Board Environmental Champions Programme

The Champion's Guide
Oct 2023
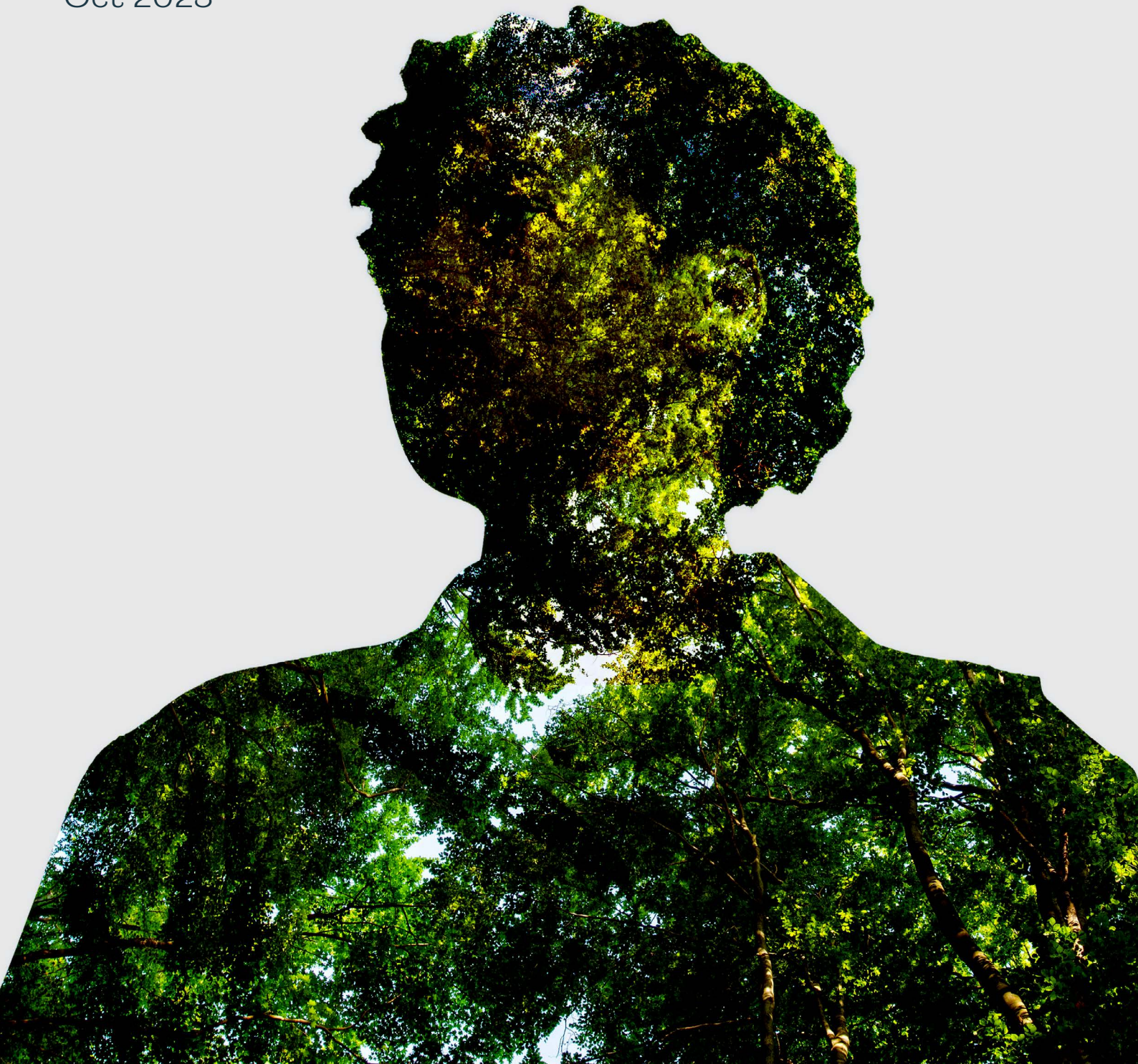
About this guide

Welcome! Thank you for being part of this journey with us. This guide sets out everything you need to know about being a Board Environmental Champion and putting the role into practice. It includes an overview of relevant governance issues, practical examples and top tips, as well as signposting you to further resources or support.

