

# ROCK

Cultural Heritage  
leading urban futures



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FACTSHEET N°1

**GREEN OFFICE GUIDANCE**

# GOVERNANCE

## WHAT IS GREEN GOVERNANCE?

As a business-critical issue, environmental sustainability must be accounted for in decision-making across the board. Good environmental governance is:

1. Led by the Board and senior management, with devolved environmental responsibilities permeating all job levels;
2. Integrated into organisational vision, mission and values;
3. Compliant with legislation and regulations (local, national and international as required);
4. Underpinned by policy, strategy and planning (including targets and action plans);
5. Clearly disclosed environmental impacts, ambitions and performance over time;
6. Embedded in core activities e.g. commissioning, producing, programming, learning and outreach;
7. Supported by targeted resources e.g. money and time.

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## Introduction to ROCK

ROCK aims to support the transformation of historic city centres afflicted by physical decay, social conflicts and poor life quality into Creative and Sustainable Districts through shared generation of new sustainable environmental, social, economic processes. ROCK develops and apply an innovative circular systemic approach to connect different actors, places of cultural heritage value and systems, at a European level as well as at a local level, facilitating the innovation process and the adoption of environmentally and socially sound solutions to achieve sustainable growth.

## Cultural heritage at risk

In 2014, the International Union for the Conservation of Nature's IUCN World Heritage Outlook declared climate change to be the most serious potential threat to natural World Heritage sites worldwide. The effects of climate change – from sea-level rise and higher temperatures to increasingly frequent extreme weather events such as floods and droughts – all threaten to rapidly degrade the natural and cultural heritage of humankind.

There is an urgent need for environmental support and resources to encourage cultural heritage leaders and practitioners to take action on climate change and the environment in order to safeguard cultural heritage and protect wider society from the effects of environmental breakdown. The safe-guarding of cultural heritage not only aims to protect heritage (including crucial habitats and biodiversity) – but also heritage as a driver for new and greener products, services, skills, and finance that can enhance the economic, social and cultural value which cultural heritage brings.

## Introduction to the ROCK 'Green Office' series

These guides will equip cultural heritage professionals to start their journey in taking environmental action – they are focused on developing good practice and include key steps for both organisational governance and operations. The 'ROCK Green Office' series covers the following topics:

1. Environmental governance
2. Environmental policy
3. Green procurement
4. Waste Management

## Who should read this guide?

This guide is for directors, managers and practitioners of cultural heritage organisations who are looking to integrate environmental governance and practice within their buildings and sites.

# DRIVERS OF GREEN GOVERNANCE

## 1. REPUTATION AND RISK MANAGEMENT

Environmental sustainability raises questions of integrity and transparency, particularly in relation to brand. Risks related to inaction include: damage to organisational reputation; reduced funding and public donations; discontinued partnerships; loss of income through inappropriate investments; and more rigorous government policy on a particular issue, affecting grants or contracts. However, opportunities include: financial resilience, unlocking new partnerships, audience development through demonstrating positive values to stakeholders and improving team morale and wellbeing in the workplace.

## 2. FINANCE: CUTTING COSTS AND SMART INVESTMENTS

Significant cost reductions result from improved operations and better management of resources such as water and energy, as well as minimising waste material and diverting it from landfill. Engaging with environmental sustainability promotes adaptive and proactive capabilities that make organisations more effective at seizing opportunity and responding to challenges. Capital projects, for example, whether new builds, refurbishments, retrofits, or upgrades, offer many opportunities to improve efficiency and invest in on-site renewable energy. Investing in clean and efficient technology will future-proof organisations ensuring long-term resilience by reducing vulnerability to energy availability, rising commodity costs, insurance and taxation, as well as changing regulatory and policy frameworks.

## 3. LEGISLATION AND COMPLIANCE

Environmental legislation is a collection of many laws and regulations aimed at protecting the environment (and human health) from harmful actions. As well as reputational risk, non-compliance could result in exposure to legal penalties, financial forfeiture and material loss. Environmental impacts such as carbon emissions, water management, pollution, waste and recycling are all covered by environmental legislation. Local air quality is a prominent public health topic; cultural venues and activities can influence local air quality through improved management of travel and transport, deliveries and carparks as well as on-site biodiversity.

