



ORGANISATIONAL STRUCTURE

? \ State of the arts



WHY THIS TRANSFORMATION?

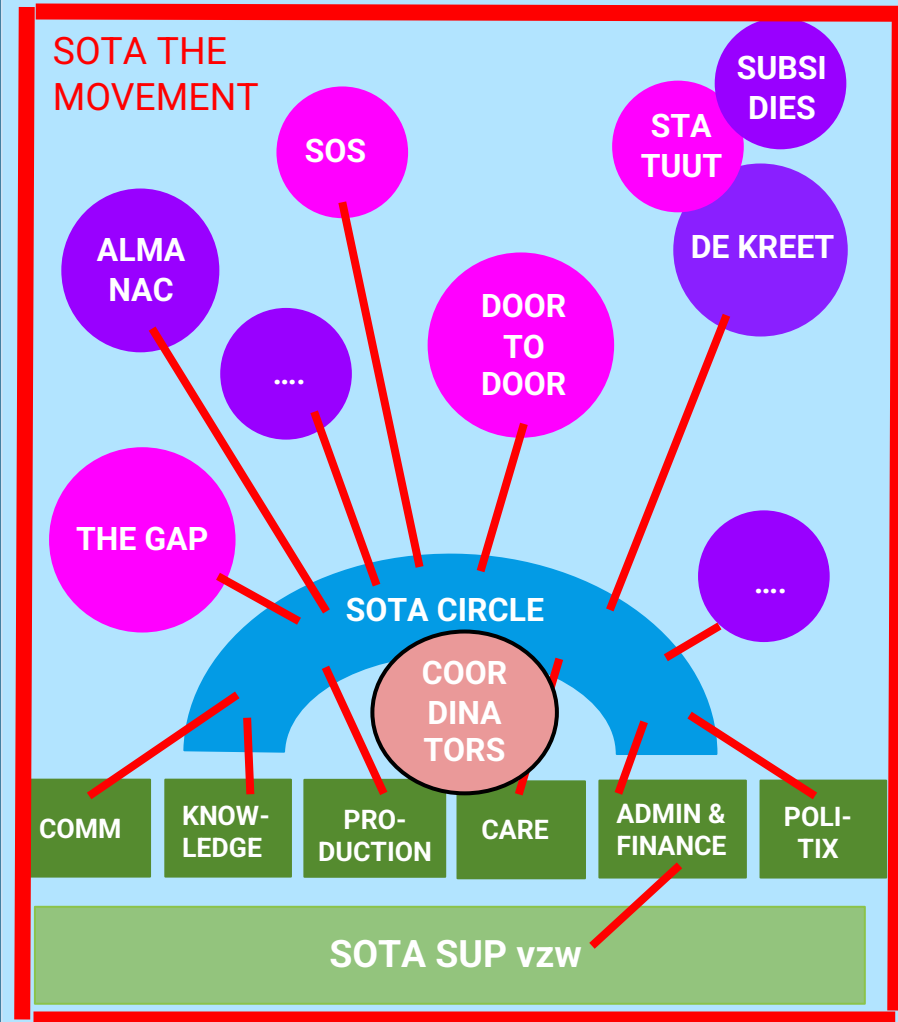
State of the Arts looks like a vibrant organisation from the outside, but needs some restructuring inside:

- SOTA = little people doing a lot (= too much)
- SOTA = much of invisible, unpaid work
- SOTA = a fluid structure that can feel unclear /exclusive for new people
- SOTA = (since covid) rather a small active club than a large platform
- SOTA = a white organisation

How to make SOTA more open, engaging, caring, collective, owned, structured... without losing its fluid character?

WHAT IS (THE NEW) SOTA?

- = an open platform that enables artists and cultural workers to take fair arts initiatives with others
- = an infrastructure of support for these initiatives, driven by experienced volunteers
- = a horizontal organisation in which all involved units take decisions together for SOTA as a whole
- = a multivoiced dynamic that is facilitated by a duo of paid coordinators that can switch every year
- = an inclusive movement that is easy to access
- = a vzw/asbl as underlying legal structure

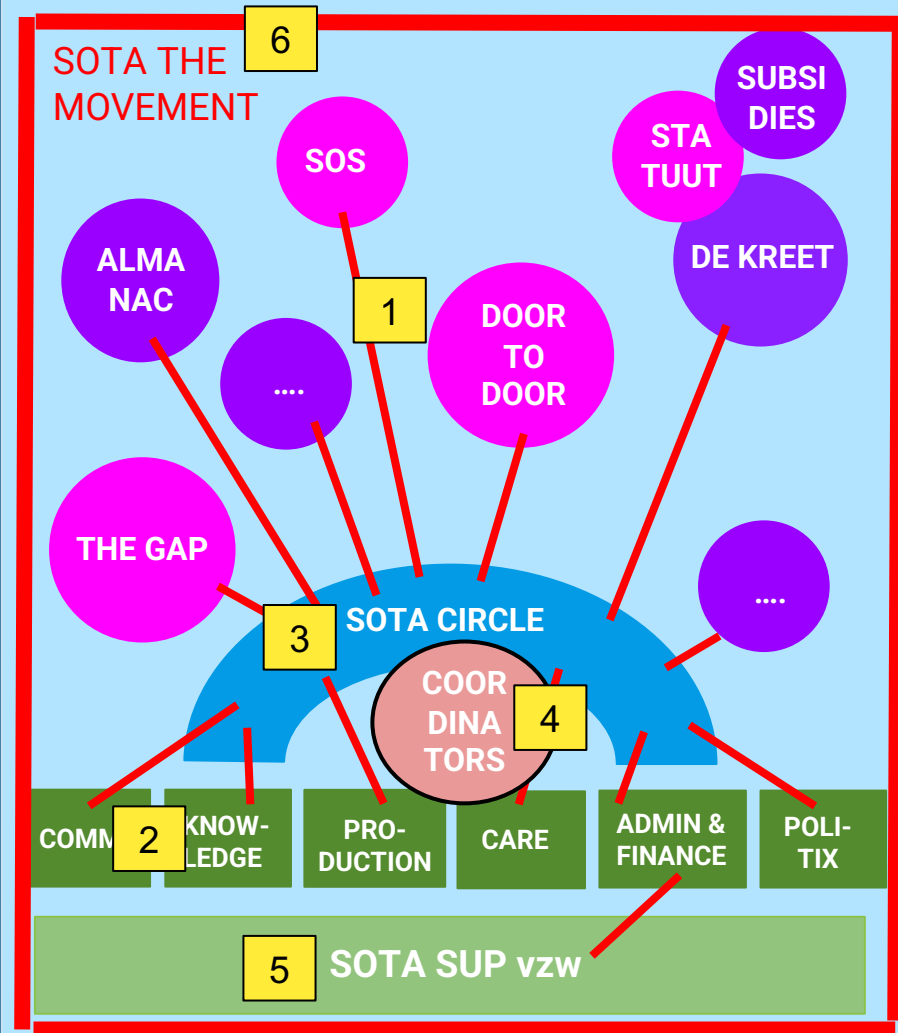


HOW IS IT STRUCTURED?

SOTA's new structure has six 'levels'

- 1) autonomous and self-steering **working groups**, on specific projects or topics
- 2) six **support teams**, that support working groups in specific needs
- 3) **the Circle** as our central campfire, taking the decisions for SOTA as a whole
- 4) a facilitating **duo of (paid) coordinators**
- 5) a **vzw/asbl** as our legal base
- 6) a **larger movement**, open for everyone

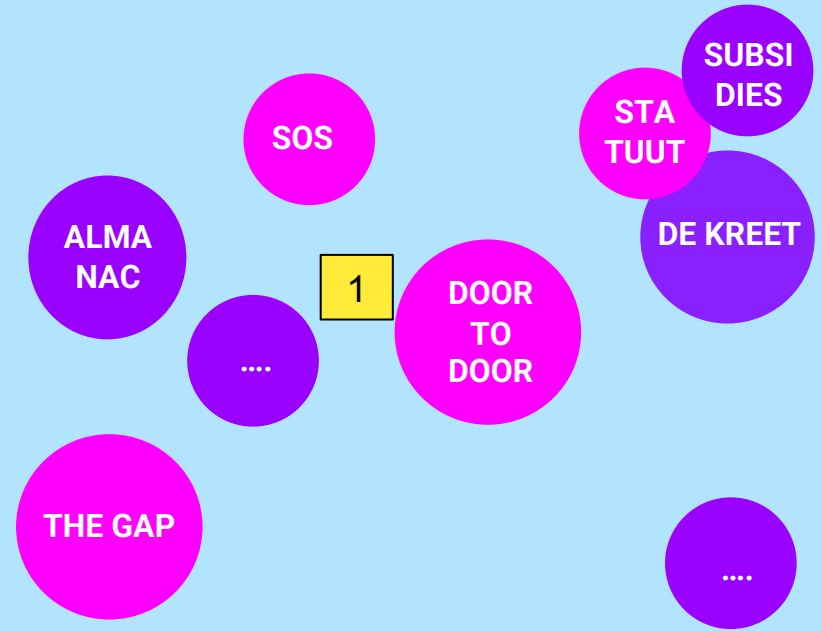
let's get through these levels, one by one...



