

ENVIRONMENTAL POLICY AND ACTION PLANS AN OVERVIEW

Julie's Bicycle
CREATIVE • CLIMATE • ACTION



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**ARTS COUNCIL
ENGLAND**

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SETTING THE CONTEXT: CLIMATE, ENVIRONMENT AND JUSTICE

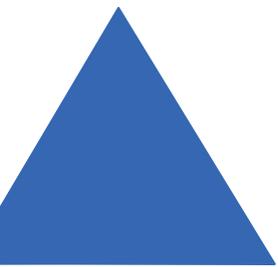
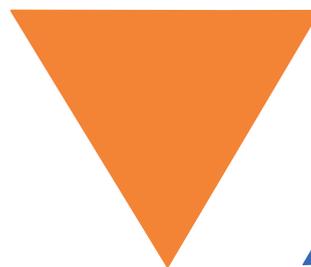
The ongoing climate and nature crisis is the defining issue of our time, the devastating impacts of which we have already witnessed around the world. Our political and economic reliance on the exploitation and extraction of natural and human resources for capital growth has driven ecosystem destruction and the exploitation of people and resources. The climate and nature crisis and social injustices are deeply connected: the social and political structures that created the climate and nature crisis are the same structures and systems that create and uphold inequality, marginalisation and unequal opportunity for people, across scales from global to local level.¹

Parts of the world that have over consumed resources and energy, such as the UK, parts of Europe and North America, need to address injustices. To achieve this, we can: divest from fossil fuels, adopt systems, solutions and practices that value both people and nature, and build strategies to adapt to the changing climate, now and in the future. To transform our society and our culture, we need to contextualise the problems and solutions locally, to bring together different perspectives and experiences and explore opportunities for change together.

Cultural organisations are touch points for society, often at the heart of their communities, providing spaces for connecting, collaborating, refuge, education, care and much more. They can also demonstrate commitments to climate justice and protecting the environment. Each neighbourhood or local area will be impacted in different ways by climate change and every organisation is uniquely placed, with different opportunities to make change, influence others, and shape our environment with and for the community.

- Your environmental policy is a statement of values, principles and commitment to positive environmental change.
- Your action plan lays out how you will put these into practice.

POLICYMAKING



ACTION PLAN

Policy starts with the big picture and narrows to prioritise aims; action plans develop from granular tangible targets to contribute to the big picture commitments.

¹ For more information, refer to the [Creative Climate Justice Hub](#)

NEED TO KNOW

CLIMATE JUSTICE IN A NUTSHELL

- We are in a climate and nature crisis.
- The climate and nature crisis is exacerbated by inequality.
- We are not all equally responsible or equally affected.
- We have to reach beyond our individual selves and organisations to connect, collaborate and create change.
- We all have a role to play, and we can't do this alone.

POLICY IN A NUTSHELL

- Policies are about people, for people.
- They say what your organisation believes and is committed to.
- They need to be realistic but ambitious.
- Your policy should link to or connect with local, national and global goals and ambitions.
- They should be proactive, considering both local issues and impacts of climate change that will require action now and in the future.
- They need to be developed together with different parts of your organisation (people, departments, levels) applying a 'green lens' in everything you do.
- They need to include everyone who is impacted by what your organisation does and how it does it.
- Developing your policy is a process - prioritising, progressing and reflecting - not a one-time or tick-box exercise.