Keeping a full and maintained register of legal requirements and related procedures is a key requirement of an environmental management system such as ISO 14001. Many organisations communicate their compliance (legislation, regulations and codes) and relevant certifications within their environmental policy and some produce public disclosure reports (e.g. the Royal Society of Arts Environmental Legal Register and Compliance Report).

## 4. INNOVATION AND NEW BUSINESS

Cultural leaders are currently dealing with a complex mix of social, environmental, economic, and technological trends which require intelligent and long-term sustainability-based management. Investing in sustainability is not only a risk management tool, it also drives innovation and creativity. Redesigning business models, operational practices, products etc. to meet environmental standards or social needs offers new opportunities for innovation, efficiency and brand development e.g. circular economies, shared infrastructure, material innovations and sustainable design principles.

## 5. CREATIVE OPPORTUNITIES

Environmentally sustainable thinking is becoming more than a moral imperative, it's contributing to the innovation of new materials, products and services, as well as more creatively engaged discussions around aesthetics. Often nature plays the part of the muse, inspiring content and commentary, and artists may make their art using materials from the natural world. Sustainability - and all its associations - are fertile ground for artistic interpretation. A significant and rising number of organisations are programming work on environmental themes, engaging more people and exploring the different dimensions of climate change – feelings, perceptions, values and actions – in increasingly diverse ways.

## MAKING IT HAPPEN: IMPLEMENTING GREEN GOVERNANCE

BASELINE ENVIRONMENTAL GOVERNANCE	GOOD TO BEST PRACTICE ENVIRONMENTAL GOVERNANCE	ORGANISATIONAL BENEFITS
<p>Formalised and publicly-available commitment to environmental sustainability</p>	<ul style="list-style-type: none"> <li>- Public recognition of arts and culture as a custodian of the natural environment with a responsibility towards inspiring and enabling social change</li> <li>- Vision, mission and values explicitly reflect commitment to environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Shared value framework to guide environmental policy and strategy</li> <li>- Brand equity is enhanced through leadership on high-profile social and environmental issues</li> <li>- New areas for innovation and creativity are unlocked</li> </ul>
<p>Defined environmental roles and responsibilities acknowledgment by senior management</p>	<ul style="list-style-type: none"> <li>- Led by Board with formalised and devolved responsibilities permeating all job levels and activity areas e.g. production, operations etc.</li> <li>- Board and management team literate in topics related to environmental sustainability and change management and the respective cultural response</li> <li>- Board and management speaking publicly about environmental sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Strong demonstration of ethical leadership and organisational commitment leading to increased staff buy-in</li> <li>- Increased confidence of senior management to champion environmental mandate and review practices, programmes and decisions which contravene environmental vision and statement</li> </ul>
<p>Green team or champion</p>	<ul style="list-style-type: none"> <li>- Regular and frequent green team meetings responsible for driving environmental action, steered and supported by strategy; and/or environmental sustainability integrated in governance and management meetings and reporting processes/structures with environmental principles and values applied to all organisational decision-making</li> </ul>	<ul style="list-style-type: none"> <li>- Successful environmental initiatives, resulting in attitudinal and behaviour change (which can be celebrated publicly)</li> <li>- Improved staff well-being, relationships and organisational buy-in; talent is attracted and retained</li> <li>- Improved decision-making through more diverse perspectives</li> </ul>
<p>Environmental policy which is accessible internally and externally</p>	<ul style="list-style-type: none"> <li>- Environmental policy reflecting role of arts and culture, demonstrating leadership, creativity, ambition and accountability</li> <li>- Environmental policy aligned with organisational mission, vision, business plan, environmental strategy and other relevant organisational strategies</li> </ul>	<ul style="list-style-type: none"> <li>- Clear direction and ambition statement, leading to increased buy-in from internal stakeholders and partners</li> <li>- PR, CSR and audience development opportunities</li> <li>- Fulfilled funding requirements relating to environmental commitment</li> </ul>
<p>Quantifiable environmental targets within environmental improvement strategy</p>	<ul style="list-style-type: none"> <li>- Public disclosure of environmental impacts, ambitions, targets and performance, with targets aligned to local, national and global environmental policy, goals and targets</li> <li>- Differentiated range of environmental strategies e.g. energy/waste/water management, building maintenance, biodiversity, food and catering etc.</li> <li>- Environmental strategy compliant with wider business strategy e.g. diversity and inclusion, corporate social responsibility, procurement etc.</li> <li>- Evaluate performance using the triple bottom line accounting framework</li> </ul>	<ul style="list-style-type: none"> <li>- Longer-term and more robust business planning and efficient operational practice</li> <li>- Improved resilience by reducing costs, accessing new funding and investment and adapting to climate change</li> <li>- Increased transparency and accountability</li> <li>- Environmental strategy mutually-supports other business priorities</li> </ul>