1. WORKING GROUPS

SOTA = an open platform that enables artists and cultural workers to take initiatives with others

- Working groups are the burning fire of SOTA
- They are temporary or more structural
- Everyone can start a working group with at least 2 others, after being welcomed by the Circle as a SOTA initiative
- Every working group delegates one member into the Circle
- Working groups are independent and self-steering (also financially), but can get support



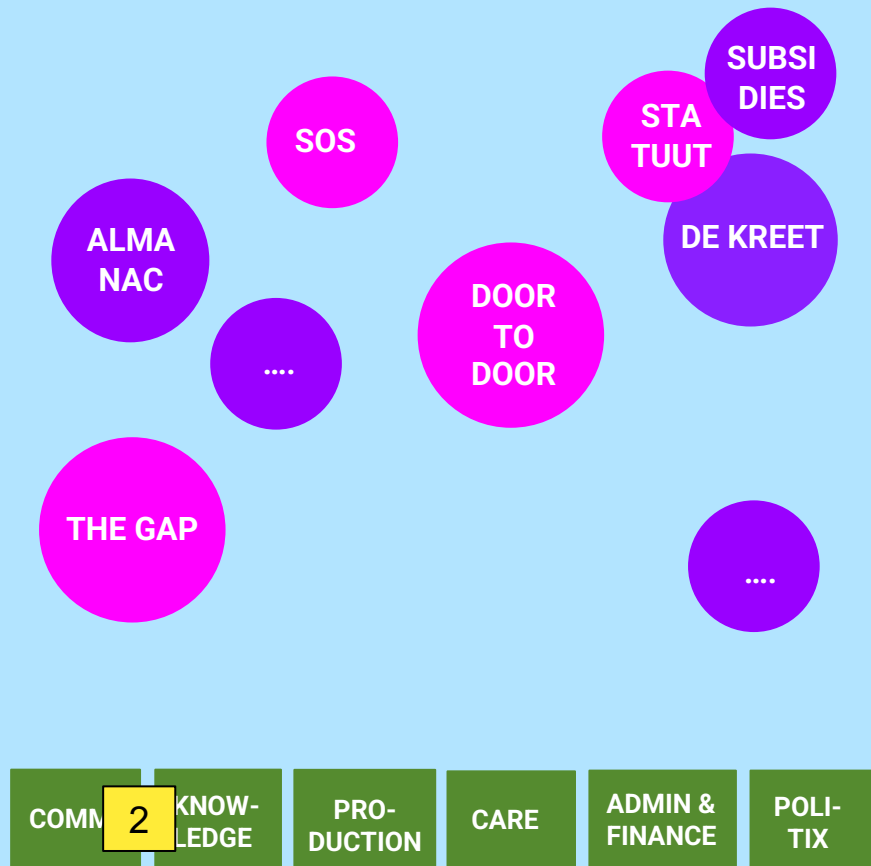
2. SUPPORT TEAMS

SOTA = an infrastructure of support for all kinds of projects, driven by experienced volunteers

- Support teams can offer practical help to the working groups
- They are mainly operational and facilitating, not taking decisions on content
- Support teams are represented in the Circle
- They have as many people as they need

Basic principle: working groups do the main work, while support teams support if needed

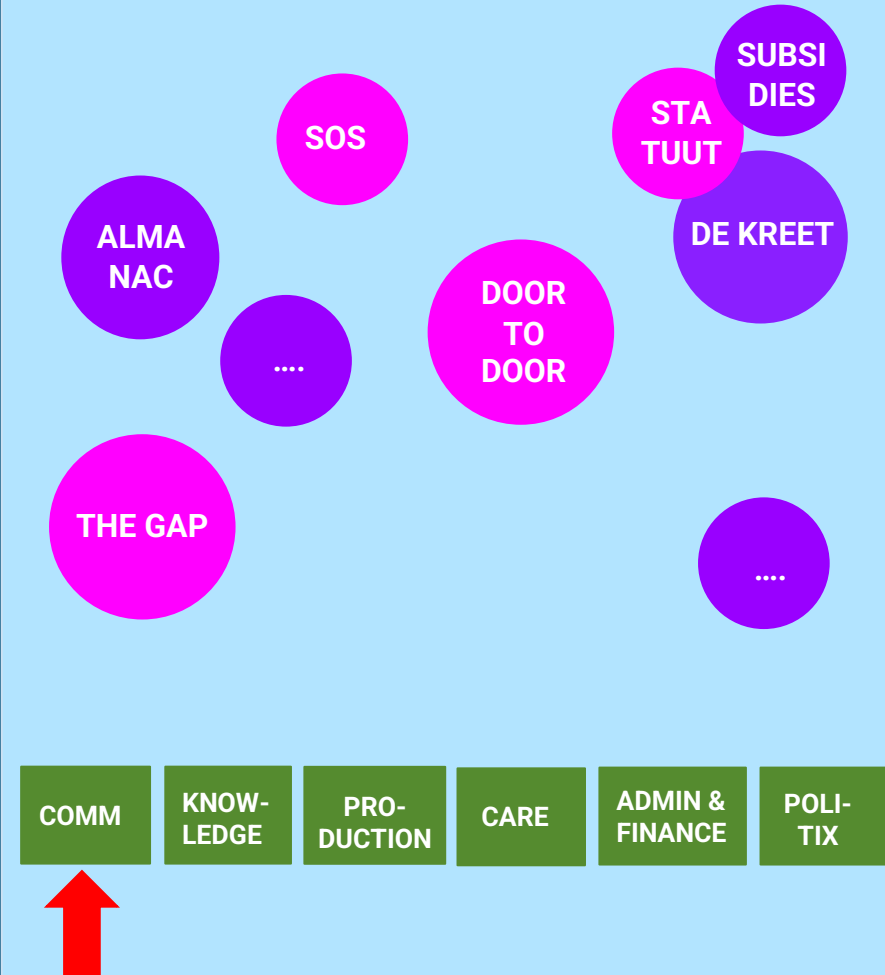
let's get through these teams, one by one...



2. SUPPORT TEAMS

COMMUNICATION

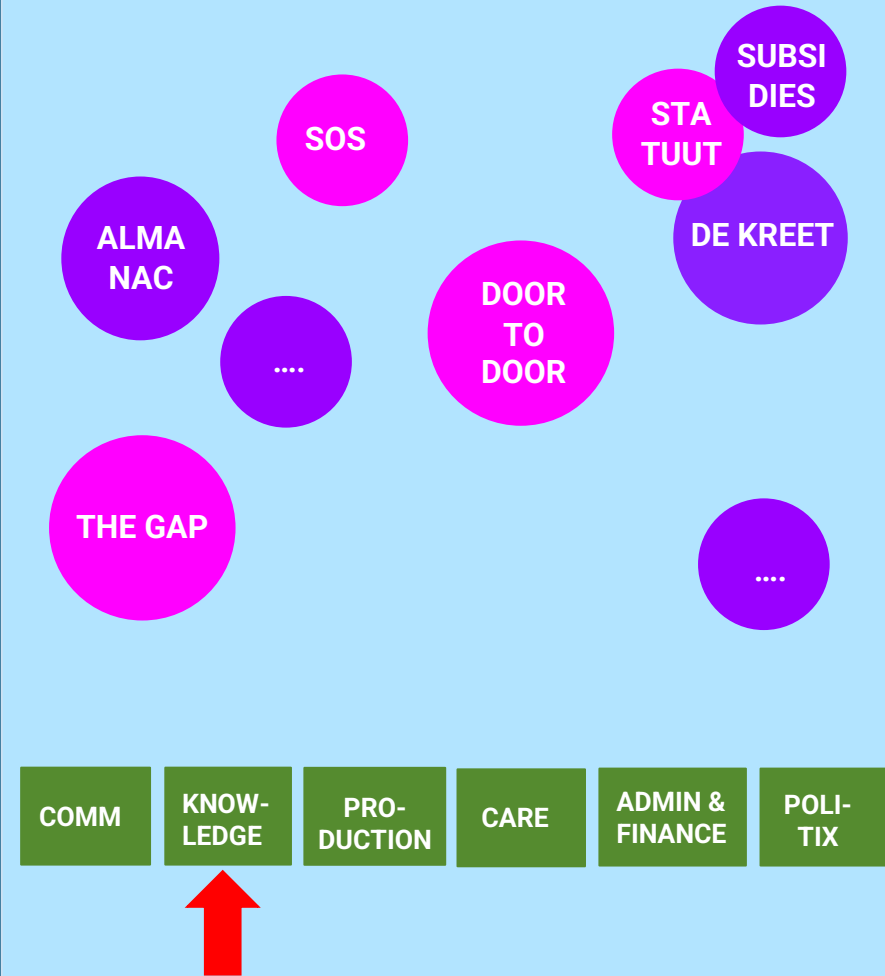
- **FUNCTION:** making SOTA (initiatives) visible and attractive
- **RESPONSIBLE FOR:** editing, newsletters, social media, website, pictures, video... (= not making content, but designing & spreading it)
- **ALSO WORKING ON:** communication strategy & eventual bigger communication actions with initiative groups
- **TEAM:** min. two active members and a pool of extra operational people (photographers, video makers, designers, copywriters...)