The guide deliberately covers a wide range of issues, areas for potential action and conceptual shifts. This means you will find some things more relevant to your specific circumstances than others, although there is much that is universal.

Everyone will be at a different place on their environmental journey. For some organisations, you might be just starting out and getting to grips with concepts and potential areas for action. For others, this will have been core to your mission and ways of working for many years and you may have dedicated and expert staff leading the work. Most will find themselves somewhere in between.

It's easy to feel overwhelmed or as if your organisation is too small to make a difference. Know that every single positive action you take contributes to creating the essential critical mass we need for change and helps to make things better. Start from where you are. Take stock of what you already do and have achieved. It's probably more than you think. Good luck and thank you for being part of the most important cultural shift in our lifetimes.

As you read this guide, look out for:

Questions to ask to help you reflect as a board member or to explore with your organisation's leadership team

Key resources and case studies to help you dig deeper into relevant issues

Links to the glossary of key terms for short explainers and examples of how concepts might apply to your organisation

> Board involvement in environmental sustainability is integral to the full understanding of business impact and effective implementation of environmental policy. The platform the arts has to generate awareness and understanding of these issues is unlike any other and will be key to dealing with the climate emergency moving forward.

Bruce Freeman – Chairman, The Courtyard Trust, Hereford

Contents

1. The role of culture

The world today has many challenges: conflict, inequality, misinformation and climate change. This is a tough time for the arts and culture too. We are at a pivotal moment and we need to bring unblinking foresight and care to all our decisions – coupled with a good dose of the joy, positivity, creativity and community that the arts and culture can offer. We know – and it is increasingly recognised by the powers that be – that culture is fundamental to creating the change we all need.

The climate crisis is, in large part, a consequence of cultural values that have prioritised an economy based on fossil fuels and unthinking resource use. We now need to harness instead the ideas and values that will enable us to prioritise planet, wellbeing and equity. The climate crisis interconnects with the biodiversity crisis, where our attitudes to nature are accelerating the loss of species and ecosystems. We also face a justice crisis where those who are least responsible for climate change are worst impacted and where their vulnerability is exacerbated by persistent inequity and marginalisation. ⬀ (IPCC, 2023)

We feel the impact of these interconnected crises here in the UK in extreme weather, energy prices, disrupted food supplies and unequal health outcomes among marginalised and poorer communities. Internationally, flooding, heatwaves and wild fires regularly dominate the news. Science tells us that this current decade is critical for us to reduce carbon emissions, limit biodiversity loss and avert the worst impacts of the crises. We must act with urgency, and always fairly, with care and kindness, to ensure a just transition for all.

> **Business as usual is not an option.**

What can arts and culture do?

- Inspire action on climate change, illuminate issues, imagine positive futures and role model care and justice

- Take practical steps to reduce our own emissions, regenerate nature and help meet collective targets

- Ensure a credible and authentic platform for artists to engage with confidence

- Harness our innate creativity and innovation in our response

- Build communities with shared values for collaboration, scaled-up action and resilience

People are looking to cultural organisations to lead culture change. Recent audience research 🔗 (Act Green, 2023) shows that more than three quarters of the UK's arts audiences expect cultural organisations to influence society to address the climate crisis, with more than half expecting cultural organisations to tackle the issue through artistic programmes or by putting on events or workshops to engage audiences on the subject. Less than 20% think cultural organisations are doing enough and nearly three quarters want more information from us on how they can help. What are we waiting for?