<b>BASELINE ENVIRONMENTAL GOVERNANCE</b>	<b>GOOD TO BEST PRACTICE ENVIRONMENTAL GOVERNANCE</b>	<b>ORGANISATIONAL BENEFITS</b>
Compliant with legislation and regulations and communicated within environmental policy	<ul style="list-style-type: none"> <li>- Maintained register of all legal requirements including processes and procedures required to meet them (potentially through an international standard framework e.g. ISO 14000)</li> <li>- Commitment to compliance demonstrated by public disclosure reports</li> </ul>	<ul style="list-style-type: none"> <li>- Avoided reputational and financial costs resulting from law suits and regulatory breaches</li> <li>- Increased competitiveness for funding and compliance with funding requirements</li> </ul>
Annual allocation of resources e.g. money and time	<ul style="list-style-type: none"> <li>- Ring-fenced fund for internal environmental initiatives and calculated Return on Investment (ROI)</li> <li>- Defined environmental roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>- Finance for environmental interventions and clear business case for continued action and investment</li> <li>- Clear delegation of environmental responsibilities with time allocation</li> </ul>
Green tariff energy procurement	<ul style="list-style-type: none"> <li>- 100% renewable energy supply e.g. Good Energy</li> <li>- Investment in on-site renewable power</li> <li>- Advocating for renewable energy as part of a transition to sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Proactive approach to risk management</li> <li>- Prepared and protected from energy shocks, stringent regulations on emissions, volatility of fossil fuel markets and reputational pressures</li> </ul>
Environmental procurement clauses	<ul style="list-style-type: none"> <li>- Environmental procurement policy and green clauses written into contracts and partnership agreement</li> <li>- Internally available and active sustainable suppliers list</li> <li>- Investment in circular economy principles and models</li> </ul>	<ul style="list-style-type: none"> <li>- Efficient internal resource management and prepared to flourish in a circular, resource-constrained, low-carbon economy</li> <li>- New and strengthened partnerships, better support for ethical supply-chains and increased on-site sales of ethical premium products</li> </ul>
Ethical sponsorship and partnerships statement	<ul style="list-style-type: none"> <li>- Ethical partnerships policy and strategy</li> <li>- Divested from fossil fuels with public engagement</li> <li>- Green riders for events, incoming artists, touring activities etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased access to funding and finance that values well-governed, future-focused organisations</li> <li>- Ability to influence partners to adopt and share environmental action</li> </ul>
Environmental training for people with relevant roles and responsibilities	<ul style="list-style-type: none"> <li>- Environmental literacy training for all staff members, including environmental code of conduct</li> <li>- Environmental sustainability included in staff inductions, employment contracts, performance objectives, professional development reviews</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental sustainability as a route to skill development</li> <li>- Staff with developed responsibilities, increased training, new social networks, deeper emotional investment in organisation</li> <li>- Environmentally aware staff leading to efficiencies and cost savings</li> </ul>
Environment as a theme in arts and cultural activity	<ul style="list-style-type: none"> <li>- Environmental sustainability and related themes are embedded in: productions and exhibitions, touring, programming, commissioning, learning and outreach</li> <li>- Developing practical sustainable production techniques</li> </ul>	<ul style="list-style-type: none"> <li>- Inspiration and guidance for artistic and curatorial vision and direction and opportunities for developing creative practice</li> <li>- Opportunity to demonstrate environmental commitment</li> </ul>
Share and communicate environmental activities and improvements internally and externally	<ul style="list-style-type: none"> <li>- Green messaging integrated into organisational communications strategy with regular content relating to environmental ambitions and improvements, campaigns, competitions, creative challenges etc.</li> <li>- Green brand developed to identify environmental activities and improvements</li> </ul>	<ul style="list-style-type: none"> <li>- Stronger reputation and increased public trust</li> <li>- Stronger ability to advocate for sustainability and influence the cultural sector and civic society</li> </ul>