

HR for creatives: guidance for applicants

An action research project for arts, screen and creative industries employers looking to improve their practices and levels of expertise in people management and deliver Fair Work that drives success, wellbeing and prosperity.

Background

HR and people management expertise is often beyond the budgets of many arts, screen and creative industries organisations and freelancers, and creative businesses often lack a specialist HR function, putting them at a disadvantage in accelerating the implementation of the [Scottish Government's Fair Work First agenda](#).

Creative Scotland's recent research, a [Review of Fair Work in the creative and cultural sectors in Scotland | Creative Scotland](#), and findings from [the Good Work Review](#) from the Creative Industries Policy and Evidence Centre (PEC) have also highlighted a number of issues, including:

- Arts, screen and creative industries are often small or micro businesses, resulting in employment patterns that focus on scaling up and scaling down quickly on a project basis.
- As such, most arts, screen and creative industries organisations have limited HR support / resource in-house.
- In turn, there are more fixed-term contracts and self-employment.
- A lack of consistent guidance or accessible, affordable legal and HR advice impacts the arts, screen and creative industries' ability to forward plan, budget, increase pay, improve terms and conditions and offer longer term contracts.
- Post-pandemic, the sector's recovery has been fragile, and this is compounded by the current cost of living crisis, increasing operating costs and demands for higher wages in the short to medium term.

- Resources available to the sector are often hard to navigate and there is a need to ensure they remain relevant, current and easily searched by overstretched, non-specialist professionals in order to identify solutions as quickly and painlessly as possible.
- Rates of pay vary, with some parts of the sector very well paid but many others less well paid. Gender pay gap issues as well as issues related to ethnicity and socio-economic background also prevail.
- Unpaid work remains an issue across the arts, screen and creative industries.
- Part-time work is notably prevalent in some areas while underemployment has also been identified as an issue.
- There tends to be fewer mechanisms for effective employee voice with less take-up of unions and/or staff associations.
- The experience of work in the arts, screen and creative industries can vary considerably depending on age, race, disability and class.

Project vision

Improved people management for arts, screen and creative industries organisations, that starts with legal compliance and moves beyond this to help organisations create spaces and places to work where their people – staff and freelance practitioners – thrive, and where Fair Work drives success, wellbeing and prosperity.

Project purpose

The project aims to support 20 micro and small, arts, screen and creative industries employers to access HR support in 2023/24, to underpin Fair Work principles, criteria and implementation.

The project will provide HR support that:

- Is flexible and responsive to your organisation's needs and time constraints
- can be accessed regularly and repeatedly within the project timeframe

- is thoughtful, expert and trustworthy, and understands the context within which arts, screen and creative industries organisations operate
- is sensitive to your starting point and will inform, advise and coach without judgement

Known and expected challenges that the project can help with include:

- Disciplinary and grievance
- Fair recruitment
- Employment contracts
- Dismissals
- Fixed-term / permanent employment / freelance work
- Flexible working
- Pay and terms and conditions
- Redundancies
- Safeguarding
- working with volunteers

Project goals

1. Improve organisational HR resources available to the arts, screen and creative industries, including (but not limited to):
 - a. contracts
 - b. policies & procedures
 - c. recruitment, retention & exit practices
2. Promote better working within organisations to avoid the escalation of challenging situations
3. Identify what good practice in Fair Work can look like in the arts, screen and creative industries

4. Capture examples and build networks of good practice, and promote shared learning between participants and with the wider arts, screen and creative industries
5. Signpost to current, pertinent and useful HR and people management resources that exist within and outside the sector.

Why apply?

At no cost, as a participant in the project, you'll benefit from:

- HR audits – expert, bespoke support via a review of existing policies and practice, including identifying how and where to progress the principles of Fair Work
- HR “Surgeries” – full access to [SCVO’s HR Service](#) and 1-1 support to meet organisational requirements, including advice on:
 - managing long-term sickness
 - recruitment issues and recruiting for the first time
 - redundancies and changing terms & conditions of employment
 - reviewing and developing employment policies
 - reviewing employment contracts
 - team dynamics, conflict management, grievances
 - managing disciplinary and grievance issues
- Peer-to-peer learning – network building sessions to encourage participants to develop their own peer learning about HR and people management practices as they become Fair Work employers
- Learning events – access to SCVO’s HR Webinars plus additional bespoke Webinars on HR and people management topics that are of most relevance to the cohort of participants and the wider arts, screen and creative industries
- Input into and access to a curated resource base of existing generalist HR and people management resources as well as those specific to the arts, screen and creative industries

Research

HR for Creatives is designed as an action research project and therefore also incorporates a robust research element that is integral to participants' learning journeys and the success of the project. The purpose of the research is to compile and share findings in order that participants, Creative Scotland, project partners and the wider arts, screen and creative industries learn from this project. This will help identify where there are key and shared opportunities, challenges, strengths and weaknesses for the sector.

To support the research element, participants will be invited to share their learning and experience with the researchers (appointed separately via public procurement).