From the work you make and the stories you tell, through the way you run your organisations and the care you take with your resources, to your civic role in place-making and community building – there are incredible opportunities for forward thinking organisations. You can help to shape the culture we need for rapid systems change and a resilient future that places the wellbeing of people and planet at its heart.
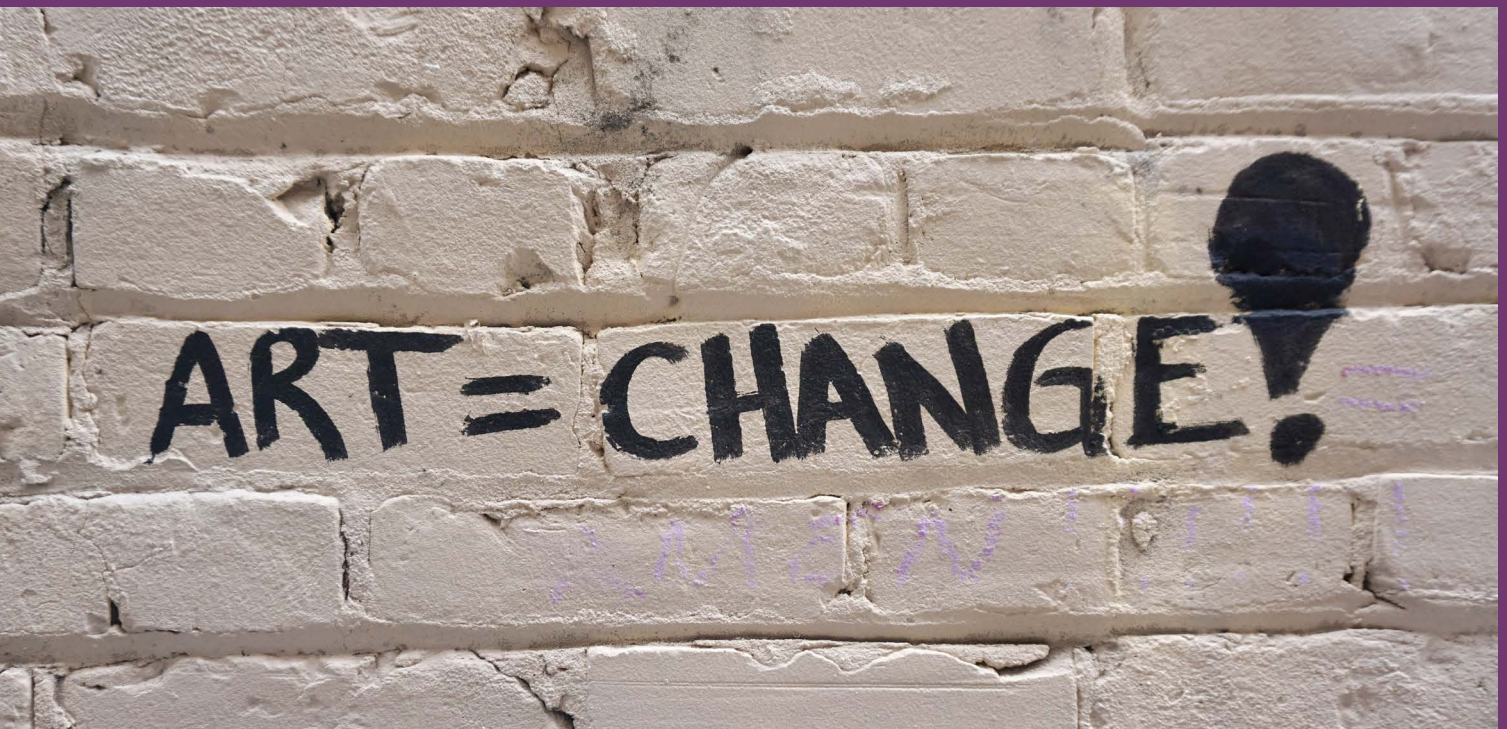
2. The Role of Governance

As a board member you have a unique position of influence in UK culture. You have real capacity for leadership and change through the levers you control in:

- Determining the ethics and values of your organisation

- Making decisions about finance, investment, capital and strategic development

- Enabling effective action, backed by appropriate resource, to reduce risks and adapt to climate impacts

- Setting critical pathways for change and transition that centre justice and fairness

Through all these and more, you set the level of ambition for your organisation.

The changes we face are profound and some are inevitable. The shifts we need to make in response will increasingly be required by legislation and regulation, and expected by our funders, supporters and audiences. At the very least good governance means ensuring your organisation is able to operate effectively and fulfil its purpose in a changing and challenging world. The very best governance looks to the future, questions how to stay relevant and serve those who need us most, and seeks to equip its organisation with the resilience to thrive.