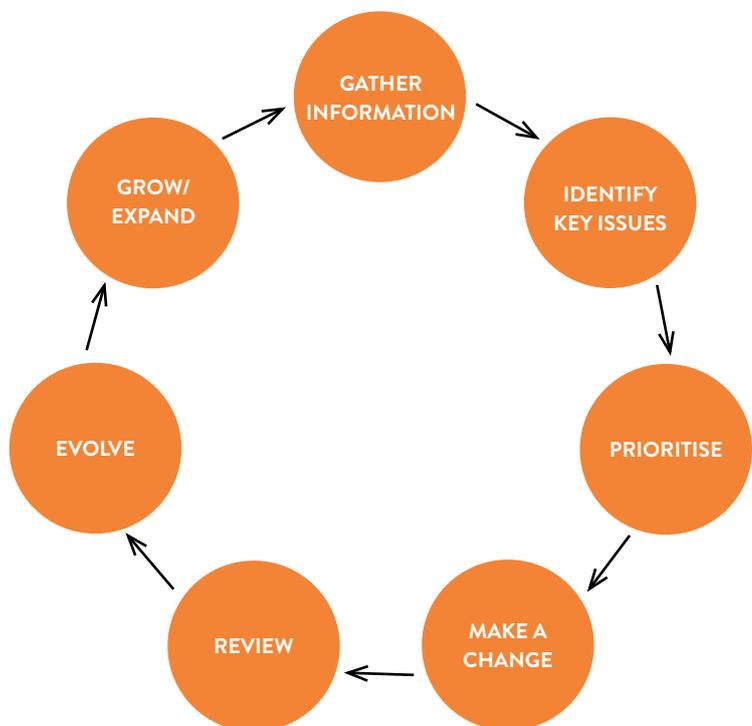
ACTION PLANS IN A NUTSHELL

- Action plans outline the roadmap for making tangible change(s).
- They provide accountability and transparency about how you (or your organisation) is taking steps towards your environmental commitments.
- They outline clear objectives and targets, measurable and time bound actions that define how and when you will deliver on your commitments.
- They define responsibility and resources for achieving each action.
- Actions are proportionate to the size and scale of your operations, but should be ambitious.
- They should be regularly reviewed and updated with key stakeholders.
- Actions and progress should be communicated with staff, suppliers and stakeholders.

And finally...

For organisations, an environmental policy and action plans will achieve the maximum positive impact if they are underpinned by a clear process around accountability, monitoring and evaluation and communication, a process which is appropriate to the size, scale and nature of your organisation.

There is no one-size-fits-all approach for an environmental policy and action plan - the most meaningful and successful environmental policy and action plans are those which are specific to the nature of your organisation's activities and impacts, genuinely supported by top management (and trustees) and based on discussions and knowledge of staff and wider community.



Environmental policy and action plans are an ongoing, iterative process and should be monitored and adjusted as needed

OVERVIEW OF POLICYMAKING PROCESS

Developing a policy needs a good discussion of what you value, and what you want to see change. You're going to need a few workshops and inputs from a wide range of stakeholders to uncover what you all value and want to see change, and how this may realistically happen. This is a process: ambitions stretch over time as actions lead to changes.

It's good practice in developing your policy to reflect on and link to local, national and global commitments that relate to your / your organisation vision - ask some questions of yourselves during the process (you don't have to have all the answers!).

Good questions to ask yourself

- How does your work align with local, national and global commitments?
- Can you make those connections clearer and more tangible?
- Can you contribute to these goals, if so how or in what ways?
- Or are you aligned with/connected to organisations or social movements working towards similar objectives in your community, local authority or region?
- Can you align or even collaborate to work together towards common goals? These alliances and networks can be hyper-local, city-wide, regional, national, or even part of a global movement.

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With an understanding of what your organisation stands for, and who you stand with, you can scope out the areas that you would like to see change...

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With an understanding of what your organisation stands for, and who you stand with, you can scope out the areas that you would like to see change (e.g. stopping fossil fuel use, reducing energy use, minimising waste, improving opportunities and access for people to experience culture), as well as including commitments to social justice in your action plan. Use evidence to build a picture of the issues and some of the areas where it would make the biggest difference to the vision you have (this can be in numbers, or in social value). Evidence can be from narrative experiences and challenges shared by the people in your community, and within your organisation, and from gathering numerical data about your organisation's own environmental impacts. What you can control, and what you can influence will depend on a range of factors.

WITHIN YOUR CONTROL:

*Who supplies your energy?
 How much waste do you create?
 How much do you travel?
 What materials do you use?*

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WITHIN YOUR INFLUENCE:

Who do you work with, and where, and what can you do together to influence more environmental practices? Who are your suppliers and how sustainable are their practices/sources? Do your audiences travel to you, if so how? Who do you bank with and who manages your pension - how are they investing that money on your behalf? Are they funding fossil fuel companies?

