

Julie's Bicycle

CREATIVE · CLIMATE · ACTION



Supported using public funding by

ARTS COUNCIL
ENGLAND



**Transforming Energy:
Capital Investment Ready**

Transforming Energy Programme

The cultural community are taking climate action with practical and creative responses celebrating and centering people and planet, nature and justice. This programme provides an opportunity for cultural organisations to take practical action and accelerate their response to the climate crises, leading the way for the sector and inspiring their peers.

Building on the learnings of our [Spotlight programme](#), this new programme will focus on decarbonisation for buildings-based organisations through two strands of activity.

- **Buildings Net Zero Energy:**

The first strand will work at scale to provide guidance to building-based organisations across Arts Council England's National Portfolio Organisations (NPOs) and Investment Principles Support Organisations (IPSOs) to work towards **Buildings Net Zero Energy**. Whether organisations are just beginning to think about decarbonisation of their buildings, or have already started to make changes, there is support on offer through resources, drop-in sessions and online energy management training.

- **Capital Investment Ready:**

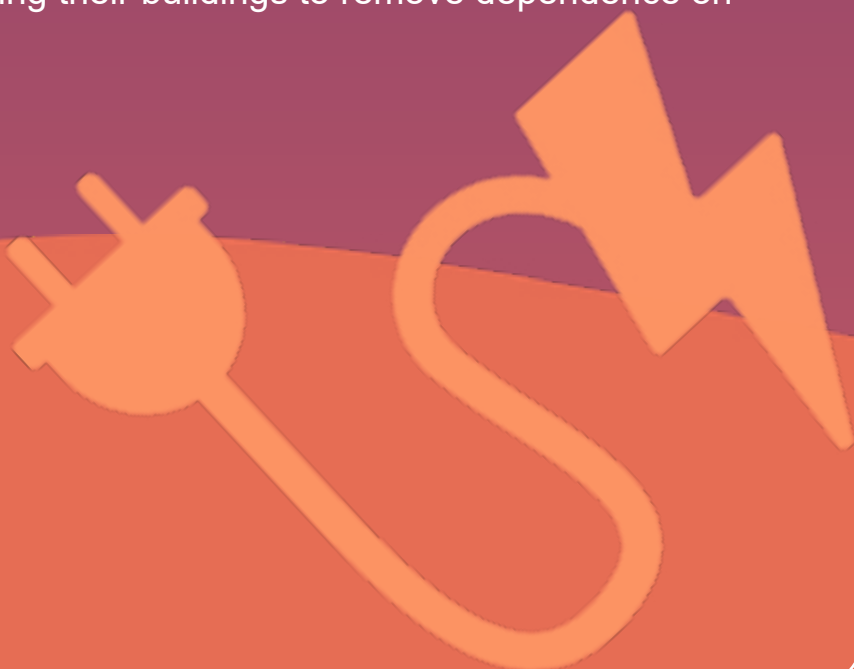
The second strand will work with two smaller cohorts of organisations that are already making significant progress in energy reductions to support them in getting **Capital Investment Ready for the electrification of one key cultural venue**. They will benefit from bespoke coaching and mentoring, and peer-sharing opportunities so that they are ready to invest in low-carbon solutions when funding opportunities become available for the sector.

About Capital Investment Ready

Organisations across Arts Council England's national portfolio are at different stages in their carbon reduction journeys. Many have already made good progress in reducing their energy-related emissions, through energy monitoring, improving controls and energy efficiency upgrades, while others are just starting out or keen to do more.

Transforming Energy is an ambitious programme that builds on the learning from our flagship **Spotlight** programme, which supported some of the largest emitters in the portfolio to achieve measurable reductions in their buildings. It enabled them to develop good environmental management practice and a Science-Based Targets pathway to net zero.

To make significant carbon reductions during the [UN Decade of Action](#), fossil fuels need to be removed from buildings. This programme will support organisations in identifying their options and the costs of electrifying their buildings to remove dependence on fossil fuels.