As a Champion you can help your organisation ensure it is meeting its core obligations. But more than this, you have an exciting opportunity to animate ambitious transformative change for your organisation, for our sector and for our culture and society. Since change is certain, it is far better, and more likely to lead to a successful, peaceful, equitable transition if we pre-empt the inevitable and lead the way.

Governance is not management and it is important to be mindful of your specific and unique role and of the scale and resources of your organisation when setting ambitions and expectations. The real opportunity lies in the partnership between board and executive leadership to deliver on joint commitment and aspiration.

This guide and programme focus on governance. Together, they provide guidance, training and inspiration through:

- A suite of free light touch practical resources from which you can self-select or adapt as best suits your needs

- Orientating board members around the key concerns for governing bodies in relation to environmental responsibility, sustainability and ambition, and linking these to the practical considerations for arts organisations

- Signposting to more detailed resources which includes operational guidance, while recognising that 'doing' is usually a matter for the executive

- Creating a national network of peer Champions across the cultural sector. Over time, we hope the network will self-organise smaller groups by interest, artform or geography, so accelerating learning and collaborative working, and supporting systemic change

The Board Environmental Champions Programme created by Julie's Bicycle and Arts Council England is designed to support arts organisations to put environmental ambition and responsibility at the centre of their governance.

We want to equip Champions – hopefully you! – with the knowledge and confidence to take a leading role and to effectively partner, support and challenge your executive leaders, aiming to unlock ambition, urgency and imagination for a thriving future.

3. Being a Champion

What is a Board Environmental Champion?

A Board Environmental Champion is a designated member of a board/ governing body who plays a lead role on environmental responsibility at the governance level for an organisation.

Adapting the role to suit your organisation

We want the programme to provide a basic framework and principles for all organisations, but we recognise that organisations come in all shapes and sizes and are at different levels of engagement with environmental issues. Please feel free to adapt the framework, role description, resources and levels of commitment to best suit the scale and nature of your organisation.

Role description

Here is a suggested role description which you can adapt to suit your needs.

The role of the Board Environmental Champion is to:

- Take a special interest in our environmental impact, strategy and plans

- Take a view on view on our overall approach and level of ambition, and support and challenge us to drive change at an appropriate pace

- Help ensure we put the right resources and investment in place to achieve our aims

- Propose board discussions on environmental issues and values as appropriate

- Advocate for the importance of best practice in environmental responsibility

- Think about environmental impacts and sustainability when considering broader board business, ask questions to 'test' thinking and ambition, and ensure sustainability is fully considered

- Act as a link to the designated senior staff lead on environmental sustainability

- Help the board to fulfil its commitment to embed environmental responsibility as part of the Arts Council agreement – including overseeing progress on our Investment Principle plan

- Undertake appropriate training and induction to help you fulfil the role

- Develop an understanding of the relevant governance issues – such as risk, resilience and ethics

- Connect with other Board Environmental Champions as appropriate

You don't need to be an expert on the environment but you should be interested in sustainability and keen to learn more about the organisation's work and impacts in this area – and ready to champion efforts to change and inspire others.

How to be an effective Champion

Getting started (some initial actions you could consider):

- Start by reading this guide and completing the two core e-learning modules on creative climate literacy

- Arrange to meet staff leading your environmental work and talk through progress and plans. Use the ⬈ Taking Stock checklist to form a view on how your organisation is doing and what its next steps might be

- Review any existing organisational environmental policies and plans, and your current Arts Council Investment Principle plan

- See if there are opportunities to find out more on the ground, eg join a green team or staff meeting, or make a site visit

- Discuss with the Chair how best to engage the wider board

Ongoing

- Use some of the ⬈ resources to dig a little deeper into priority areas for your organisation

- Have a regular check in with the senior staff lead

- Propose relevant environmental topics for board away days or regular agendas

- Review any budgets and plans with environmental commitments in mind

- Be mindful of the scale and resources of your organisation when requesting information or setting ambitions and check in with staff to make sure that plans are realistic and achievable

- Benefit from and contribute to the Champions peer network – attend the online events, share learning and experiences (good and bad), and connect with others working on similar issues

When considering broader board business, think about environmental impacts and sustainability, ask questions to 'test' thinking and ambition, and ensure sustainability is fully considered. Be prepared to flag if something doesn't seem to align with agreed policy and ambitions.