2. SUPPORT TEAMS

KNOWLEDGE

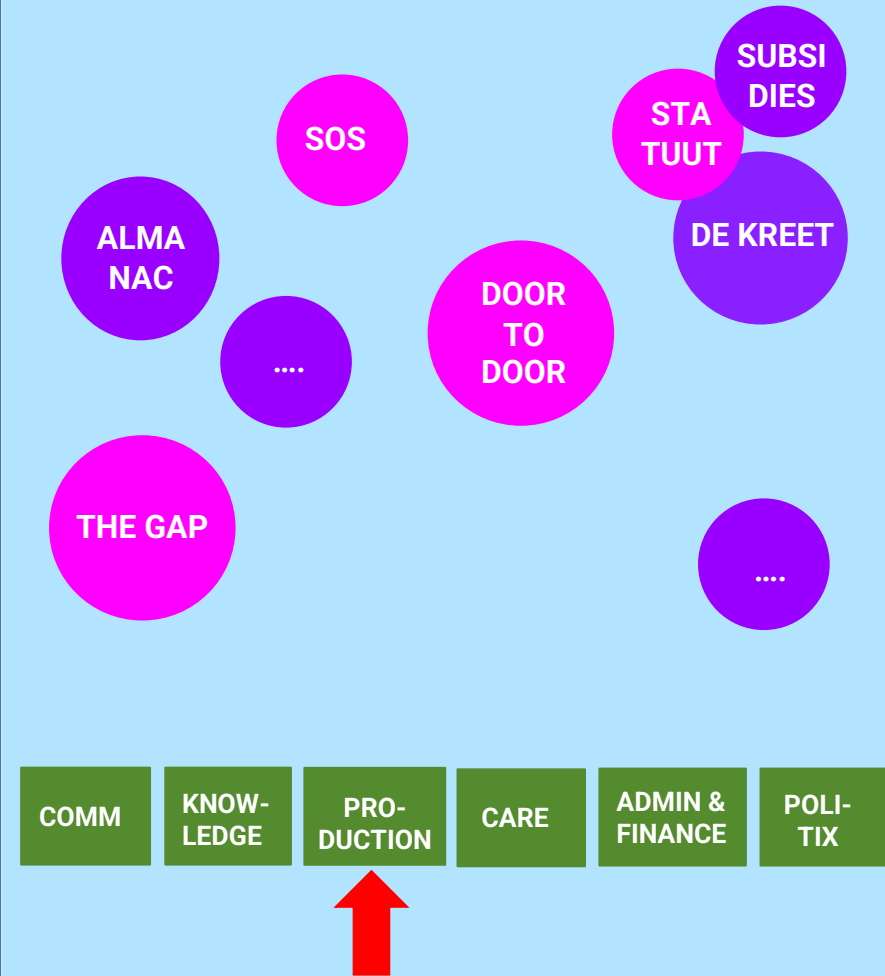
- **FUNCTION:** documenting, archiving and making SOTA's knowledge production accessible
- **RESPONSIBLE FOR:** reports, specific research, documentation... to preserve and share our collective insights
- **ALSO WORKING ON:** our vision and practice on knowledge sharing & archiving
- **TEAM:** min. two active members and a pool of extra operational people (making internal reports, documenting activities, archiving...)



2. SUPPORT TEAMS

(EVENT) PRODUCTION

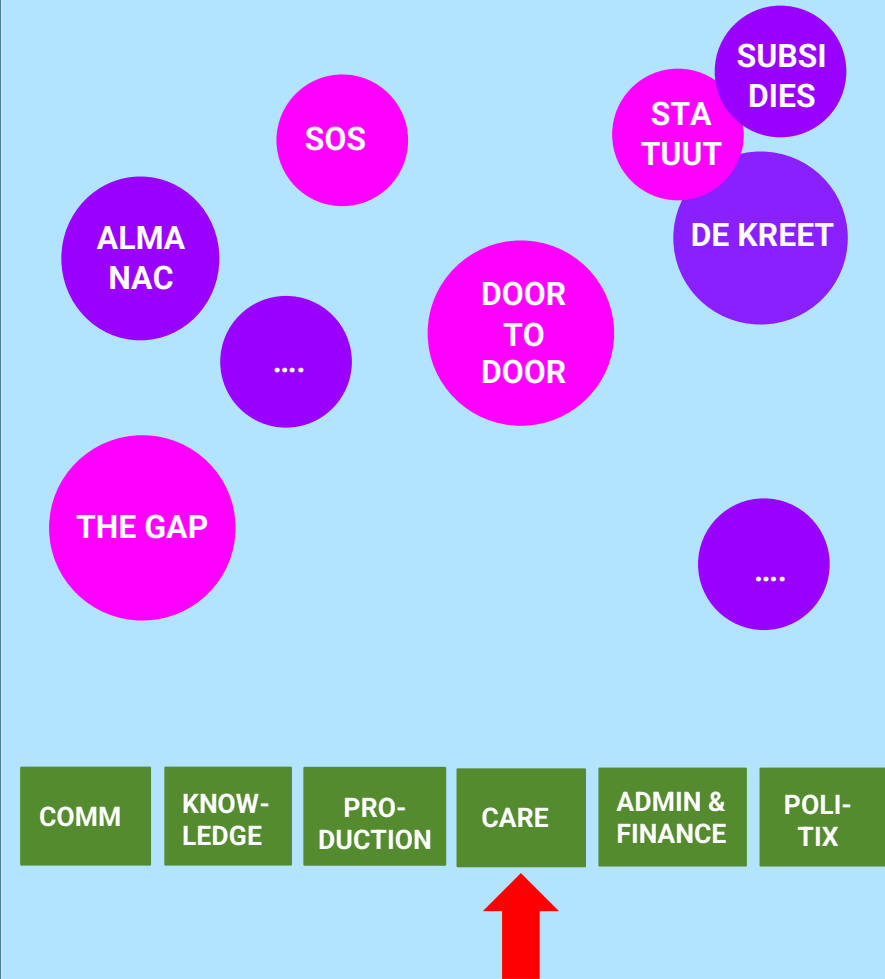
- **FUNCTION:** supporting SOTA's events & public actions in a practical way
- **RESPONSIBLE FOR:** production work, contact with police & host institutions, catering, safety, practical aspects of events...
- **ALSO WORKING ON:** a practical guide for organizing events & demonstrations
- **TEAM:** min. two active members and a pool of extra operational people (cooks, technicians, zoom experts, production people, stewards...)



