

REGOVERNANCE

PERVASIVE MEDIA STUDIO// RESIDENT REPS



Overview

Resident Reps Lucy J Turner + Imwen Eke are doing some research into governance. They want to understand the complexities of governance within the PM Studio and are exploring this process. They'll be exploring hierarchies, the relationships between studio governance and project governance and ways to give residents meaningful agency and involvement in the decision making process.

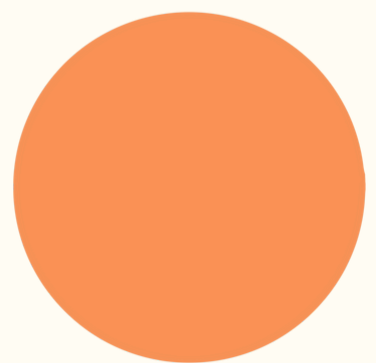
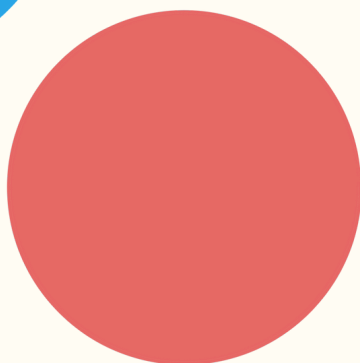
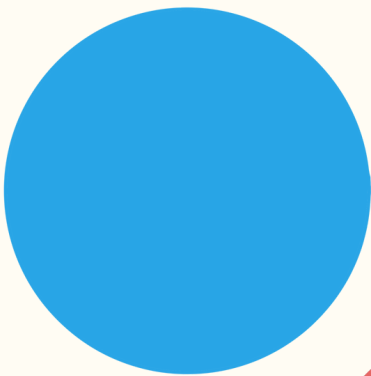
They are exploring how they can expand the mechanics of governance and imagining something more..

Goals

1. Understand Residents Experience with Governance
2. Feeding into a proposal for a new Governance Structure for Pervasive Media Studio

Objectives

This project plan outlines the goals, needs, and timelines for engaging with different types of studio residents. It aims to foster an inclusive environment where all residents feel supported and valued, while promoting the overarching dream of regovernance.



HIGHLIGHTS



pervasive media studio

A sense of ownership comes develops overtime. If we want residents to participate, we need to see real actions after recommendations.



Give authority to team or individuals to make key decisions quickly



Improved access to information for everyday studio questions to higher up decisions making level.



Manage capacity



Regular self evaluation from team members. Consider assembling a team of residents to make decisions but wider residents can input through general consensus.



Understanding and regularly reviewing the organisation's purpose and values, and committing to them to make sure the organisation delivers what it says it will do. Within reason.



STUDIO RESIDENTS



1 GENERAL

They currently use the studio a few times a week. They like the camaraderie of PMS. Describe themselves as shy and retiring, insular. Want to meet other artists and networks that will encourage them to become more confidence. Has a bad experience of organisational governance.

2 WANTS

Organisational consistency

3

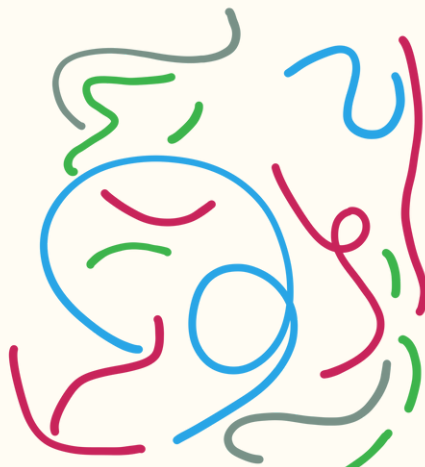
NEEDS

Continued support and residency status. Wants and needs feel the same

4

DREAMING OF REGOVERNANCE

ACTIONABLE
GOALS





STUDIO RESIDENTS

GENERAL

1

Based in the studio for over 10 years. Uses as a workplace and places to hold meeting with outside organisations. Attends the occasional social event but not his priority. Feels like home in many ways. Feels fairly familiar with PMS policy's and values and how decisions get made. Feels familiar as he's be around for a decade, although things have shifted in his tenure.



2

WANTS

My positive experience to continue. "It's nice to be included"