The learning journey of participants and sharing of good practice is a key project goal, and participants may also be invited to share with the wider arts, screen and creative industries sector at events showcasing research findings.

Who can apply?

Micro to small-sized arts, screen, and creative industries organisations with no in-house or specialist HR support.

Applicants must be based in Scotland.

Eligible applicants include (but are not limited to):

- arts, screen and creative industries organisations and venues based in Scotland
- artists' spaces, hubs, studios, incubators, workshops
- community arts organisations
- creative collectives and networks
- festivals
- residency providers

Organisations that fit one of the above criteria and who also work with volunteers or vulnerable groups are encouraged to apply. Organisations in receipt of Creative Scotland Regular Funding are eligible to apply. If doing so, RFOs

should discuss the application in advance with their Lead Officer to confirm that the project is additional to what is already funded by Creative Scotland.

You don't have to be a charity, CIC or social enterprise to participate, but your organisation does need to deliver work which has a wider public value.

Who cannot apply?

- Organisations based outside of Scotland.
- Organisations that can already access dedicated in-house and/or specialist HR and people management support.
- Special Purpose Vehicles (SPVs) set up around screen productions.
- Heritage organisations.
- National collections and national performing companies ([see full list on the Scottish Government website](#)).
- Educational institutions, including higher and further education providers.
- Organisations with core activities that are not part of the arts, screen or creative industries.
- Profit-distributing companies, such as companies limited by shares or companies without a clear asset lock.
- Individuals seeking HR support, e.g. if they are in dispute with their employer.

If you are unsure if you are eligible to apply, please email HRService@scvo.scot to discuss.

Making an application

SCVO and Creative Scotland are committed to offering a clear and accessible application process.

Do you need additional support to make an application?

We offer access support to disabled applicants, tailored to individual requests. SCVO's HR team can offer additional 1-1 support to applicants with access requirements.

Alternative formats:

To apply, please complete the [online application form](#)

The form cannot be downloaded, but you can request it as a Word document by emailing HRService@scvo.scot.

The form is also available in alternative formats including translations on request. To request the form in an alternative format please email HRService@scvo.scot

General and technical enquiries:

If you have any general enquiries about the application process, guidance or application form, please contact SCVO's HR team at HRService@scvo.scot

How to apply

1. Visit [HR for Creatives](#) and read this guidance for applicants.
2. Click the 'apply now' button to begin your application.
3. Complete the online application form by adding your answers to the text fields.
4. When you click 'submit application' your application will be sent to SCVO's HR team. Copies of your application are available on request by emailing HRService@scvo.scot
5. Once submitted, you will receive a confirmation of receipt message from SCVO.

Timeline

- Online applications open and guidance for applicants published: Wednesday 7th June 2023
- Closing date for applications: Friday 7th July 2023, 12 noon
- Decisions: late July, early August
- Project launch: early September
- The project is expected to run from early September. The maximum project length is 12 months. Your project may take less time.

Dates are correct at time of publication. If for any reasons these dates change, all applicants will be informed by email.

What information do you need to supply?

We will ask the following questions to confirm your organisation meets the eligibility criteria for this support, you will have an opportunity to describe why you will benefit from participating in the project and an opportunity to share copies of any relevant documents:

1. Organisation name

2. Key personnel participating in the project (up to 2 named individuals per applicant organisation)

3. Artform or creative practice, to select from:

- Animation
- Arts and Health/Wellbeing
- Children and Young People
- Crafts
- Creative Learning
- Dance
- Design
- Digital
- Equalities, Diversity, and Inclusion
- Film
- Gaelic Language
- Gaelic Culture
- Interdisciplinary Performance
- Literature
- Multi-Art Form
- Music
- Place and Communities
- Scots
- Socially Engaged Practice

- Theatre
- Traditional Arts
- TV
- Visual Arts
- Other (please specify)

4. **Project detail:** you will have the opportunity to describe why participation in the project is beneficial for your organisation by answering the following questions:

- Describe what your organisation does, including a description of your overall mission and the communities you work with** [up to 300 words].
- Tell us who currently 'does HR' in your organisation/work?** For example, who drafts your employment contracts and HR documents, who is responsible for keeping HR records such as annual leave [up to 250 words].
- What are the main HR challenges you are experiencing or expect to experience within the next 12 to 15 months?** For example, have you identified areas where your organisation needs HR support? In which areas do you think your HR practice is strong [up to 500 words].
- Tell us what difference the support will make to your organisation.** For example, in your answer, you may want to describe your key HR ambitions, and what you hope to learn from participating in the project [up to 500 words].

5. **Supporting material (optional):** if you have external documentation relevant to your application you can provide these as email attachments, for example:

- organisational charts
- governance documents
- annual report
- results from relevant research you have undertaken
- job descriptions of key team members

When sharing documents, please ensure that the file names help us understand what is in each document and email to HRService@scvo.scot

Strong applications may also include plans for shared learning and contributing to the project research elements.

