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Future
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Commissioner
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A QUICK GUIDE

WORKING TOGETHER FOR CULTURE

A guide for public bodies working with
cultural freelancers



A Quick Guide

A report commissioned by the Future Generations Commissioner for Wales and written by Addo.

For ease of use, this section distills the document's main points into a brief guide so readers may quickly grasp the key messages and recommended actions.

This Quick Guide accompanies more detailed guidance for public bodies in Wales, helping them engage effectively with Cultural Freelancers - individuals and micro-businesses, working across the arts, culture, and creative industries.

It supports the [Well-being of Future Generations \(Wales\) Act 2015](#) and the *Social Partnership and Public Procurement (Wales) Act 2023*, promoting fair work, inclusivity, and sustainable public service delivery.

Whilst this guide is intended for public bodies, it may also serve as a best-practice resource for others working with Cultural Freelancers.

The Role and Value of Cultural Freelancers

Cultural Freelancers are essential to Wales' creative ecosystem.

They bring innovation, flexibility, and community engagement to public sector projects, often working across disciplines such as visual arts, music, theatre, digital media, and design. Their contributions span artistic production, strategic advice, education, health, environmental, and community development initiatives. Freelancers usually operate independently or in small collectives, contributing to both local and national agendas.



CREATIVE FREELANCERS BRING A FRESH LENS TO EVEN THE MOST COMPLEX CHALLENGES, OFFERING JOYFUL, IMAGINATIVE WAYS FORWARD THAT INSPIRE TEAMS TO SEE NEW POSSIBILITIES. THEIR PRESENCE BRINGS WARMTH AND HUMANITY INTO FAST-PACED SYSTEMS, HELPING US SLOW DOWN AND DESIGN CARE THAT TRULY CENTRES PEOPLE.

Kathryn Lambert
Head of Arts and Health
Hywel Dda University Health Board

Freelancers make an impact in many areas:

- **Artistic Production** – Creating engaging, accessible works across disciplines.
- **Community Engagement** – Facilitating participatory events and consultations.
- **Strategic Input** – Advising on policy, fundraising, and organisational development.
- **Education and Training** – Delivering workshops, mentoring, and team-building activities.
- **Digital Innovation** – Developing AR/VR content, websites, and interactive media.
- **Evaluation and Inclusivity** – Designing inclusive frameworks and approaches.
- **Public Space Design** – Enhancing cultural identity through placemaking interventions and public art.
- **Health and Well-being** – Supporting mental and physical health through creative programmes.

These contributions help public bodies connect with diverse communities, improve services, and strengthen social cohesion.

Public bodies benefit from Cultural Freelancers' ability to tackle complex challenges creatively, foster inclusive engagement, and provide cost-effective solutions. Their cross-sector experience and alternative perspectives enrich public services and help embed culture into everyday life.

By sharing their creativity and language skills, freelancers also support the Welsh Government's vision of a vibrant culture and the goal of reaching one million Welsh speakers by 2050.



Working Well Together

Four core principles for successful collaboration are:

Transparency and Understanding –
Open communication and mutual respect build trust.

Genuine Partnership –
Freelancers may be involved at all levels of service design and delivery, including in co-creation and strategic planning, guided by the five ways of working: long-term, prevention, integration, collaboration, and involvement.

Fair Work –
Freelancers should be paid at or above industry standards, with transparent recruitment and contracting processes.

Sustainable Engagement –
Long-term relationships and professional development opportunities help build a resilient creative workforce.

The guidance encourages public bodies to involve freelancers in the design and delivery of services, offer appropriate training to support their roles, and recognise the value of their contributions. Collaboration with unions and support organisations is recommended to ensure fair and inclusive practices.

Cultural Freelancers, in turn, are expected to contribute their expertise, advocate for fair work, share knowledge, and foster collaboration within communities. This strengthens engagement strategies and amplifies the sector’s collective voice.



To thrive, Cultural Freelancers need:

Fair Pay and Financial Stability –

Transparent pay structures, timely payments, and access to funding.

Recognition and Respect –

Inclusion in decision-making and policy development.

Supportive Working Conditions –

Clear briefs, collaborative environments, and equitable contracts.

Access to Resources –

Affordable workspaces, digital tools, and professional development opportunities.

Inclusive Practices –

Access support, flexible arrangements, and commitment to diversity.

Meeting these needs helps address the challenges of freelance work, such as financial insecurity and limited benefits, while building a strong and resilient workforce.

Public bodies should adopt flexible procurement methods, including staged contracts and collaborative bidding, to accommodate creative processes. Co-production is promoted as a model for inclusive and creative project development, emphasising shared ownership, mutual learning, and long-term relationships. Projects should be structured with clear aims, adequate resources, and flexible timelines. Monitoring and evaluation are essential for measuring impact and sustaining partnerships.

Welsh Language & Culture

Our Welsh language is a vital cultural asset, which should be authentically integrated into creative work and service design and delivery as a living, inclusive language.

The principles set out in the guide support meaningful engagement, including recognising Welsh as a shared resource, ensuring support for all levels of fluency, and supporting freelancers and communities in using the language confidently.

This aligns with the Arts Council of Wales’ vision of Welsh as a language for creativity, learning, and empowerment.

Case Studies and Resources

The main guide includes case studies showcasing successful collaborations in areas such as climate action, health, and cultural regeneration.

A list of resources is provided, including toolkits, union guidance, and links to organisations supporting freelancers.

A jargon-busting glossary helps public bodies navigate sector-specific terminology.