Questions you might ask:

- What are the environmental implications of this new idea/approach/policy?

- How does this fit with our environmental policy and aims?

- To what extent will this help us to further our environmental aims?

- What opportunities are there to further our environmental aims through this?

- What more might we need to invest to ensure this is as environmentally positive as possible?

- How can we make sure we limit any negative environmental impacts?

- Bearing in mind our environmental ambitions, are we sure this is the right course of action, or are there alternatives we should explore?

Time Commitment

We know that Trustees and Board Members are volunteers and often have limited time. At a basic level we recommend that a Champion can commit one day to take part in initial training, read this guide and meet staff leading your environmental work. Beyond this, we suggest half a day each quarter to engage with the organisation, explore relevant topics and take part in the Champion's network – but this can be adjusted up or down according to your own circumstances.

4. The Board Environmental Champions Programme

The Board Environmental Champions Programme is designed as a suite of free, light touch, practical resources from which you can self-select as best suits your needs. This is to recognise that organisations are at different stages in their environmental journeys, have different scales and models, and that Champions have different levels of environmental expertise.

The Champion's guide

This guide is designed to provide a starting point for your role as a Board Environmental Champion, to orientate you around the key issues of relevance to governance – see **Section 5, 'Governance Matters'** – and to signpost you to further resources most relevant to your organisation.

Creative Climate E-Learning

Julie's Bicycle's online climate literacy programme for the creative community has two core modules designed to provide you with a grounding in key concepts and inspiration in the form of short case studies. The training modules are self-guided and can be completed in one to two hours each, depending on your level of engagement with the optional case studies.

- Module 1: Explains the three interconnected crises of climate change, biodiversity and environmental justice, what causes them and how culture can play a transformative role in response

- Module 2: Explains the need-to-know science, explores carbon impacts and how these relate to the arts, summarises key policy frameworks and introduces people-powered movements for change

Advanced modules will be added over time, including one focusing on governance.

Online events

Twice a year, Julie's Bicycle will host a 90-minute online Champions network event. These will:

- Showcase inspirational examples from peers

- Provide an expert briefing on a key issue of relevance to governance

- Allow for peer networking and discussion on topics selected by the network

Newsletter

Twice a year, Julie's Bicycle will send out a short Champion's newsletter. This will:

- Highlight an area or development of particular relevance to governance

- Contain the sign-up link for the next online event

- Invite suggestions for topics or peer sharing for the online event

Peer network

On joining the programme all Champions agree to share their contact details with other Champions to enable the peer network to develop. A list of Champions will be collated and shared via a secure drive. Please keep us up to date on any changes by emailing support@ juliesbicycle.com. Champions are invited to approach individuals or convene as needed. Please let us know how you are engaging with the network so we can signpost and platform your leadership.

5. Governance matters

In this section we set out the main considerations for boards in relation to environmental responsibility under seven themes and suggest some questions you might consider as you develop your approach.

Under each theme we provide a brief overview to orientate you around the key considerations. In some cases, this may be all you need to know. In others, you may choose to delve into the various resources and case studies that are featured throughout and also in the ⌉↗ **resources section.**

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Mission and values

Cultural organisations play a vital civic role. Setting the organisation's vision and mission and defining the values which inform how it operates is an essential function of the board.

Many are now choosing to embed their environmental and justice ambitions within their vision and mission and to reflect the ethical principles they adopt in their organisational values – in the understanding that how they themselves exist, operate and thrive is intrinsically linked to the health and wellbeing of people and planet. Ultimately this is about how you do business and make choices. **By having climate, nature and justice considerations at the heart of your decision-making you can create safer, fairer, more resilient organisations and spaces.** Through partnership work you can be a role model for collaboration and help drive systems change at the required scale and speed.

Climate justice

Climate justice means understanding and acting on the connection between the effects of climate change and biodiversity loss with systemic inequalities. How the crises affect different people is unequal both locally and globally, with the worst effects felt by those on low or middle incomes and those facing marginalisation or exploitation, whether historic or ongoing. This applies as much in your local communities as it does internationally.

> **Taking a justice centred approach means applying this understanding to all your decision-making and using it to inform your choices.**

At board level this is relevant to a wide range of issues you might be considering or debating – including policy, finance, governance and organisational structures or strategic partnerships.