Help, further advice and feedback

If you require support, further information or have any general enquiries about the application process please contact SCVO's HR team by emailing: HRService@scvo.scot

Assessment and decision-making process

Once you have submitted your application, we will review it for completeness and eligibility. If you have not provided all of the information we need to assess your application, we will contact you and you will have a short period of time to provide any missing information. If your application is incomplete following the short extension, or if you do not meet the eligibility criteria for the fund, your application will not be assessed. You will be notified of this, and of the reasons why, by email.

Complete and eligible applications will be assessed by SCVO's HR team, the Project Manager and Creative Scotland. Assessments will be made based on the information you provide in your application and any supporting materials submitted. We may contact you during the assessment process to seek further information about your application or clarification on aspects of the information you provide.

Successful applicants:

When we have made a decision, we will email you to let you know the outcome of your application.

If you are successful, we will send you confirmation in writing by email. You must note and adhere to all the terms and conditions provided for in your acceptance letter.

You will need to return a signed copy of your acceptance letter in order to participate in the project.

Unsuccessful applicants:

If your application is unsuccessful, we will email to let you know why, and advise you of any next steps if applicable.

Privacy notice

The project requires the collection of some personal information about your organisation to consider your application to participate in the project. Without this information SCVO will be unable to process your application.

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Who we are

The Scottish Council for Voluntary Organisations (SCVO) is a Scottish Charitable Incorporated Organisation. We are a charity registered in Scotland SC003558. Our registered office is Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh, EH3 6BB.

This privacy notice tells you what data we collect and what we use it for.

What information do we collect?

When you apply to participate in this project we collect: details about your organisation, and the name, address, phone and email details you provide.

How we use the information?

We will use this information to communicate with you about your application, to tell you if and when your application is approved, and to communicate with you

We will not share your information with any third parties unless we have asked for your consent to do so.

If your application is unsuccessful or we cannot process your application for some reason, your data will be retained for six months then deleted.

Your rights over your information

By law, you can ask us what information we hold about you, and you can ask us to correct it if it is inaccurate.

You can also ask us to give you a copy of the information and to stop using your information.



To submit a request for your data, please contact us by email, post or telephone, please use the contact information below.

How to contact us

You can write to us at the address above or contact us by email or phone at: HRService@scvo.scot or 0131 474 8000

Your right to complain

If you have a complaint about our use of your information, you can contact the Information Commissioner's Office online at <https://ico.org.uk/concerns> or by phone on 0303 123 1113.

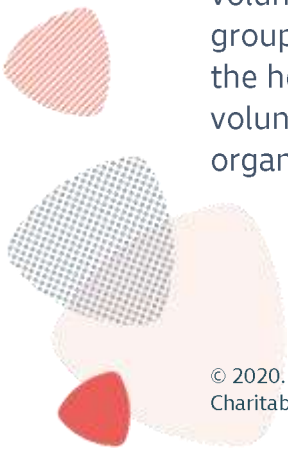
About Creative Scotland

Creative Scotland is the public body that supports the arts, screen and creative industries across all parts of Scotland on behalf of everyone who lives, works or visits here. We enable people and organisations to work in and experience the arts, screen and creative industries in Scotland by helping others to develop great ideas and bring them to life. We distribute funding from the Scottish Government and The National Lottery. Screen Scotland sits within Creative Scotland and is the dedicated partnership for screen in Scotland, delivering enhanced support for all aspects of Scotland's screen sector. As a non-regulatory, non-advisory (on HR matters) organisation, Creative Scotland is partnering on the delivery of this project with SCVO, who can supply direct HR support, and Project Manager, Kathryn Willens, to curate a bank of relevant resources and offer one-to-one support.

Project delivery partners

About SCVO

The Scottish Council for Voluntary Organisations (SCVO) is the national membership organisation for the voluntary sector. SCVO is passionate about the voluntary sector and believes that charities, social enterprises and voluntary groups make Scotland a better place. Our vision is a thriving voluntary sector at the heart of a successful, fair and inclusive Scotland. SCVO champion the role of voluntary organisations in building a flourishing society and support voluntary organisations to do work that has a positive impact. Their team of experienced



and qualified HR professionals provide HR advice and resources to voluntary sector organisations. SCVO is committed to offering Fair Work and to supporting other organisations to offer Fair Work.

About Kathryn Willens

Kathryn Willens has participated in project co-creation and is leading on developing a resource base in response to the needs identified over the course of the project.

Kathryn has 20+ years of cumulative experience in the strategic development, planning, managing and evaluating of complex, multimillion-pound projects in Scotland, the UK and internationally. Kathryn brings specialist knowledge of the arts and creative industries in Scotland and an understanding of current sector needs. She has knowledge of HR policies, governance systems, board responsibilities, people management and research principles. She is familiar with Fair Work and experienced in the development and delivery of programmes that promote and encourage e.g. fairer entry routes into the arts and creative industries, fairer recruitment practices and workforce development planning.

