Making Time

Making time and space in the Visual Arts for deep change

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RECAP

The AREVA project was initiated following increasing reports and whistleblowing of racist incidents experienced by artists and cultural workers in the sector, and the desire expressed by CVAN's members to create a meaningful, proactive response to bring about change.

The project began with a set of knowledge exchanges between CVAN members in June-July 2022, leading to the publication of the AREVA Report in Jan 2023.

Following this, a next steps workshop was held in Mar 2023 which helped narrow in on priority issues and to develop a skeleton plan to be fleshed out.

This meeting reports back to workshop participants with a set of provocations and proposals for further input before presentation to the wider membership.

How?

Phase 1: **identify** **specific areas of concern (e.g., complaints process, policy writing) and** **devise** **projects to test solutions.**

Phase 2: **scope existing capacity** **of the organisations to meet regularly and to undertaking internal experiments and evaluations.**

Phase 3: **reflexive** **evaluation****, and recommendations for reforming the relational structure and funding approaches of the (London sub) sector.**

1. BUILDING CAPACITY
Creating capacity, time, sanctuary and joy

How can we give/serve from an overflow of a full tank rather than running on empty?

- Establish an employers' association (in consultation with unions) to agree reasonable service and programme delivery levels with ACE.
- Centre organisational and staff mental health as key funded deliverables.
- Develop new and care-full standards of evaluating success across the network.
- Research and implement alternative approaches to work culture (e.g. 4 day week, Swedish 'Kifa'), then share this knowledge/experience.

3. FINDING SHARED LANGUAGE
Becoming a sector of 'true hews'

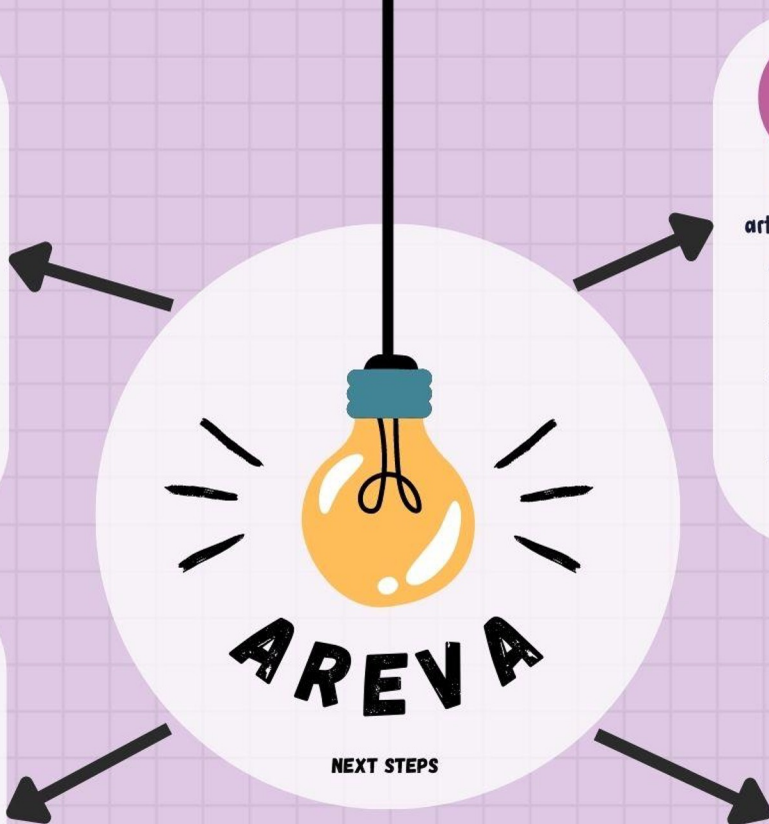How do we learn to find the right words to articulate our values & perform them into being?

- Establish a cross-sector 'policy writers' room' to create shared words and policies.
- Develop an evolving glossary of working terms informed by equitable values and ecology/climate.
- Find ways of expressing meanings crucial for decision-making that language cannot articulate, e.g. visual, performative, material/sculptural.
- Undertake antiracist/equitable writing skills training because organisations are written into being through law, policy, planning and reporting.

AREVA
NEXT STEPS

2. STRENGTHENING CONNECTIONS
Manifesting a landscape of friendship

How do we counteract systems of alienation and competition to find ways to survive in each other?

- Co-opt each other's senior staff into each other's Boards.
- 'Twin' with other organisations into knowledge exchange hubs, and connect staff with similar roles.
- Do joint away days.
- Combine budgets to undertake joint projects.
- Collectively research and innovate ways to increase philanthropy for the network and each other.
- Set up a staff exchange/shadowing programme.

4. PRACTISING ACCOUNTABILITY
Learning to be each other's keeper

How do we develop enough trust and vulnerability to keep each other accountable?

- Create a 'jury service' comprising stakeholders across the sector to resolve disputes.
- Develop an ADR procedure that's co-created with complainants, using equitable & artistic approaches.
- Apply trauma-informed practices that aims for breakthrough in disputes rather than blame.
- Establish a best practice for whistleblowing that's agreed by the community and stakeholders.

AREVA
NEXT STEPS

4. PRACTISING ACCOUNTABILITY
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(a) Forming the Test Jury

- Call out for 4 organisations willing to participate.
- Each Org selects 4-5 people who represent a spectrum of their staff and stakeholders.

(b) Co-creating the Protocols

- Workshop 1: Agree remit, language and impact of protocols.
- Workshop 2: Define jury values (anti-racist, indigenous, queer, ...) and create protocol approaches from this.
- Workshop 3: Roleplaying, testing, and incorporating feedback from home organisations.

(c) Doing a case study

- Revive an already settled case, or devise one.
- Follow the protocol to resolve this case.
- Evaluate and revise protocols.

(d) Go live

- Launch website and invite orgs to join the Original 4.
- Orgs incorporate protocols in complaints policy & contracts.
- Conduct new jury training, led by existing jury members.

JAN
FEB
MAR
MAY
JUN
JUL
SEP
NOV

(a) Forming the Writers' Room

- Call out for 4 organisations willing to participate.
- Each Org selects 2-3 people who are responsible for policy writing or influential in the org's use of language.

(b) Writers' Fortnightly Intensive

- **Workshop 1:** Critical/Decolonial/Queer reading and writing
- **Workshop 2:** Creative policy writing
- **Workshop 3:** Exploring how language becomes performative(s)
- **Workshop 4:** Developing bespoke semiotics for arts orgs (glossary)

3. FINDING SHARED LANGUAGE
Becoming a sector of 'true news'

How do we learn to find the right words to articulate our values & perform them into being?

- Establish a cross-sector 'policy writers' room' to create shared words and policies.
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- Undertake antiracist/equitable writing skills training because organisations are written into being through law, policy, planning and reporting.

(c) Monthly co-writing

- Writers meet monthly to rewrite a current policy or help each other with an organisational text, e.g., memos, annual report, signage.
- Writers cascade this through their organisations.
- Then return to Writers' Room to revise text and to update glossary.

(d) Evaluation

- End of year evaluation. Has the change of language improved culture, care, mental health, relationships?

JAN
FEB
MAR
APR
MAY
NOV
DEC

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