2. SUPPORT TEAMS

CARE

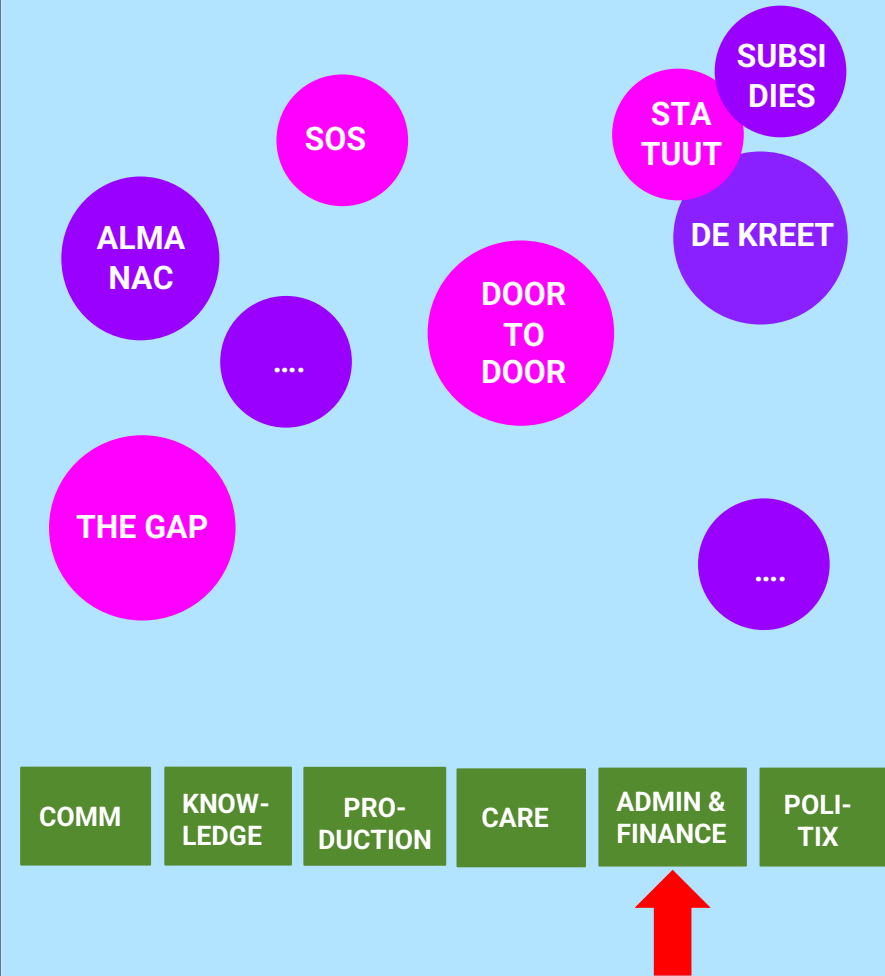
- **FUNCTION:** taking care of all people in SOTA
- **RESPONSIBLE FOR:** welcoming new volunteers, checking in with people, care & safety, (looking for) new people, inclusivity, conflict management, ombudsfuction...
- **ALSO WORKING ON:** the care politics within SOTA (with a code of conduct?)
- **TEAM:** min. two active members, an independent ombudsperson and a pool of caring people (trust persons, facilitators, ...)



2. SUPPORT TEAMS

ADMINISTRATION & (FAIR) FINANCE

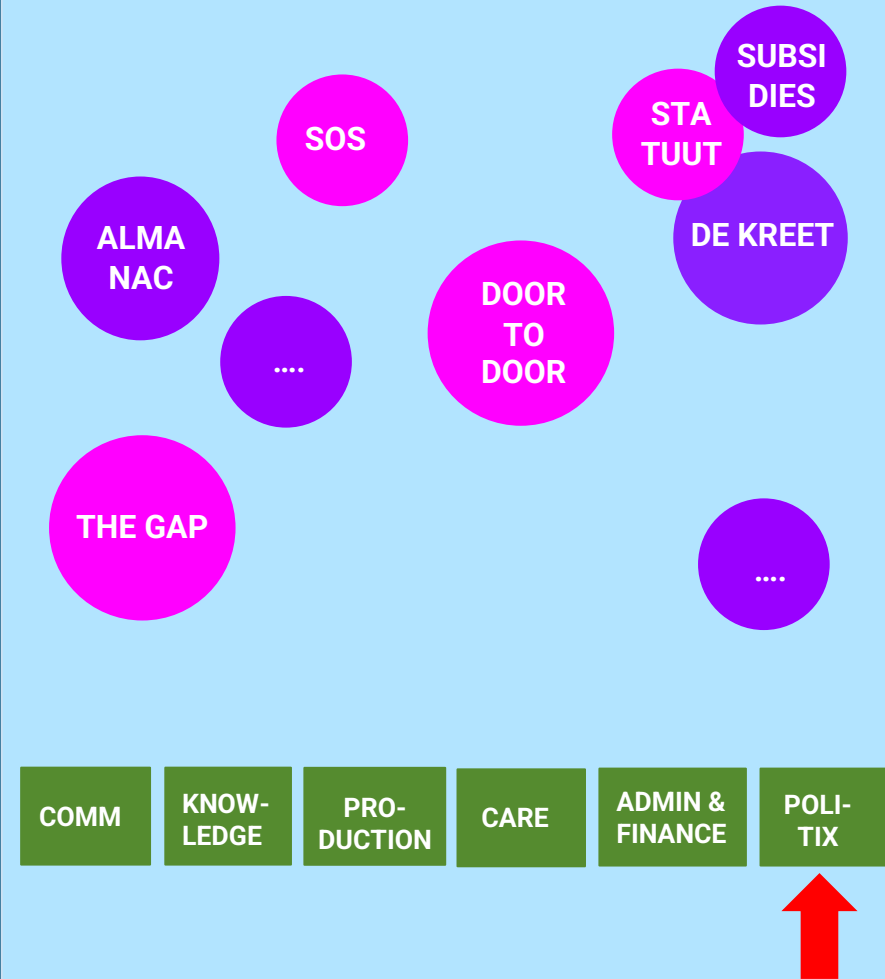
- **FUNCTION:** follow-up of the administrative and financial part of SOTA
- **RESPONSIBLE FOR:** paying people, follow-up bank account, bookkeeping, support in writing subsidy applications and budgeting initiatives, ...
- **ALSO WORKING ON:** financial planning, fair practice principles, a practical guide for working groups
- **TEAM:** one responsible (board member?), two operational helpers (=> a small team)



2. SUPPORT TEAMS

POLITIX

- **FUNCTION:** follow-up on all policy making & maintaining SOTA's political network
- **RESPONSIBLE FOR:** keeping track of political initiatives, providing information on politics, support in political strategy, political networking, starting specific initiatives...
- **ALSO WORKING ON:** proposals for SOTA's public opinion making on specific topics
- **TEAM:** two responsables, open to all



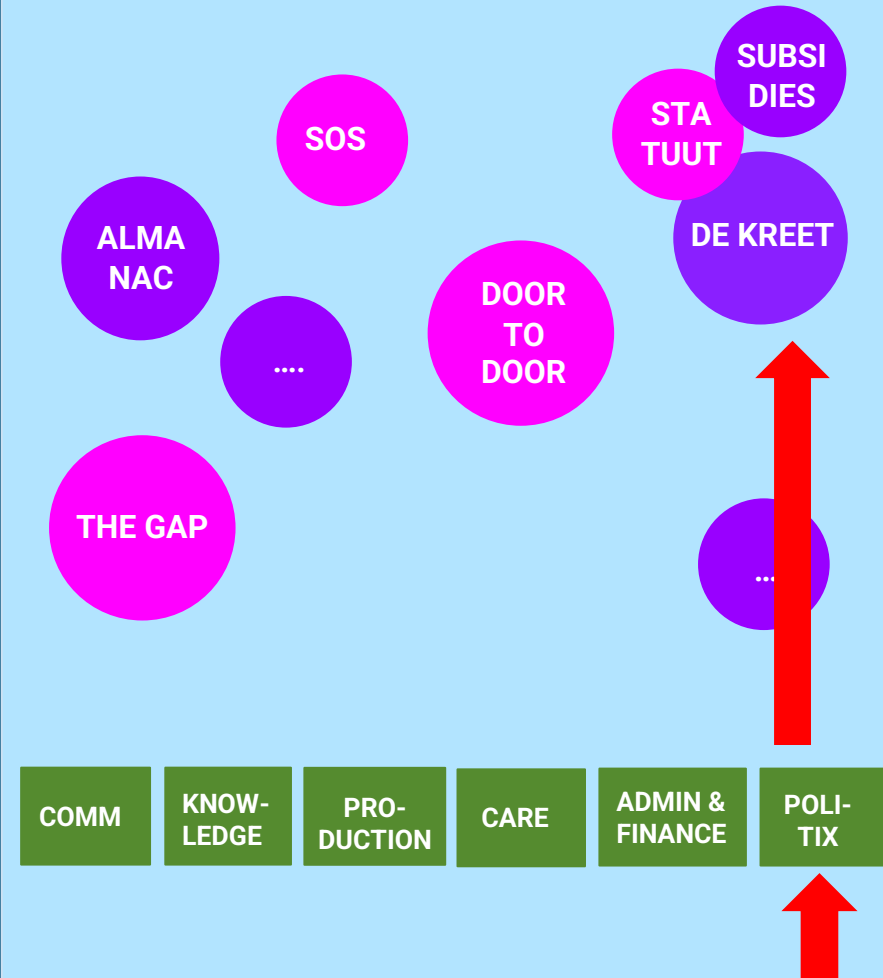
!! How to do politics?

Cultural policy are a basic attention point in SOTA, like 'fair practice'. It's not owned by the POLITIX group, but by the whole movement (represented by the Circle).

So the POLITIX group is just the place where specific support for the rest of the movement is developed, generating specific initiatives if needed.