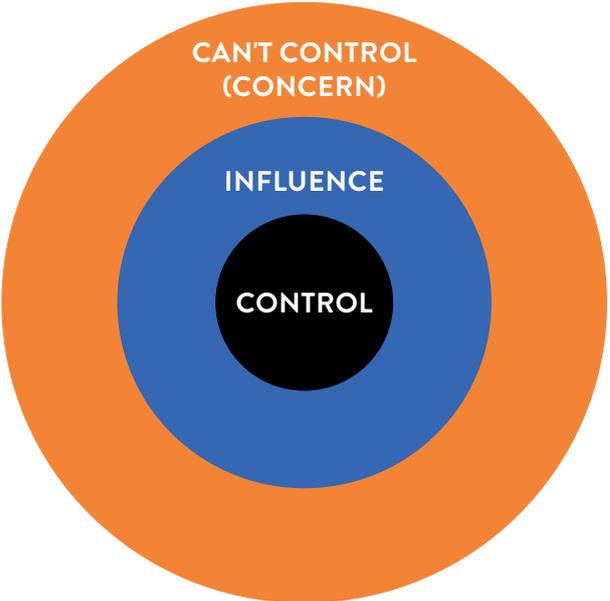
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WITHIN YOUR CONCERN:

How can you expand your reach to include others who may not have access or opportunity to engage? Who is in your neighbourhood and how could you create greater access for a wider range of people, or support local organisations working to improve local issues of marginalisation or inequality?

With this evidence you can start to work out which areas will make a big difference - which ones you can start to tackle, which ones you can align with others to start to address, and which ones you want or need to start with first. Focus on the vision and the steps that can take you towards this goal.

Prioritise what you can control and influence



Spheres of control, influence and concern

Continued →

Considerations for environmental policy planning are variable to the size and scale of an organisation. See below for an idea of what each aspect may look like for different sizes.

CONSIDERATIONS	INDIVIDUAL	SMALL ORGANISATION	MEDIUM-LARGE ORGANISATIONS
Values / commitments	Set out what you believe and how you want to work / who with.	Involve everyone to find a shared agreement. Have conversations with your key partners or within networks you are part of.	Involve different departments and levels - agree common values and realistic ambitions and make time to do this - make it part of people's roles (not an add on). Create opportunities for everyone to feed in through surveys or workshops. Stay accountable to people or groups who may hold less power - for example, in the community you are physically located, or freelancers and grassroots or smaller organisations you work with.
What can you influence?	More influence over engaging / communicating . Ensure principles are brought up in meetings with prospective partner.	Relationship with audience, visitors and partners, including artists.	Influence over buildings, pensions, suppliers. Budgets. Institutional power to influence and be heard including with local authorities and politicians.
Who can you connect with to align / collaborate / make a bigger change?	Can set by yourself - set out what you believe and how you want to work / who with.	Partner organisations, local networks, funders, suppliers, audiences, visitors, freelancers.	Suppliers. Audiences. Local organisations. Local authority. Everyone who depends on you for employment.
What will you commit to changing?	How you travel. What you purchase. The partner organisations you choose to work with.	Your energy procurement. Your travel policy. Your design or production processes. The partner organisations you choose to work with.	Your energy procurement. Your travel policy. Your procurement policy. Your expectations / asks of partner organisations and contractors.

These guidelines have been developed for individuals, and for organisations of all shapes and sizes, regardless of where they are on their environmental journey.

HOW TO GUIDES

GUIDE TO DEVELOPING AN ENVIRONMENTAL POLICY

An environmental policy is a broad statement of environmental commitment, ambitions, and the values and principles which underpin decision-making and action. Your policy should align with your / your organisation's mission and overall strategy, and include any overarching environmental aims, objectives and key targets as well as understanding of how these impact on society. The policy should outline what environmental good practice means given the size, scale and nature of your activities and impacts. It should consider the impacts both now and into the future as the climate changes. It should also frame your environmental action plan. If you are a freelancer or very small organisation, a policy may also look more like a personal manifesto or statement of intent that is shared with all partners you work with.



Data is important. You will need to collect information and evidence to guide your planning. Your policy is about people as well as organisational mission and values, so you also need to think holistically and centre people and place within your decision making.

STEPS IN THE PROCESS

1 Decide what matters and establish the vision

Change is hard. When things get difficult, always remember your 'why' - revisit why this policy matters to you/your organisation.