Over the next three years, this programme will help 20 organisations be ready to decarbonise their buildings by 2030.

Objectives

The **objectives** of the programme are to work with two cohorts of 10 organisations to help them to get Capital Investment Ready. We will provide coaching and mentoring to support organisations as they undertake the following activities:

- Assessing possible technology options for electrification of buildings.
- Commissioning and developing costings for electrifying their buildings
- Documenting the business case for Boards/trustees in readiness to apply for capital funding opportunities as they arise.

To achieve these objectives, the programme will provide the following:

Resources

- Energy Management Scorecard (to be completed at the start and end of the programme).
- Free access to the Pilio energy-saving tool during the programme.
- Access to energy management guides for Buildings Net Zero Energy.
- Template for developing an investment-ready business case.



Community

- Share sector-relevant examples of good practice.
- Create peer-sharing opportunities for the cohort to share their learning and progress.
- Benefit from each other's knowledge and experiences to inspire further environmental reductions.

Expertise

- Three group sessions to access independent expertise about buildings and low-carbon technologies and to share with and learn from peers.
- Three one-to-one coaching and mentoring opportunities, to provide guidance and support to prepare their investment readiness business case.



Photo by Moa Karlberg

Who is this programme for?



Photo by Ruth Davey

We would like this programme to be as ambitious and inspirational as possible.

We invite all organisations who are able to meet the following criteria - and can confirm that they are willing to commit to the participant contributions outlined below - to apply for the programme by submitting a short [Expression of Interest form](#).

Public-Facing Building

Building-based organisations in the portfolio who either own their own building or have leverage with the landlord to make investments in their buildings.

Minimum Spend

Focus on one key publicly-facing cultural building with an energy spend of at least £100,000 or 50 tonnes of CO₂e, per building per year.

Personnel

Have energy management within the job description of the person(s) participating in the programme.

Audit

Either have done a building audit that identifies opportunities for energy savings, or are willing to commission an audit within the first quarter of the programme starting (see Box 1).

Data

Organisations need to have access to at least one-years data with monthly meter-reading data (and preferably half-hourly gas and electricity data).



Overview of Buildings Audits and Investment - Grade Audits

Building Audit

A good building energy-saving audit should follow the British Standard BS EN 16247 (British Standard for Energy Audits).

An audit involves a site visit, analysis of energy data, analysis of energy demands and equipment and the creation of a detailed report on energy use, analysis and benchmarking, energy management recommendations and recommendations for changes to equipment (costed). The report should be written in the context of energy, cost, and carbon.

Energy saving recommendations should indicate opportunities for at least achieving 30% energy savings on average and half of these are typically applied by clients. The audit should explain the risks and opportunities of the zero-carbon trajectory, and what this means for current and future decision-making.

As a rough estimate, these types of audits might cost £2,000-£5,000 to commission, depending on the complexity and size of the building.

Capital Investment-Grade Audit

A capital-grade audit is focused on the technical feasibility, specifications and return on investment for particular technologies, plant and equipment - e.g. heat pumps. These audits will cost around £5,000-£10,000 to commission.

Participant contributions

- Ambition, drive and generosity.
- The **commitment of a Trustee/Board** member and the Senior Executive to support progress and any essential commitment of organisations resources that are required including:
 - **Staff time** allocated to ensure both the capacity and commitment to maximise the opportunity during the programme's delivery (over 18 months).
 - Appropriate **budget** to commission necessary audits, and investigations, which may include an investment-grade audit within the timeframe of the programme.
- Commitment to **progress in step** with the guidance and timeframe of the programme, to make progress in preparing for capital investment.
- Commitment to develop a **costed business case** within the lifetime of the programme, using the investment-ready template as a key tool to guide development.
- The commitment of a Trustee/Board member to **join a presentation** by staff at the end of the programme setting out the costed capital investment plan for their organisation.
- Participation in **programme evaluations**, to support further development and improvement of the programmes' support.
- Commitment to **share learning** with the parallel programme strand Buildings Net Zero Energy organisations, and beyond.
- Proactively **create opportunities** to amplify learning and act as a beacon of inspiration for the sector.