Balancing priorities

Managing the challenge of competing priorities and having the capacity to consider and plan for the longer term and the greater good can be incredibly difficult, especially if an organisation finds itself at a time of stress. Common examples of this include leadership change or a business model that is under strain as costs rise, income has not yet returned to pre-pandemic levels and reserves have been depleted. How can you begin to put sufficient energy into addressing environmental concerns when it is a struggle to keep the lights on and make work? At times like this though, it is more essential than ever that at board level you are lifting your eyes to the future. **For the organisation you govern to thrive, not just survive, and to continue to serve your communities, you need to ensure that your response to the climate, biodiversity and justice crises is hardwired into your vision, mission, values and models.**

Questions to ask:

- Are we asking sufficiently difficult questions of ourselves and our stakeholders when it comes to our policies, governance and how we work?

- What would it mean for us to take a justice centred approach – to our work, to our finance, to our partnerships and to our policies?

- How can we design and structure our business and its activities to be ⬀ regenerative and not extractive? To do less harm, and even to compensate for past harms?

- How can we best play a part in building a greener, fairer, thriving world?

- If business as usual is not an option, what could and should we work to change?

KEY RESOURCE: Climate Justice

To find out more about climate justice and what it might mean for your organisation, check out the Julie's Bicycle Creative Climate Justice Hub which is a library of resources for anyone who wants to learn more about the issues and how the arts and culture sector is responding.

⬀ **https://juliesbicycle.com/creative-climate-justice**

Responding to the climate crisis is a whole organisation endeavour and the leadership of the board is a vital component. The ambitions you set reflect your organisational values and respond to and drive the expectations of those you work with and for.

Net zero and decarbonisation

Ensuring your organisation is taking urgent action to decarbonise its operations and reduce its energy use is of utmost importance. This means making sure it is actively reducing its carbon footprint as much as possible year on year. The board's role is to agree appropriate targets for reduction, both annually and over the medium and longer term, and to ensure that a clear plan with appropriate resources is in place to enable success in reaching them.

Many organisations – especially those with buildings – are now setting science-based targets. This means setting a series of annual carbon reduction targets that, over an identified period of time (for example, to 2030), will reduce your emissions sufficiently rapidly to align with global ambitions to limit warming to 1.5 degrees. Some are now also setting targets for nature as well.

Net zero is also an important target to consider. In effect, this means reducing the emissions you control as far and as fast as reasonably possible, and only then identifying ways to 'offset' any remaining negative impacts.

> "
> There is a strong business case for decarbonisation and energy use reduction. In addition to considerations of ethics and reputation, it reduces costs and improves organisational resilience. More than this, it creates an authentic platform for your public programmes and artists to address the environmental crisis.
> "

Beyond carbon

Understanding your organisation's potential for influence and appetite for leadership is also a key consideration.

> **Beyond carbon, every organisation has scope to influence their sector, their supply chain and their community.**

There are many ways to do this. Examples include:

- Through your artistic programme – the artists you commission and the stories you tell

- Putting in place the highest standards in environmental responsibility and then sharing your journey so others can learn and follow

- Pioneering and modelling new ways of working

- Collaboratively co-designing solutions to recognised challenges with peers or community members

- Playing an active role in groups who have the power to affect local adaptation strategies in the area where you are based

The opportunities are endless. Some organisations will have huge profile and influence nationally or internationally. Many smaller or newer organisations and networks are brilliantly well connected on the ground and highly agile – and perfectly placed to think and act boldly and progressively. What's right for your organisation?

To create the ⤢ systemic change we need means increasing visibility for the issue, taking positive action and changing what business as usual looks like.

Questions to ask:

- What targets should we set for decarbonising our organisation and reducing energy use?

- What targets should we set for supporting nature and addressing biodiversity loss?

- What other opportunities do we have for leadership and influence beyond carbon?

- What unique role can we play in responding to the climate crisis?

- How might we influence or contribute to wider systemic change?

- Are we responding to the crisis with sufficient urgency?