Some basic principles:

- The support group should check their position taking with the Circle before acting, and be transparent about the ongoing dynamics
- Opinion texts on political topics are subscribed by 'SOTA' if the Circle agrees, otherwise the authors publish it in their own name



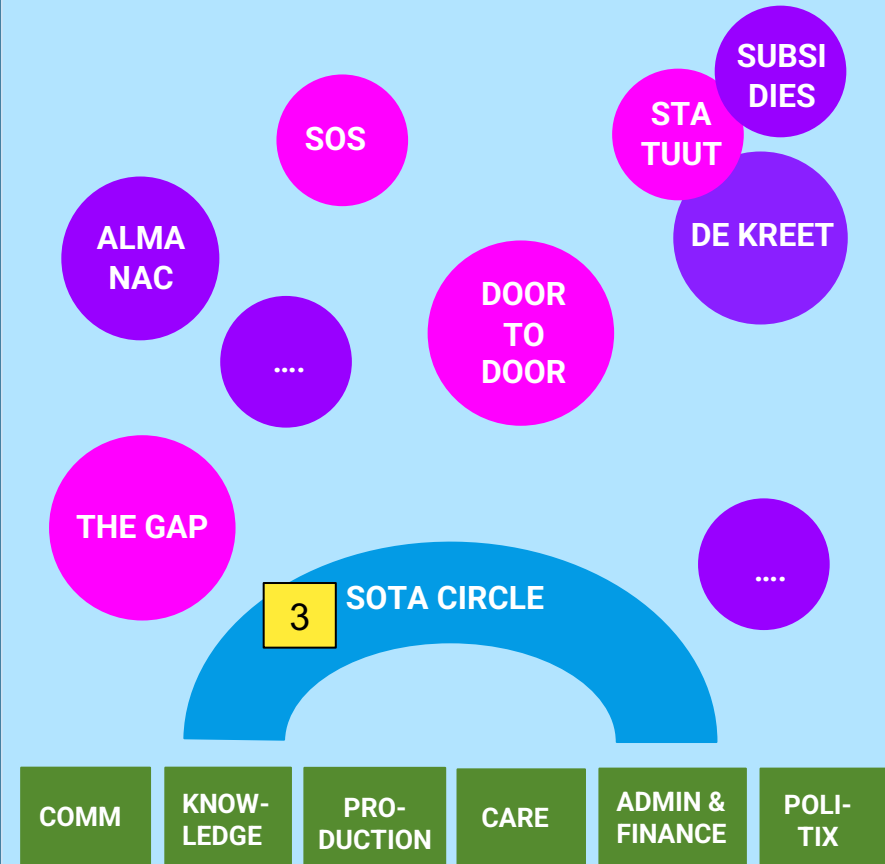
3. THE CIRCLE

- SOTA's central campfire = a mail group (*) & monthly gathering of all working groups and support teams, represented by at least 1p
- SOTA's parliament = taking the main decisions on political position, movement, finances, agenda, SOTA events, ...
- Urgent decisions can be taken by mail

ROLES

(*) can also be Telegram, closed fb-group...

- Exchange & feedback between all entities
- Decision taking on SOTA as a whole
- Representing SOTA: safeguarding SOTA's principles & identity, answering to questions



3. THE CIRCLE

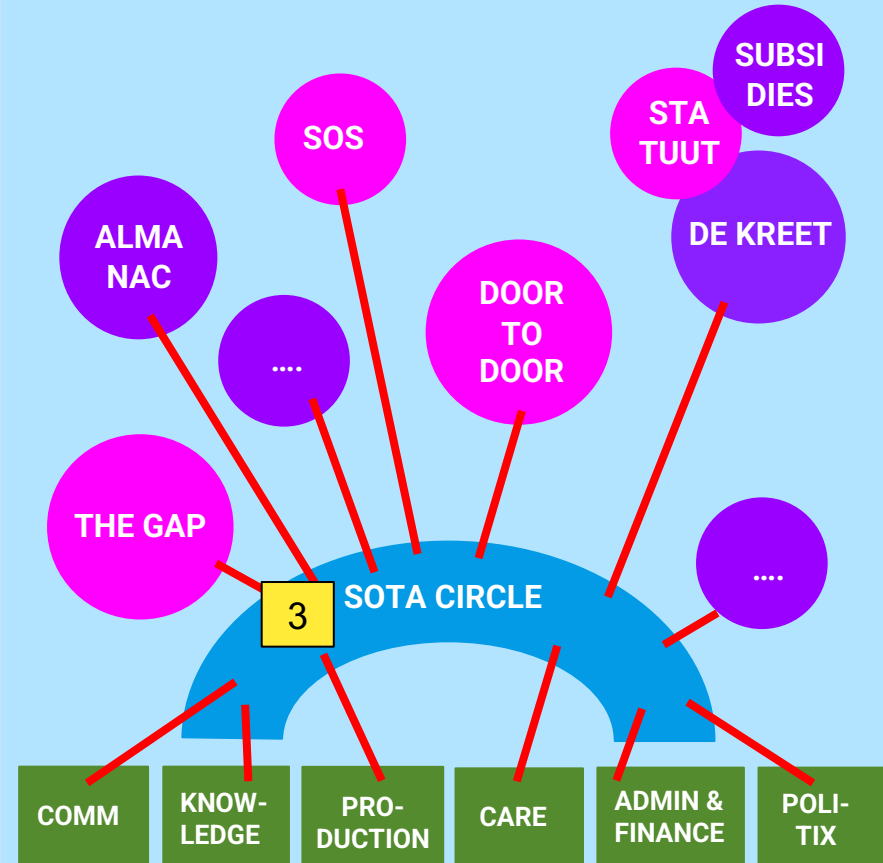
COMPOSITION

- At least one person from every working group and support team
- Representatives can rotate for the monthly meetings, but mail group (*) is fixed per year

(*) can also be Telegram, closed fb-group...

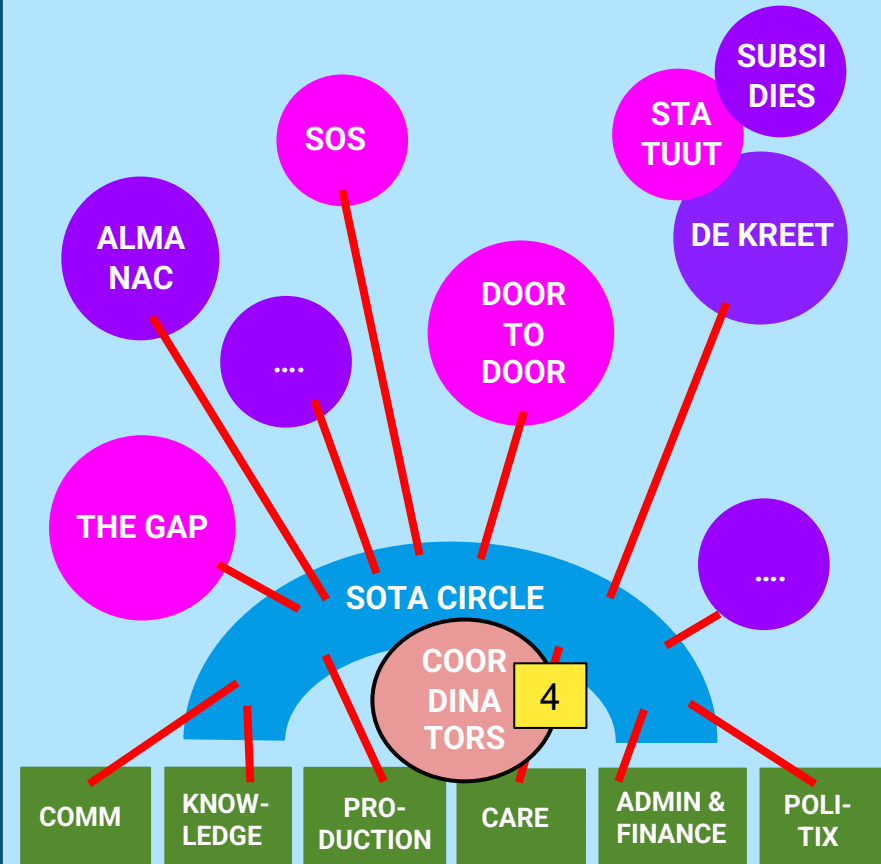
MANDATE

- All groups inform the Circle on what they are doing and can ask for feedback / support ...
- The Circle has the authority to take decisions for project groups and support teams by consensus, if SOTA's identity is concerned
- Open reports for all SOTA volunteers



