

Stills is a registered charity and company limited by guarantee and our vision is to be one of the world's leading centres for photography. Our purpose is to be a centre of excellence for the advancement, understanding, practice and enjoyment of photography; to provide learning and empower diverse communities; to champion the important role that photography plays in the world today; and to be a foundation for the future of the photography sector in Scotland. In line with our vision and purpose, we understand our responsibility to provide our workforce with effective voice, opportunity, security, fulfilment and respect; to balance the rights and responsibilities of individuals at Stills; and to generate benefits for individuals, communities and for society. Our commitment is to the following dimensions of Fair Work:

**Effective Voice** All employees at Stills have the ability to speak and the right to be heard, either individually or collectively, by their employer through open and constructive dialogue.

**Opportunity** We create equitable and inclusive experiences and access to progression in work; encourage and support employees; and have policies in place to deliver equal opportunities.

**Fulfilment** We create the circumstances for individual and collective wellbeing at Stills to support a healthier, more productive and more motivated workforce.

**Respect** We ensure people are treated with dignity whatever their role or status within Stills; and we operate a working environment that is free from bullying and harassment.

**Security** We provide the Stills workforce with secure employment, income and a secure workplace.

Through these commitments we will ensure that our workforce is supported, nurtured and valued and that it develops over time to be diverse and more representative of the audiences that we serve. We will offer vital opportunities, leadership and good practice for the photography sector in Scotland. Our commitments will be delivered and monitored through the set of objectives in our action plan. Fair Work will be a standing agenda item at quarterly Finance & Personnel meetings and at our annual staff and Board Strategy Day. Our commitments will be built into employment contracts and further articulated in our staff handbook. To communicate them externally, we will publish our Fair Work policy and action plan on our website and display relevant signage in our building to signal our commitment to, for example, the Real Living Wage. Our policy will be articulated in the advertising and promotion of external opportunities such as open calls for residencies and bursaries or the recruitment of staff or Board members. When developing work with external partners, our commitments will be outlined verbally or in writing. Our staff team and Board value the principles of Fair Work and we will advocate for these, individually and collectively.

This policy has been developed in line with best practice and taking into consideration the challenges incurred by the Covid-19 pandemic and the current cost of living crisis. This policy has been authored by the Director of Stills and reviewed by all staff and Board members in 2023. It is informed by research from sources including: Creative Scotland; The Scottish Artist's Union; Scotland's Workshops and Scottish Enterprise.

## Fair Work Action Plan

We have identified 12 actions for 2024-25. These will be monitored using the Fair Work Employer Support Tool at [www.fairworktool.scot](http://www.fairworktool.scot)

### EFFECTIVE VOICE

#### Action 1

Organise a Staff and Board Strategy Day for Autumn/Winter 2024 to provide an opportunity for the whole workforce to reflect on their work and share ideas about future strategy.

Owner: Director & CEO

Status: In Progress

Date/s: To confirm date by August 2024

Priority: Medium

#### Action 2

Deliver annual staff reviews, moderated by an external HR consultant, to provide opportunity for honest and open two-way discussion between staff and the Chief Executive.

Owner: Director & CEO

Status: Completed

Date/s: February 2024

Priority: Low

#### Action 3

Continue to operate clear and consistent channels of communication for staff including: daily communication via Slack for direct and group messaging that can be turned off outside of working hours; sharing weekly staff reports; weekly staff discussions on specific projects; bi-monthly hybrid staff meetings to suit flexible and part-time shift patterns.

Owner: Director & CEO and Managers

Status: In Progress

Date/s: April 2024 – April 2025

Priority: High

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### OPPORTUNITY

#### Action 1

Ring-fence an annual budget for staff training and professional development. Monitor this to ensure that opportunities are equally shared.

Owner: Director & CEO

Status: In Progress

Date/s: April 2024 – April 2025

Priority: Medium

### **Action 2**

Maintain opportunities for people from marginalised communities to access our Exhibitions & Events, Creative Learning and Production Facilities through activity such as Stills School and the Assisted Places scheme.

Owner: Director & CEO and Managers

Status: In Progress

Date/s: April 2024 – April 2025

Priority: High

### **Action 3**

Maintain an entry level, front of house post that is designed to provide a vital stepping stone for the employability and professional development of young people in Scotland.

Owner: Director & CEO and Board

Status: Completed. Review recruitment in September 2024

Date/s: Appointed in January 2024

Priority: Medium

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## **FULFILMENT**

### **Action 1**

Maintain flexible working and the option of working from home where possible to support staff that have other work or family commitments.

Owner: Director & CEO and Board

Status: In Progress

Date/s: April 2024 – April 2025

Priority: Medium

### **Action 2**

Provide complementary access to the Stills production facilities for all staff and volunteers.

Owner: Managers and Technical team

Status: In Progress

Date/s: April 2024 – April 2025

Priority: Medium

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## **RESPECT**

### **Action 1**

Work with an external HR consultant to maintain a staff handbook which offers clear and accessible information around Fair Work issues such as dignity at work or parental leave. The handbook contains clear guidance on how to report concerns around workplace issues.

Owner: Director & CEO

Status: In Progress

Date/s: April 2024 – April 2025

Priority: High

**Action 2**

Budget for staff welfare and maintain a friendly and sociable workplace that contributes to the general wellbeing of the workforce.

Owner: Director & CEO and Managers

Status: In Progress

Date/s: April 2024 – April 2025

Priority: High

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**SECURITY**

**Action 1**

Work with an external HR consultant to provide secure employment contracts for all staff and never operate zero hours arrangements.

Owner: Director & CEO and Board

Status: In Progress

Date/s: April 2024 – April 2025

Priority: Medium

**Action 2**

Operate as a Real Living Wage employer and follow the Scottish Artist's Union recommended rates of pay for freelancers.

Owner: Director & CEO and Managers

Status: In Progress

Date/s: April 2024 – April 2025

Priority: Medium

END