3

NEEDS

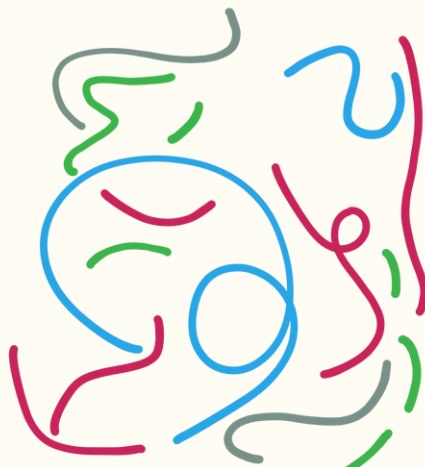
Grant money



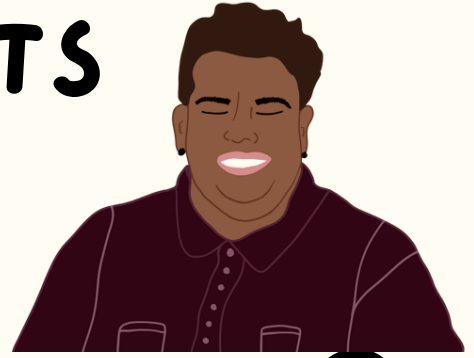
4

DREAMING OF REGOVERNANCE

CONTINUATION
OF THIS
DISCUSSION



STUDIO RESIDENTS



1

GENERAL

They are a new resident. Really unsure of how everything working (in terms of governance). They are eager to be involved with the inner workings of the studio and understand how decisions are made but they are nervous as there is a languages barrier. They are neurodiverse and gets overloaded with information easily. Also has had bad experiences of organisations and having them run by majority white teams.

2

WANTS

To meet people (in my own time) and get to know more about peoples roles and the overall studio dynamic



3

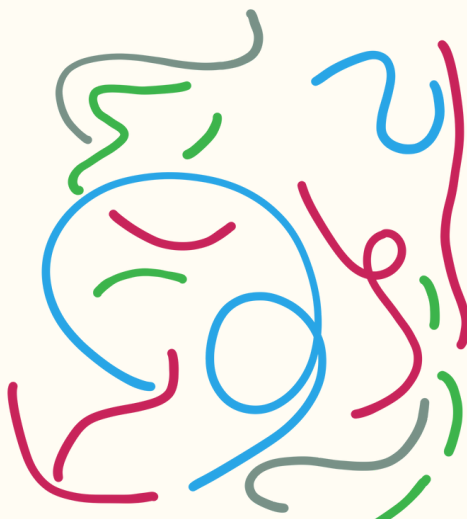
NEEDS

Reflection time
Options/ different levels of involvement

4

DREAMING OF REGOVERNANCE

CONSENSUS DRIVEN.
RANDOM SELECTION.
ACCESSIBLE WAYS FOR
PEOPLE TO GIVE FEEDBACK





STUDIO RESIDENTS



GENERAL

1

She is overall happy with how the studio is run day to day, although is aware that she is internationally blind to governance. Less likely to input ideas face to face. Equality and fairness is important but doesn't want to go out of her way to explore this more in depth.

2

WANTS

A fair exchange

3

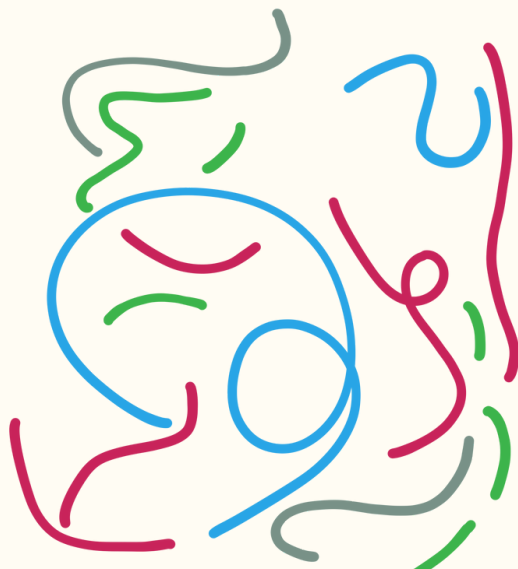
NEEDS

To feel that my time is valued

4

DREAMING OF REGOVERNANCE

I'M NOT SURE!



STUDIO RESIDENTS

1



GENERAL

Uses the studio a few times a month and has done for a few years. PMS values is a big factor as to why she applied to be a resident. She regularly uses the studio for the social aspects such as Studio Gathering. Interested in having more agency in terms of governance but feels unsure about how as she doesn't have a lot of time for intricate policy. If there was a honorarium she would feel that was a fair exchange.

2

WANTS

Organisational values to be implemented and followed during decision making processes

3

NEEDS

Fairness and Equality

4

DREAMING OF REGOVERNANCE

Championing new and diverse voices. How can we make decision making fair with so many different needs? It's not impossible but building inclusive work cultures takes time and patience.





STUDIO RESIDENTS

THEMES

AGENCY

CLARITY

ACTION

**FAIR
EXCHANGE**

EXPERIENCE OF GOVERNANCE



pervasive media studio

POSITIVE

- TRANSPARENCY AT ALL LEVELS
- ACCOUNTABILITY WHEN THINGS GO WRONG OR RIGHT!
- REGULAR AND CONTINUAL EVALUATIONS
- TRANSPARENCY ABOUT HOW AND WHY DECISIONS ARE MADE

NEGATIVE

- IMPLEMENTATION OF UNFAIR POLICIES
- LACK OF FRAMEWORK
- UNCLEAR MOTIVES
- UNCLEAR VALUES
- ORGANISATIONAL AVERSION TO CHANGE!!!!