4. THE COORDINATORS

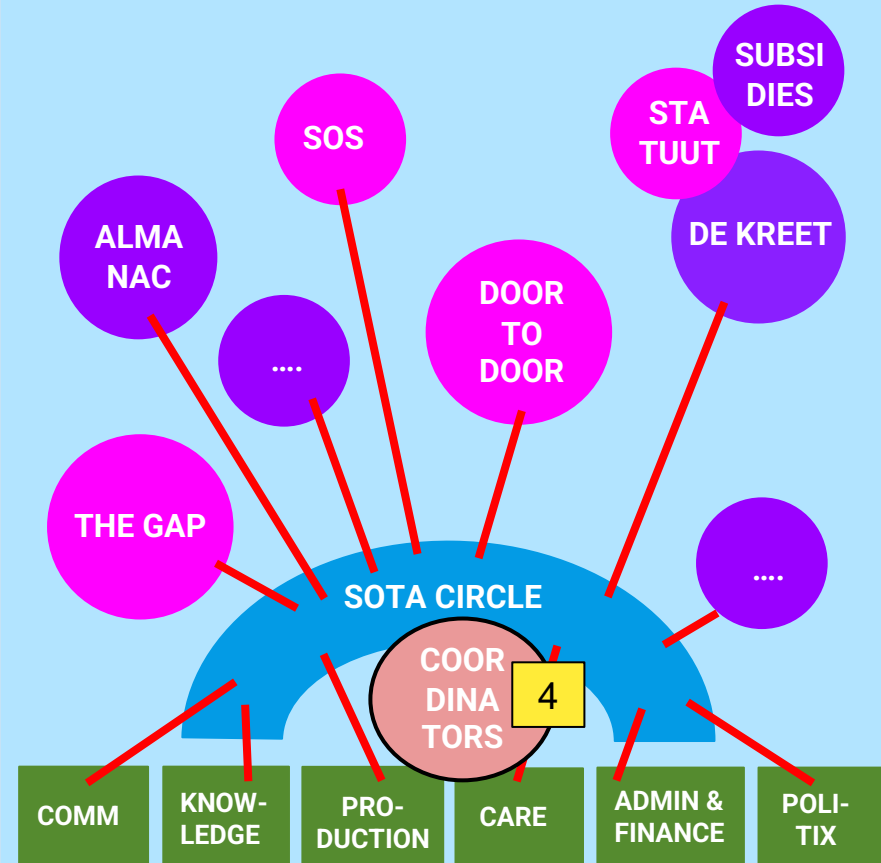
- A coordination team of 2 people, to make SOTA (and its initiatives) work smoothly as a movement
- Executing the Circle's decisions + taking only small practical (or very urgent) decisions
- Weekly working day, mainly practical
- Remunerated team (1.200 € for each / month)
- Every year, the composition of the coordinators is changed/reconfirmed
- 2023: Laura Oriol & Katrien Reist



4. THE COORDINATORS

PRECISE ROLES / RESPONSIBILITIES:

- Keeping track of all groups/activities
- Supervising the collective agenda
- Follow-up on decisions
- Facilitating the Circle meetings
- Internal and external contact point
- Internal communication
- Coordinating the external communication
- Support in organising seasonal meetings
- Keeping an eye on dynamics / energy
- Taking care of the office

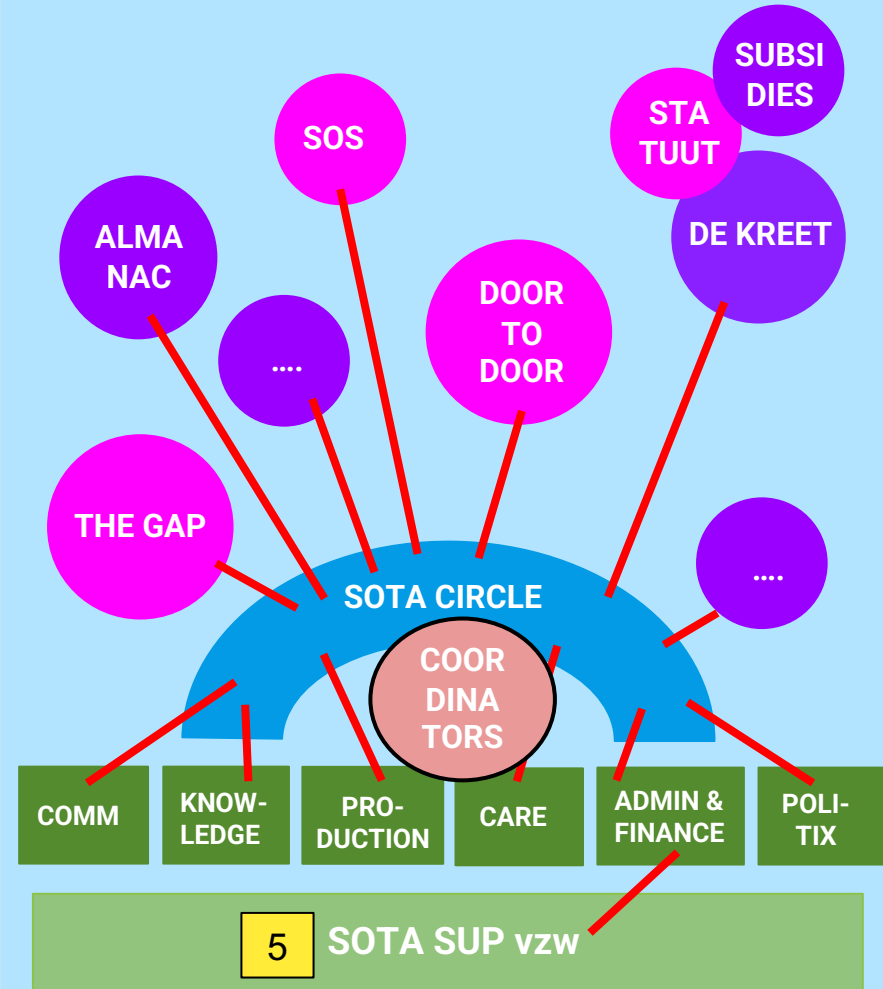


5. VZW/ASBL SOTA SUP

- SOTA SUP = (only) the legal body for:
 - Subsidy applications, invoices...
 - Overall view on finances / budget
 - Supervision of remunerated functions
- No decision making, only officialising decisions taken by the movement
- Board: Katrien, Els, Philippine
- General Assembly: board + 1

=> SOTA SUP does not more than what is legally necessary, in support of the movement

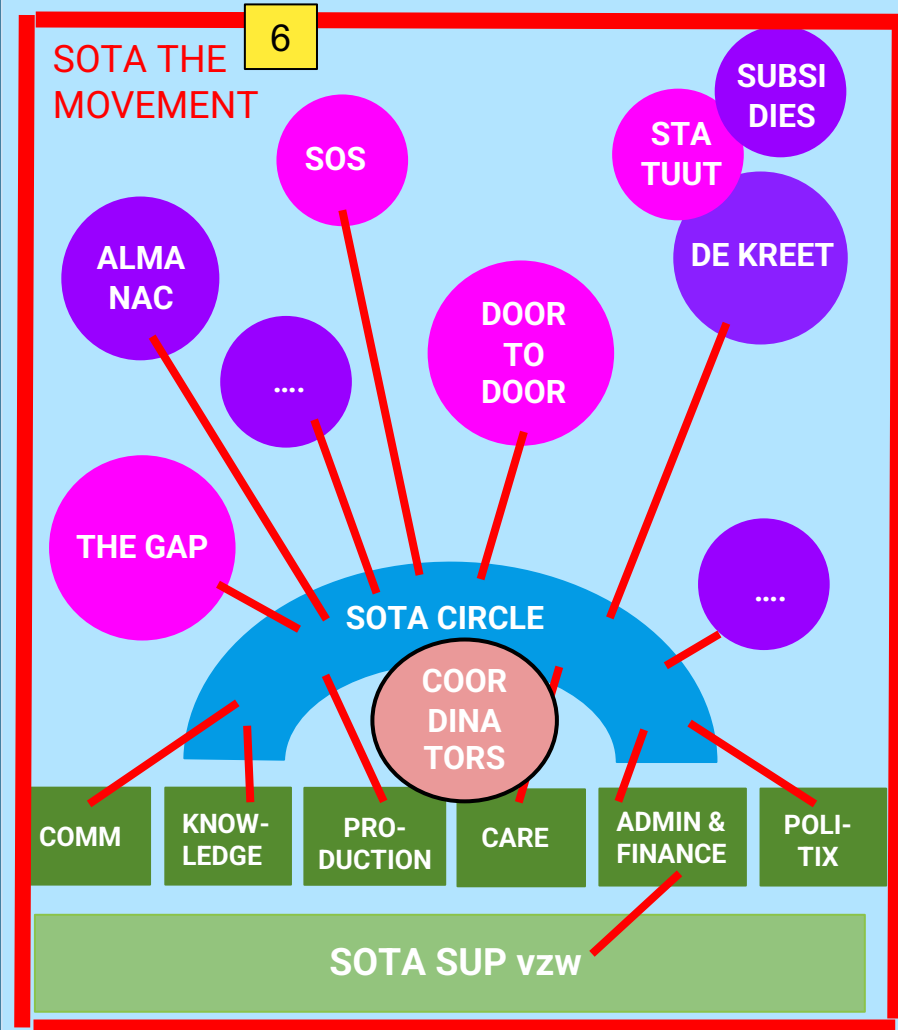
But how to keep SOTA open as a movement? We have five ways to stay connected with a large base of artists.