**The
Transforming
Energy
Programme is
funded
by Arts Council
England
and
will be
free for
participants**

Activities and Support

**Energy Management
Scorecard**

**Energy Saving
Tool**

Resources

1-2-1 Support

Peer Sharing

The programme's support includes:

Energy Management Scorecard

All organisations participating in the Capital Investment Ready Programme will be required to undertake a short survey at the start and again at the end of the programme to help Julie's Bicycle build an understanding of where each organisation is in their energy management and to review progress during the programme. Each organisation will receive a results scorecard detailing their organisation's performance across six key areas of energy management: policy, planning, responsibility, communications, intelligence, and investment.

Energy saving tool

All organisations participating in the Capital Investment Ready Programme will be provided free access to a tool for supporting your energy management practices. This tool will provide each organisation with insights into their energy performance and will enable Julie's Bicycle to better support, track, and analyse progress towards meeting targets.

Resources

All organisations have access to resources developed to guide the **Buildings Net Zero Energy** programme, to support decarbonisation pathways for buildings-based organisations. Participants will receive a **template for capital-investment readiness**, to guide the development of a costed business case. Other useful resources and case studies related to Transforming Energy can be found on Julie's Bicycle [programme webpage](#).

1-1 Support

All organisations participating in the Capital Investment Ready Programme will receive opportunities to book three one-to-one coaching and mentoring opportunities, to provide guidance and support to prepare their investment readiness business case.

Peer Sharing

All organisations commit to sharing best practices and knowledge through case studies, briefings and networking to provide a community of good practice, support and inspiration, to facilitate faster learning and progress in decarbonisation. Julie's Bicycle will facilitate sessions for Capital Investment Ready organisations to share experiences, ideas, and learnings in three group sessions per cohort.

Expectation on programme participation

- Each organisation will have prepared and delivered a presentation of their costed business case to their boards/trustees, and a completed investment-ready business case (costed) in readiness for funding applications.
- Participation in a final programme evaluation, to support further development, improvement and lesson learning.

[Apply on the Julie's Bicycle website](#)



About Julie's Bicycle

Julie's Bicycle is a pioneering not-for-profit organisation mobilising the arts and culture to take action on the climate and ecological crisis. Founded by the music industry in 2007 and now working across the arts and culture, JB has partnered with over 2000 organisations in the UK and internationally. Combining cultural and environmental expertise, Julie's Bicycle focuses on high-impact programmes and policy change to meet the climate crisis head-on.

The Arts Council England Programme

In 2012, Arts Council England launched its Environmental Programme, becoming the first cultural body in the world to embed environmental reporting into its funding agreements. Julie's Bicycle works in partnership with Arts Council England to deliver its Environmental Programme, built on a shared vision of the transformative role of culture to tackle the climate crisis. Building on the success of the Spotlight programme (2018-2023), in 2023 the Transforming Energy programme was launched, focused on decarbonisation through two parallel strands of activity:

Buildings Net Zero Energy: working at scale to provide guidance to building-based organisations across Arts Council England's National Portfolio Organisations (NPOs) to work towards decarbonising their buildings.

Capital Investment Ready: working with smaller cohorts of organisations that are already making significant progress in energy reductions to support them in getting Capital Investment Ready for the electrification of one key cultural venue.

About Pilio

Pilio is a sustainability innovation company, that has been working with Julie's Bicycle for over 10 years, supporting with sustainability tools and expertise for the arts to take climate action. Pilio is the technical delivery partner for the Transforming Energy Programme.

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Front cover photo by Chris Webb