- CLARITY ABOUT ORGS PURPOSE AND VALUES
- IS CLEAR ON ITS LIMITATIONS
- FULL DISCLOSURE BREEDS INTEGRITY
- MAKING MEETINGS ACCESSIBLE

- CONFLICT
- CORRUPTION
- DISTRUST IN ORGANISATION
- DISTRUST AMONGST TEAM AND WIDER ORGANISATION
- FREE LABOUR

- CLEARLY DEFINED ROLES AND RESPONSIBILITY
- EASY ACCESS TO INFORMATION
- EQUITY, EQUALITY, DIVERSITY
- SIGNPOSTING
- FAIR EXCHANGE OF GOODS (£)

- FEELING UNDERVALUED
- FEELING "TOKENISED"
- TOXIC WORK CULTURE
- INSUFFICIENT CAPACITY
- BOX TICKING EXERCISE

- CLEARLY ARTICULATE NEXT STEPS AFTER EVERY SESSION

- PLAN WRITTEN IN STONE WITH NO ROOM FOR MANOEUVRE



pervasive media studio

Recommendations



Overall there are a wide range of residents with a wide range of different needs. The studio needs to remain adaptable to meet these needs. Residents really want to understand how governance works but they “don’t know what they don’t know”. A lack of accessible information and inaccessible language discourages residents to inform themselves of how things work. In order to drive engagement and to give residents a sense of agency, a fair exchange needs to be put into place (honorarium) This also helps give residents a sense of value.

★ Transparency and accountability

Be as open to sharing bad news as much as the positive news. In championing new and inclusive ways to work, you may need to highlight things that haven’t worked in the past. Full disclosure breeds integrity. (Iceberg sessions).



Small team of resident reps

A small team of resident reps that are appointed by consensus or random selection. An inclusive and diverse team with different skill sets. Attend wider governance meetings and then translate the information in an accessible way. Team to regularly evaluate process and self evaluate and have a set tenure.

★ Communication

Consistence and clear information from the top down. Accessible language needs to be introduced- explainer videos? PMS needs to be adaptable and give options as to how people want to communicate themselves. In person/ virtual meetings. Communication needs to be accessible at every level- beyond the newsletter,



★ Clear signposting

A map would be useful and vital for informing residents of existing processes, structures, access, and gaps in knowledge. A physical map in PMS that leads to easy digestible information. QR codes that leads to all this information. Existing and future policy’s need to be clearly defined.



★ Pathways forward

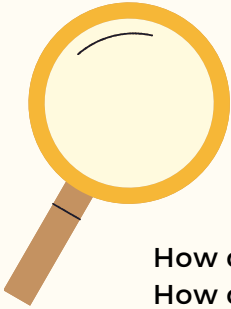
Attend recommended organisations talks about Governance and Workshops on organisational consistency and good governance, Implementation of values in decision-making.

Be open to change even when it feels uncomfortable and uproots the system.

Clear in capacity



ORGANISATION SPOTLIGHT



RISING ARTS AGENCY

How do you truly live your values as an inclusive and caring employer?
How do you create a culture that embodies care and enables everyone to bring themselves to work? What can other industries learn from the cultural and creative sector about care?

During this 4-week training we'll explore how to embed care in every phase of the employee journey - from access and recruitment to generative conflict and policies made for people.

A green poster for the 'Caring Work Cultures Training' by Rising Arts Agency. It features a white plus sign in the top left, the agency's logo in the top right, and a photo of two people at a laptop. Text includes 'TRAINING', 'THE RISING APPROACH TO: CARING WORK CULTURES', and 'ENROL ON THE JUNE COURSE NOW'. A small quote from 'WhoseCulture?' is also present.

+

RISING ARTS AGENCY

TRAINING

THE RISING APPROACH TO: CARING WORK CULTURES

We're building a movement and fighting for a better future for everyone. Join us.

ENROL ON THE JUNE COURSE NOW

"an ongoing creative action-research project, whose culture, efficacy, outcomes, developing inequality in the sector and rising community with young creatives of colour in Bristol. It creates a new framework of how we question the sector and progress what cultural means for us."
WhoseCulture? 2018

WHY A SOCIAL ENTERPRISE?



Caring Work Cultures Training

We're building a movement and fighting for a better future for everyone. Join us.

 Rising Arts Agency


ORGANISATION SPOTLIGHT



LINCOLN ARTS CENTRE

At this day-long event we will explore, debate and consider the multi-faceted complexities of working within an accountable body whilst still achieving equitable, effective and efficient governance. We will do all this in a safe place for complex conversations for complex organisations.

Lincoln Arts
Centre



[Home](#) > [What's on](#) > The Art of Good Governance...

Conference

The Art of Good Governance

Fri 28th Jun

Are you part of a governance board or oversight group of an National Portfolio Organisation (NPO) working within an accountable body*?

Join us for a day of exploring Arts Council reporting, understanding innovative approaches to good governance, and developing dynamic peer networks with comparable organisations across arts, libraries and museums.

THE ART OF GOOD GOVERNANCE