6. SOTA, THE MOVEMENT

1) SOTA CAFÉ: monthly open acces

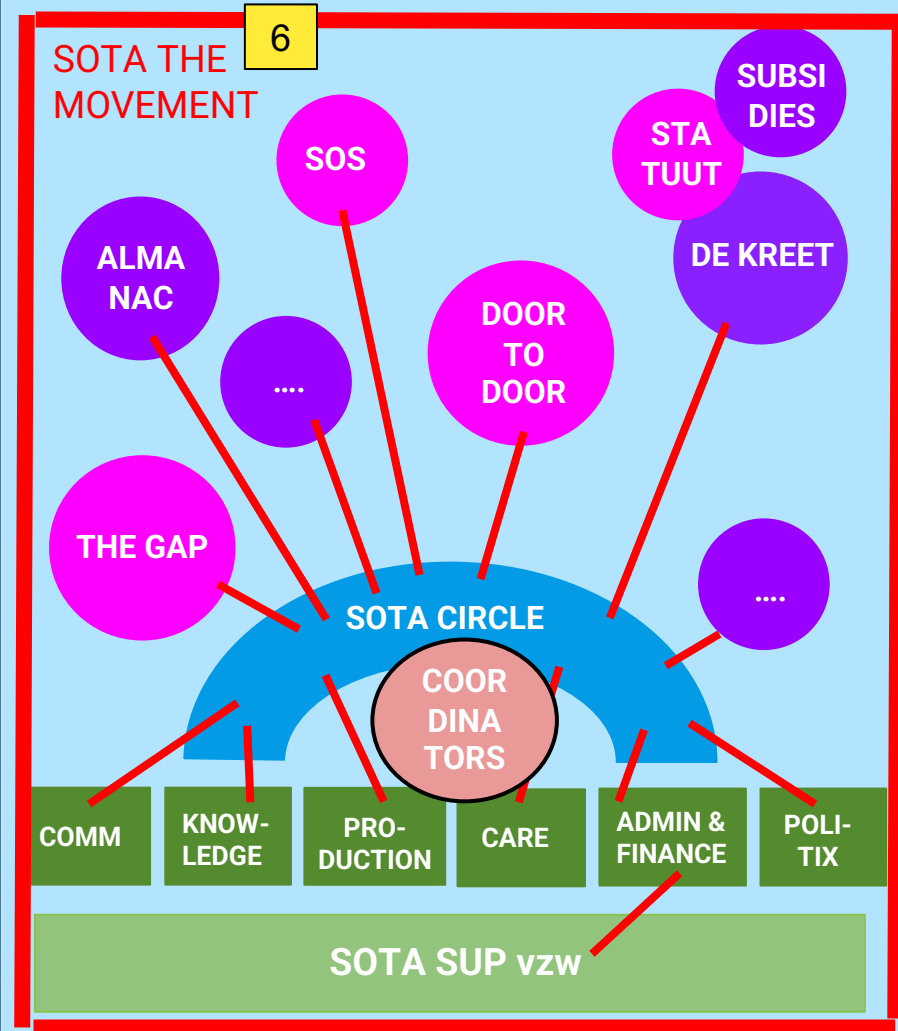
- After every Circle Meeting, there's an open welcoming space for cultural workers to get to know SOTA, pitch an idea, share concerns, find bystanders...
- It's nomadic, live, no agenda, 1-2 hours: informal with a drink
- It can be co-organized with other (grassroots or more official) organisations
- Present: members of the Circle



6. SOTA, THE MOVEMENT

2) SEASONAL MEETING: big SOTA meetings

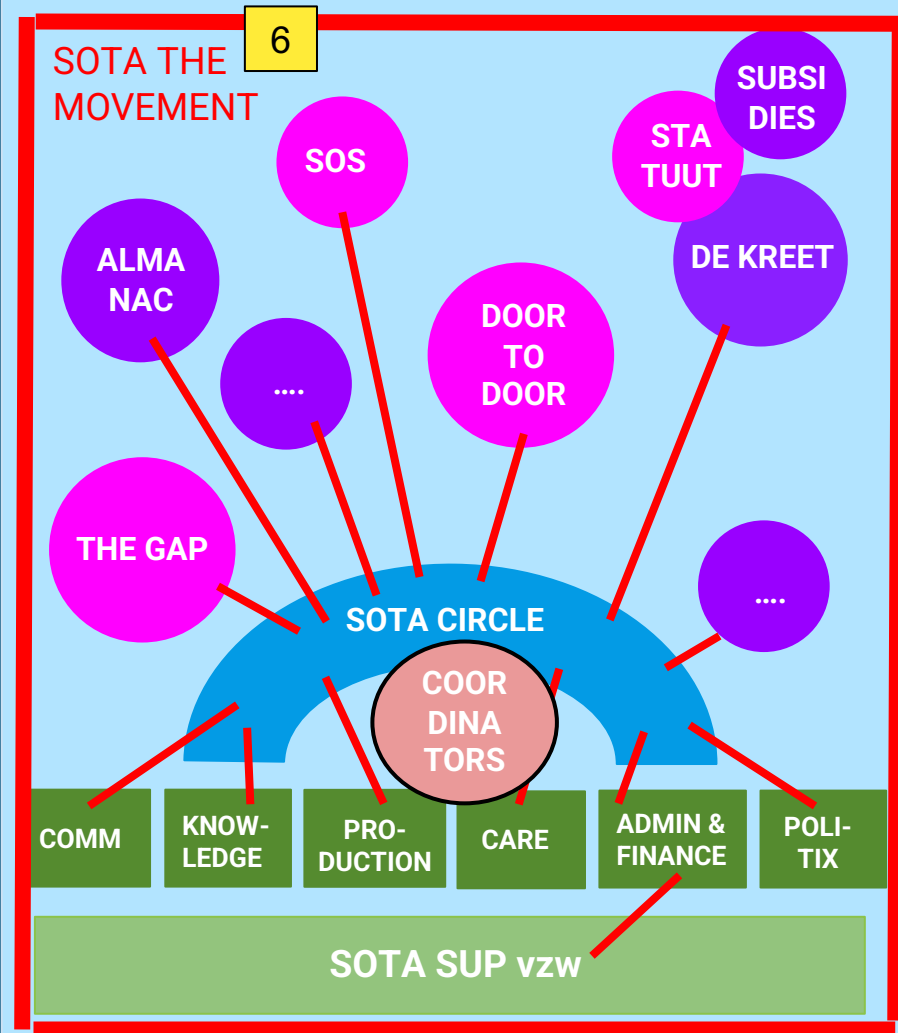
- 4 times a year, the Circle and/or a specific working group organizes a larger open meeting (Winter Meeting, Spring Meeting...)
- On a specific topic of general interest
- Goals: inspiration & connection
- Present: all SOTA volunteers and all interested cultural workers



6. SOTA, THE MOVEMENT

3) POLL TOOL: for larger temperature checks

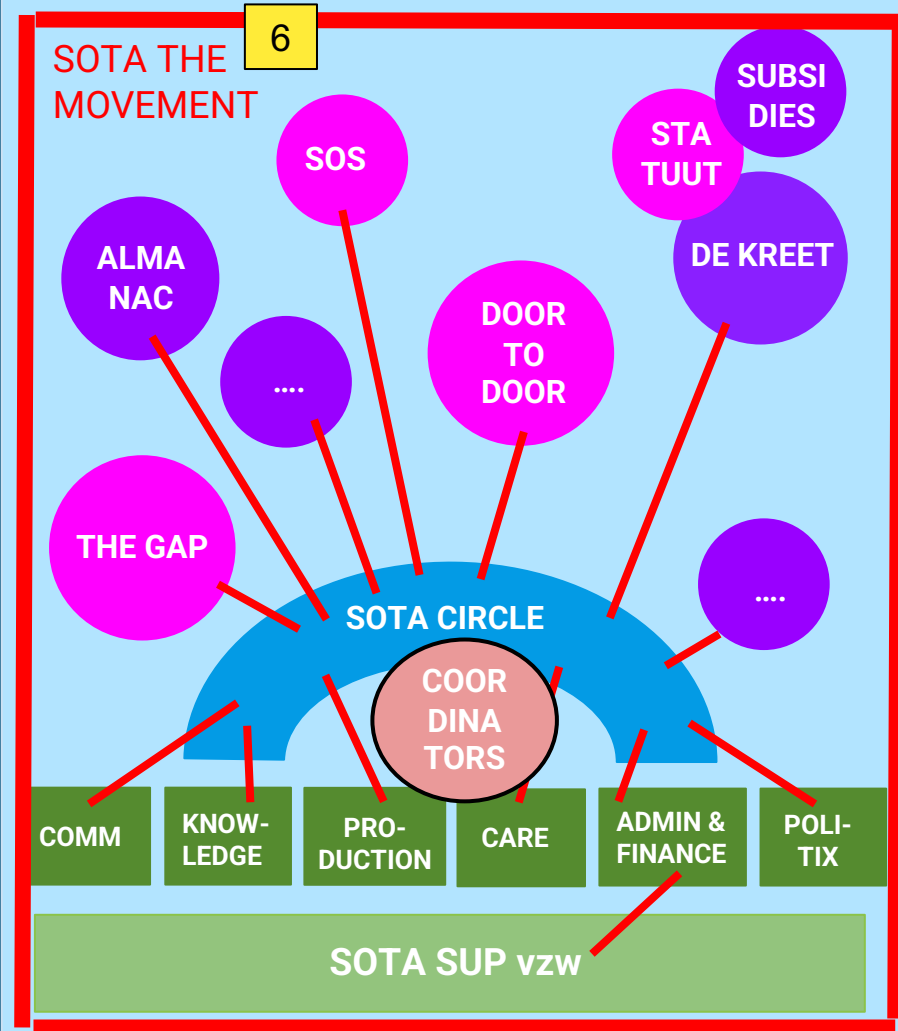
- An efficient survey tool to use sometimes to get a better view on our supporters' visions and to make SOTA more 'representative'
- To a defined group of 500 to 2000 contacts
- On bigger (political) questions
- To get basic (research) information for SOTA and for policy makers (e.g. on covid support)