THINK ABOUT: Discuss and establish your organisation's mission, ambitions and connection to place, e.g. who are you?, what do you do and where? How does environmental responsibility and climate action fit in with this? What difference do you want to make? What does your organisation work towards? Where are you based and how do you contribute to your community? Are there particular issues pertinent to your community, e.g. air pollution, poverty, lack of green spaces, flooding? How do you connect, enable and enhance access, and create opportunities to engage, learn, inspire? For whom?

ACT: Codify your values, identify your key stakeholders, and collaboratively figure out how you can work together, and towards what. Communicate with, engage and train staff on environmental issues, including environmental justice and climate justice.

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2 Scope what's in your influence to do now

THINK ABOUT: Scope out your / your organisation's practice and establish the aspects that you will need to consider. For example, identify: who uses your venue, who comes to, produces or hosts your events or exhibitions; what programmes or work you produce, curate or create; what type of goods, services and materials you use; what are the main types of travel and transport related with your activities, etc.

ACT: How do you want these things to look different? You don't have to wait to act: is there something you can change quickly and relatively easily to influence behaviour in line with your mission and values? E.g. Could you develop programming, content and creative work on environmental themes? Could you ask your audiences to use public transport (and help them do it with information or providing incentives)? Could you look into reusing and/or donating / swapping / exchanging materials with others? Can you identify and build connections with potential collaborators?

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3 Start gathering relevant information on your organisations activities

THINK ABOUT: What impact areas are relevant to you (or your organisation) and are likely to have a big environmental impact? For example, energy use is often a big impact area for performing arts venues, museums and galleries, and audience travel is often the biggest source of carbon impact for outdoor events and festivals. Consider social and supply chain impacts too - for example, whether or not contractors and suppliers address social issues, e.g. paying a living wage. Think about procurement: where are your greatest areas of spend, and where are these products or services sourced from? Do your suppliers have sustainable policies or certifications?

ACT: What environmental data and actions do you already have?

Start gathering information on the activities and impacts you've identified, for example:

- Energy and water bills and waste invoices provide a lot of information; *ask your waste company for weekly or monthly results, or work with your cleaning contractor to estimate waste volumes and types.*
- Business travel information can be captured through expenses claims, diaries or travel agent records; audience travel information can be estimated or based on real data from an audience travel survey.
- If you are leasing or renting a building or a space within a building ask the landlord or the building management company for information. *You can work out your % of overall energy, water and waste if you know the total building figures and the % of space you use, e.g. in m².*
- Speak to suppliers and find out whether they do any assessment of the environmental impact of their products and services. *Are there lower impact options available?*

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- 4** Build understanding using the information you've gathered and staff and stakeholder perspectives // identify your main points of leverage and influence / prioritise impacts

THINK ABOUT: Develop a broader sense of possibilities and priorities: speak with staff, suppliers and audiences to understand what they think is most important, what they could or would do to support change, and identify any barriers to change. Consider also what is going to make a difference within your local area and beyond, aligning with your vision and mission. Use all of this information to prioritise your actions, identifying where you can make a difference, both to your material impacts and to broader social and environmental issues within your influence.

ACT: Use tools to develop understanding of your environmental impacts e.g. the Julie's Bicycle carbon calculator, the **CG Tools**. And design strategies to gain perspectives from staff, audiences and suppliers (e.g. surveys, focus groups, conversations, ticketing information, visitor comments boxes etc).

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- 5** Commit to changes, iterate and communicate your policy

THINK ABOUT: Commit to making tangible, measurable changes and codify these e.g.

- Changes to buildings, operations and materials: reducing building energy use and related emissions; using low or zero carbon energy sources; reducing travel and related emissions; greening your productions / exhibitions / events; **designing for circularity**; integrating **nature-based solutions**; adapting programming, operations and policies to the changing climate conditions.
- Training and engagement: create opportunities to learn or consider training for you or your staff in climate literacy and environmental issues; developing programming, content and creative work respond to environmental themes and explore climate justice.
- Supplies and partnerships: greening procurement of supplies and services; increasing plant-based options; switching to ethical and sustainable banks and pensions; increasing partnerships with organisations in your community on climate issues; improving relationships with local councillors and politicians involved in environmental and climate planning.

ACT: Develop an action plan based on your priority areas (see Action Plan guide).

In each version of your policy, refer to your environmental action plan, how it is developed, monitored, reviewed and updated, by whom and when. The policy should be signed by top management, and dated.

