing	Budget: Recruitment
	Employment conditions offer financial security	13.3	Quarterly employee review with line manager includes questions on wellbeing and employment conditions	Issues identified and mitigated in early stages. Team feel supported and seen as complete people.	Line managers	ongoing	Staff Contract
14	Fair work practices considered within Climate Emergency planning	14.1	Rural location of team and living circumstances considered within climate adaptation planning. Learning exchanged through national and international networks and partners.	Extreme weather events, disruption to transport and communications infrastructures considered within leave policy.	Board	2024	Climate Emergency Plan 2023-28

		14.2	Reparative payment structures developed with support of researcher to support partners and artists most impacted by climate emergency	Research developed, considered, communicated and outcomes applied	Co-D C	2028
		14.3	Active climate adaption and mitigation planning creates security in organisational sustainability	Climate Emergency plan in place, enacted and reviewed annually	Project Manager	ongoing

12. Action Plan: Fulfilment

	Commitments		Actions	Measure of success	Responsible	target	References
15	Job design and organisational culture offers fulfilment at work.	15.1	Tasks are clearly defined with responsibility for development/improvement of tasks and process with relevant team member. Clear lines of support available.	Annual review of role description with input from employee.	Line managers	ongoing	Business Plan, 13. Governance & Staffing
		15.2	Jobs have realistic remits, pace and intensity with workload reviewed and support identified at weekly team check-ins.	Team members feel supported and able to succeed in their roles- feed back at quarterly employee review.	Co-D O & C	ongoing	
		15.3	Balance limitations of budgets and scale with offering broad roles that create space for development.	Team members retained where possible and offered space for growth/ development evidenced through quarterly review.	Co-D O	ongoing	
16	All communities (staff, board, volunteers, artists, collaborators, audiences) are supported to undertake their roles within safe and accessible conditions	16.1	Health and safety at work (policy and practice) maintained	Health and Safety policy updated annually, reviewed at board level and communicated to team and artists	Co-D O	ongoing	Health & Safety Policy
		16.2	Team are trained in Access to Work- able to support others to utilise	Training completed	Co-D O	complete	Access to Work Disability Arts Online
		16.3	Collaboratively create Safer Spaces policy, train staff team and board in how to uphold and promote safer spaces and communicate commitment to safer spaces publicly, with support of Resist + Renew / Tripod or similar organisation with this expertise.	Safer Spaces policy created and trialled. Reviewed annually.	Co-D C	2024	Resist + Renew podcast, Safer Spaces policies ArtsAdmin, Safer

							Spaces Policy EDI Action Plan
		16.4	See Edi Action Plan				EDI Action Plan

13. Action PlanRespect

	Commitments		Actions	Measure of success	Responsible	target	References
17	Communities across the organisation (staff/ board/ volunteers/ artists/ collaborators) are equipped to work effectively and comfortably.	17.1	Form Conditions focus group within organisation to research personal development, care and tech budgets (see Civic Square) - evaluate and review with team and board input	Research developed, considered, communicated and outcomes applied	Co-D C Board HR rep.	2025	
		17.2	Access riders welcomed, or informal conversations about access needs supported by skilled team. Access budget available.	Training identified at user manual review and actioned - awareness that many different identities and lived experiences will have different access needs. Training shared with training network.	Co-D O & C	2024	See Access Rider links in Effective Voice
		17.3	Spaces are maintained with health and safety policies, processes and risk assessment in place.	Health and Safety policy updated annually, reviewed at board level and communicated to team and artists	Co-D O	ongoing	Health and Safety Policy
		17.4	See EDI Action Plan objective 5 re. accessible spaces and buildings				EDI action plan 2023-25
18	Organisational culture is transparent, collaborative, respectful and kind	18.1	Organisational culture is guided and led by Directors. Criticality, reflection and review built into evaluation strategy	Rigorous evaluation strategy maintained and enacted, offering multiple routes for feedback and creating accountability for Directors. Organisational culture reviewed in user manual check-ins.	Co-D O & C	ongoing	Evaluation Strategy
		18.2	Person-centric approach recognises changing needs, different lived experiences and approaches	Positive feedback on working experience reported by team, artists, board and collaborators	Co-D O&C	ongoing	Building Communities Strategy
		18.3	Organisational values communicated to all communities - in all spaces - invitation and clear ways to raise any instances where our work does not align with our values.	Communities are aware of organisational values and team are equipped with skills to uphold values	All	2024	Communications Strategy

19	Conflict and disagreement navigated and mediated by appropriate person	19.1	Directors, Chair of Board + board member trained in conflict mediation	Conflict mediation training undertaken	Co-D O	2024	Resist + Renew Budget: Development :Training
20	We promote understanding that everyone is a person with complex identity, lives, commitments and lived experiences.	20.1	Form Conditions Focus group to explore work/life balance methods, including 4 day work week/ 9 day fortnight, annualised hours contracts, minimum paid holiday policies and others. Review with staff and board, taking into consideration team capacity <> personal lives and wellbeing	Research developed, considered, communicated and outcomes applied	Co-D O & C Board HR rep.	2025	Rad HR resource
		20.2	Staff and Board away days offer opportunity to share knowledge, experience and personal backgrounds as foundation for open and trusting, mutually respectful relationships	2 x away days per year organised and attended by team and board	Co-D O	ongoing	Board Development Plan