6. SOTA, THE MOVEMENT

4) **SOCIAL CONTRACT**: statement on our website

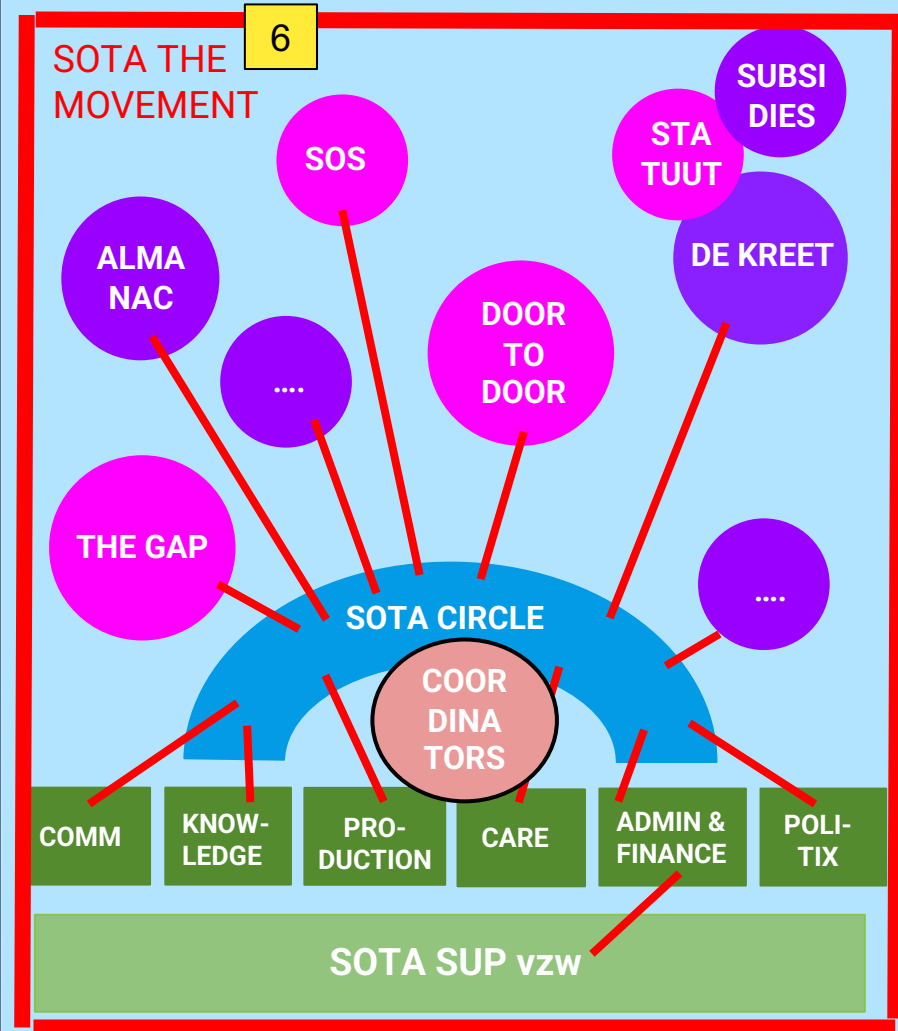
- About what we can commit to, and what not
- About what we are and want to do, clarifying our relation to our/the community: what is SOTA's offer?
- A mix 'between manifesto & disclaimer'



6. SOTA, THE MOVEMENT

5) 'SUSTAINMENT': a 'supporters' contribution

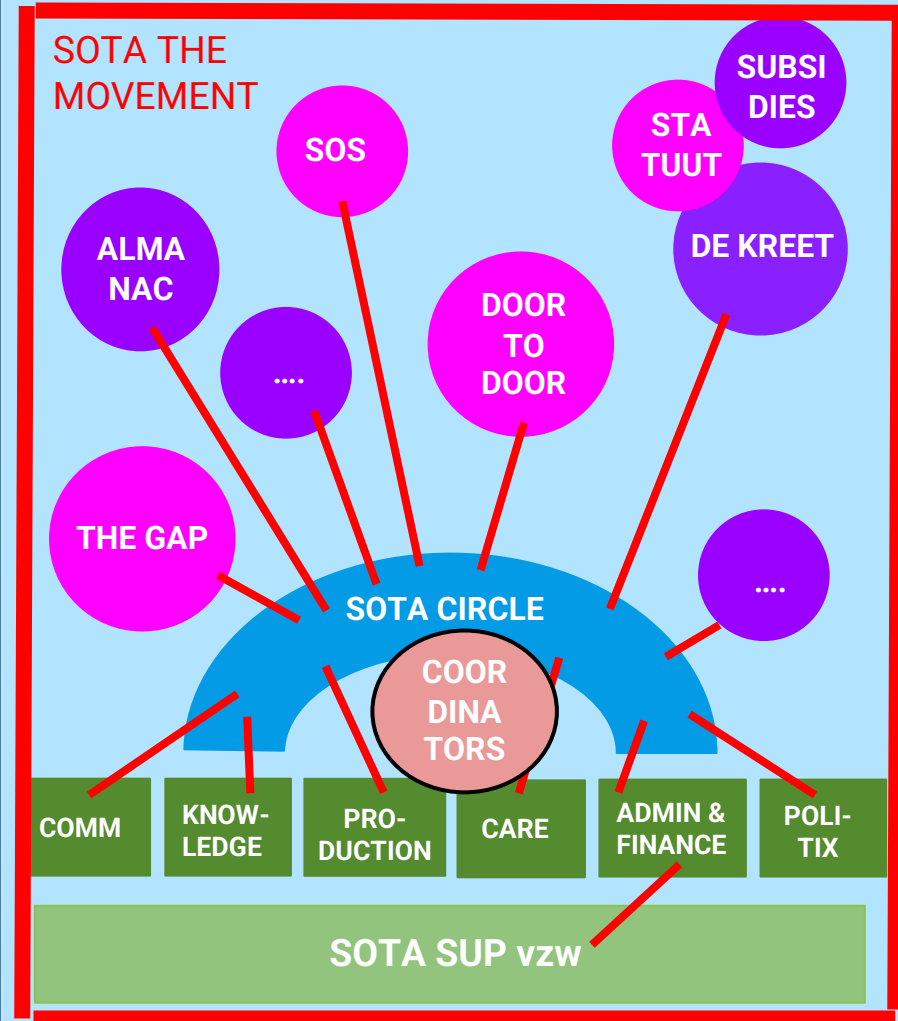
- a regular financial support for SOTA to get a more clear base and stay independent
- it's NOT a membership fee, no link to voting/representation, no direct link with the poll tool
- **by individuals**: free recurring contribution from 1 € per month, people choose how much
- **by organisations**: e.g. 250 € or 500 € per year as support for SOTA's relevant work



SOTA = DEMOCRATIC?

Who's taking which decisions?

Working groups	decisions on projects (if not contradicted by other entities on practical, human, strategic, political, agenda, financial... matters)
Support teams	team decisions (mostly practical and organisational), if not contradicted by the Circle
SOTA Circle	all main decisions on SOTA as movement, including finances and political strategy (if not contradicted by SOTA Sup on budget)
SOTA SUP vzw	final budget, official legal decisions, approval or selection of the coordinators (if needed)
Coordinators	practical and organisational decisions on the execution of decisions taken by SOTA Circle
Movement	fundamental decisions on mission, future...





LET'S GET STRUCTURED & STARTED!

? | State of the arts