GUIDE TO DEVELOPING AN ENVIRONMENTAL ACTION PLAN

An environmental action plan is a more detailed and specific document that should follow on from the environmental policy. The action plan defines what an organisation will do to achieve its environmental ambitions, as well as how it will meet its environmental aims, objectives and targets.

It should include specific actions and responsibilities, timelines and where relevant, a budget for achieving environmental improvement, reducing environmental impacts and embedding a culture of environmental practice. As with your environmental policy, develop your action plan to fit with the nature and level of your / your organisation activities, impacts and level of progress of environmental sustainability.

ACTION PLAN ESSENTIALS



Define **key objectives and targets** (e.g. reduce energy use emissions by 50% by 2030, pilot a sustainable exhibition or event next year. Eliminate problem plastics within 2 years, 100% sustainably sourced timber in 3 years).



Objectives don't need to be **numerical** - they can be about levels of commitment, strengthening relationships, creating a work environment that **supports and embodies** these changes, etc.



Make sure your ambitions and timescales are clear - be **ambitious but realistic**. Where possible set **SMARTIE** - **Strategic, Measurable, Ambitious, Realistic, Timebound, Inclusive and Equitable** - objectives and targets, backed up by clear actions, responsibilities, deadlines etc.



Define **improvement actions**, which link to objectives and targets, e.g. setting up an energy monitoring system, installing energy-efficient lighting, awareness-raising campaigns and staff training.

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ACTION PLAN ESSENTIALS



Justify any areas of **environmental impact** that you are excluding from your action plan, e.g. areas over which you do not currently have sufficient understanding or influence. **Remember, transparency is key!**



Decide with colleagues on responsibilities, timescales and deadlines for implementing actions and achieving specific targets as well as relevant performance indicators with which to **track progress**.



Define how you will track progress on achieving your objectives and targets and implementing your action plan, who will do this and when, to ensure you have an **on-going process of review and improvement**.

An action plan should evolve, as you take action, learn from it and stretch your ambitions over time. This is a process that should involve people and mechanisms for reflecting and updating it.

ACTION PLAN TIPS

- Address the impacts over which you have most control and influence, and gradually address other areas of impacts over which you have less control but can have some influence - especially those related to your core business activities.
- The impacts that you consider will also change as the climate changes, and may not be apparent now. Remember to consider both the environmental hazards and risks affecting you, your audiences and suppliers now, and those that may worsen in the future (e.g. overheating impacting energy demand to maintain collection care, flooding impacting on buildings and infrastructure, droughts affecting water availability).
- Involve the people who will be responsible for implementing actions and delivering on objectives and targets as much as possible in defining and tracking progress with your action plan, taking into consideration any specific training or support requirements they may have.
- Conduct a risk assessment to identify any potential threats to meeting your targets and objectives. This will allow you to anticipate the impact of the risks and plan for appropriate monitoring and risk mitigation.
- Set up a means of sharing actions and monitoring progress on a regular basis. For a larger organisation, this responsibility could sit within a Green Team, with regular reporting and feedback to the wider organisation.
- Establish a regular (at least annual) management review on achieving objectives and targets.

FREQUENTLY USED TERMS

TERMS	DEFINITIONS	WHAT CAN THIS LOOK LIKE?
Aim	Intent and general direction, expected long-term outcome	The goal-oriented plan for achieving what you/your organisation have envisaged for the long-term, connects to the purpose. Realises your/your organisation's purpose
Objective	Strategic, defines specific short to medium-term measurable outcome	SMARTIE (see key points)
Target	Specific, timebound milestones to meet objective	SMARTIE (see key points)
Actions	Planned activities, relevant to meeting targets and objectives	A series of smaller steps towards the overall objective
Responsibility	Ownership over actions in order to deliver on targets	Responsible people are given the resource (time, training and budget) to deliver, as well as ways to feed-in to decision-making process
Performance Indicator	Relevant data that is collected and used to monitor progress and trends, can be used to spot potential problems or opportunities	These can be numerical measures (tonnes%/CO ₂) or descriptive measures and values (perceptions, engagement etc.)
Risk Assessment	Process of identifying, analysing and evaluating potential threats to completion of actions, targets and objectives	Discuss what could go wrong and enact measures to reduce or prevent this from happening. Monitor and update this as things change.

ENVIRONMENTAL ACTION PLAN TEMPLATE

Buildings and Facilities Management

OBJECTIVE	TARGET/S	ACTION/S	TIMELINE	RESPONSIBILITY	PERFORMANCE INDICATOR	BUDGET
Reduce energy use in line with a commitment to Net Zero by 2030	Reduce energy use in line with a commitment to Net Zero by 2030	Conduct a full review of energy use	Sep-Dec 2022	Facilities manager	N/A	
		Review night time energy use	Jan-Mar 2023			
		Change all light bulbs to low energy				
		Assess age of plant and develop a strategy and investment plan for replacement				
Reduce total waste volumes (landfill and recycled) and increase % recycled	Reduce volume of paper used by 15% between 2022/23 and 2023/24	Minimise paper wastage by setting double-sided printing as default	Sep 2022	Venue manager	Kg paper consumed per year	
		Install recycling bins	Sep-Oct 2022			
		All staff receive training in waste management systems and practices	Sep-Oct 2022 + ongoing inductions for new staff management systems and practices			

EMBEDDING CHANGE

Ensure that your environmental policy and action plans are embedded across your entire organisation, enabling each individual or department to take action - be it writing environmental responsibilities into job roles, including environmental considerations into tenders and procurements, or adapting budgets to allow a shift in choices that centre climate.

You will learn what works and what doesn't, and need to reflect and respond to this new understanding as you progress

Considerations for Environmental Policy Planning

SCALES	INDIVIDUAL	SMALL ORGANISATIONS	MEDIUM-LARGE ORGANISATIONS
Key Considerations			
<p>Who is involved</p> <p><i>In developing the environmental policy and action plan</i></p>	<p>Set out what you believe and how you want to work / who with.</p> <p>Ask your funders to support your vision, and audiences for feedback</p>	<p>Bring in different perspectives and expertise, including your Board, funders, stakeholders, freelancers and contractors</p>	<p>Involve different departments and levels - agree common values and realistic ambitions and make time for people to do this - make it part of people's roles (not an add on) e.g. board, senior management, operations staff, clients, funding organisations, supply chain and audience;</p> <p>Consider setting up a Green Team to make space for innovation, action and evolving your policy and action plan</p>
<p>Who has what responsibilities, and who is ultimately accountable</p> <p><i>For developing, approving and implementing the policy and action plan and ensuring that appropriate resources and budgets are allocated.</i></p>	<p>One person / you</p>	<p>This should be more than one person, bring environmental planning into regular team meetings to create space to develop policies, and discuss priorities and actions</p>	<p>Collaboratively establish who has what responsibilities across different levels and departments.</p> <p>Keep open flow of ideas and feedback so everyone can contribute and knows how to (ideas box, open space at Green Team meetings, clearly designated green champions in every department that can be approached)</p> <p>Ensure there is a Board level representative with a remit for environment and climate</p> <p>Ensure there is a senior-level representative (with power to sign off budgets and resources)</p>

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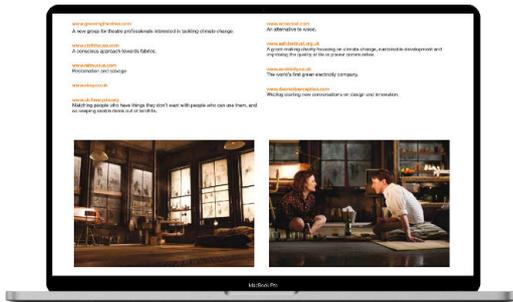
SCALES	INDIVIDUAL	SMALL ORGANISATIONS	MEDIUM-LARGE ORGANISATIONS
Key Considerations			
<p>How you will monitor and review progress</p> <p><i>In implementing your policy and action plan, so you will be able to see what is working, what isn't, and why</i></p>	<p>Reflective practice</p>	<p>Quarterly</p> <p>At end of every project with project partners to reflect on what went well and what could be done differently next time</p>	<p>Quarterly meetings to come together to reflect across the organisation and make changes</p> <p>Create space for Green Teams to share progress and updates with the whole organisation</p>
<p>How and to whom you will communicate</p> <p><i>Your policy, plans and progress - transparency is key</i></p>	<p>Clear statement of values and commitments posted to your webpage, or on Social Media</p>	<p>Policy communicated in an accessible format, visible on your website, with a clear statement of commitments.</p> <p>Included formally in green riders or agreements with your suppliers and/or partners, or informally from the start-up stage in conversations about how you will work together.</p> <p>Staff are updated regularly on progress.</p>	<p>Policy communicated in an accessible format, visible on your website, with a clear statement of commitments</p> <p>Included in green riders relevant to your organisation's activities and in supplier contracts</p> <p>Communicated with staff through creation, reflection and discussions at regular meetings, and shared with networks</p>

POLICY AND ACTION PLAN EXAMPLES

The following examples are extracts based on real policies and action plans from different types and sizes of organisations, at different stages in developing their environmental approaches.

INDIVIDUALS

- Toby Peach, Independent Theatre Maker
- Soutra Gilmour, Set and Costume Designer



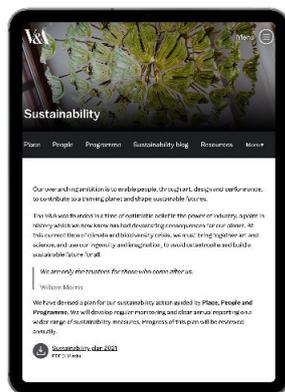
SMALL ORGANISATIONS

- Crown Lane Studios
- The Gate Theatre
- Ninja Tune
- Timber Festival
- Walk the Plank
- The New Carnival Company



MEDIUM-LARGE ORGANISATIONS:

- HOME Manchester
- Arts By the Sea Festival
- Arts Council England
- Blenheim Palace
- Horniman Museum & Gardens
- Kew Royal Botanic Gardens
- V&A Museum
- TATE



USEFUL RESOURCES

The following are a selection of guides and resources on reducing the environmental impact of specific activities. They may not be equally geographically relevant for countries outside the UK, however could be used as a starting point for ways to think about measuring and addressing the impacts of your work. In addition, Julie's Bicycle has a plethora of resources, which can be found at www.juliesbicycle.com.

CARBON CALCULATOR

- Creative IG Tools carbon calculators
- Gallery Climate Coalition carbon calculator

Continued →

CLIMATE JUSTICE

-  Creative Climate Justice Hub
- Creative Carbon Scotland Guide to Climate Justice
- B Corp Climate Collective Climate Justice Playbook for Business
- Eve Tuck & K. Wayne Yang, Decolonization is not a metaphor

TOURING AND MOBILITY

-  Green Mobility Guide (also available in Italian, German, French, and Chinese) Green Mobility Guide (also available in Italian, German, French, and Chinese)
- Touring Guide
- Business Travel, Commuting and Delivery Services Guide
- Audience Travel Guide
- Ecolibrium Sustainable Travel Guide

SUSTAINABLE PRODUCTION AND DESIGN

-  Productions and Exhibitions Guide
- Sustainable Production Guide (Theatre)
- CiMAM Toolkit on Environmental Sustainability in the Museum Practice

GENERAL GUIDES

-  Sustainable Procurement Guide (including specific guidance on merchandise)
- Green Office Guide
- Print Materials Factsheet
- Print and The Environment Factsheet
- Sustainability in the Digital Age of Culture
- Julie's Bicycle Webinar: Making Data Meaningful

BUILDINGS

-  Fit for the Future: Investing in Environmentally Sustainable Buildings
- Energising Culture Guide
- Water Management for Buildings
- Waste Management for Buildings
- Electricity Factsheet (UK)

TOURING AND MOBILITY

-  Green Mobility Guide (also available in Italian, German, French, and Chinese) Green Mobility Guide (also available in Italian, German, French, and Chinese)
- Touring Guide
- Business Travel, Commuting and Delivery Services Guide
- Audience Travel Guide
- Ecolibrium Sustainable Travel Guide

Mo'olelo Green Theatre Toolkit

RSA/ Innovate UK: The Great Recovery Project

Ellen MacArthur Foundation: promoting the circular economy

COMMUNICATIONS

-  Julie's Bicycle: Communicating Sustainability Guide
- Julie's Bicycle: Team Engagement Guide
- Climate Outreach, Britain Talks Climate toolkit