KEY RESOURCE: Net Zero

To find out more about the importance of net zero and how to achieve it, see this Julie's Bicycle Guide

⤢ **https://juliesbicycle.com/resource/spotlight-net-zero-2022**

03 Managing risk and uncertainty

Risk and uncertainty

Much of a board's role is engaged with managing risk and there are well-understood processes for risk management focused on five key principles: identify; avoid; reduce or mitigate impact; transfer; and accept. As the environmental crisis accelerates, its impact increases and so does the potential for disruption. It's vital that you consider risks arising from the climate, biodiversity and justice crisis as part of your regular risk management approach. Exploring different scenarios can help in identifying what you need to consider. It's important to think longer term too. For example:

- How might extreme weather events impact our organisation and activities?

- What happens if essential supplies are disrupted?

- What happens if the price of key materials or resources skyrockets?

- How might likely regulation and compliance affect our plans?

- What would it mean if international travel was less possible?

- How might our reputation be affected by poor environmental practice?

Managing uncertainty builds on risk management and looks to the qualities your organisation needs to successfully navigate unexpected changes: agility; innovation; strong relationships; and financial flexibility. The climate crisis is amplifying uncertainty and so for boards to nurture the organisational capacity to thrive in uncertain times is good governance. Playing your part in reducing climate emissions helps to stabilise the environment in which you operate.

Adaptation and resilience

⬈ **Adaptation** is about the changes you need to make to survive and thrive in a changing climate both now and in the future as further change unfolds. Extreme weather and changing seasons may impact on your artistic programme – as buildings become too hot in summer, or outdoor work is disrupted. This could also affect your operations as where you work may become increasingly prone to flooding or travel disruption. Not every change is negative though – climate change may also present new opportunities. As well as thinking about your own organisation, adaptation is also important for wider systems and so is a useful frame for sectors and places to think about future proofing.

⬈ **Resilience** builds on adaptation and equips you with the ability to anticipate, cope with and recover from climate impacts – and to transform as needed. Building your resilience means developing new organisational competencies and capacities as well as horizon scanning and being alert to future policy or changes that could impact you. It's helpful to look around and consider who is innovating, who you can learn from and who you can collaborate with to strengthen your resilience. Resilience is important for individual organisations, communities, sectors and places.

Questions to ask:

- Are we fully considering climate, biodiversity and justice risks as part of our risk management process?

- In what ways might the climate crisis affect us in the short, medium and longer term?

- What more could we do to develop our capacity to manage uncertainty and build our resilience?

- Who can we learn from and who can we work with on this?

🔑 **KEY RESOURCE: Adaptation**

To find out more about adaptation approaches for cultural organisations check out this toolkit from Creative Carbon Scotland

⬈ **https://www.creativecarbonscotland.com/project/adaptation-cultural-sector**

04 | Influence, education and advocacy

The role of cultural organisations in responding to climate change extends far beyond ensuring carbon reduction and organisational resilience. As leaders of culture, the organisations you lead have a profound influence on your community, inspiring and driving transformative change. For the board, it's helpful to understand the various roles your organisation could choose to play and some of the governance considerations.

Programming

How you use your public platform to influence, educate and advocate is a key aspect of your climate response. While programme choices are primarily a matter for the artistic leadership, the programming policy is an area of influence for the board through its leadership of values and strategic priorities. This could mean agreeing a programming policy which includes:

- Commissioning artistic work that raises awareness, provokes debate, imagines the future, connects people with nature, or platforms the voices of communities facing climate injustice

- Holding public workshops or events that educate about issues or enable communities to co-design solutions

- Creating opportunities through your youth and participation programmes for young people to explore issues of importance to them

- Considering how best to work internationally in future – where do you choose to tour? How do you justify the journeys you make and how can you increase the value and positive impact when you do travel?

CASE STUDY: Programming

For examples of how others have incorporated climate into their programmes have a look at Season for Change – inspiring urgent and inclusive action on climate change

🔗 https://www.seasonforchange.org.uk

Leadership

Communicating your environmental journey, sharing your challenges and celebrating your successes – with your public and your peers – is a key aspect of leadership. By taking robust action to reduce your own climate impacts and telling people about it, you help to model the way forward and 'normalise' action. Explaining why you are taking the actions you are is important too.

Cultural organisations can bring creativity, design and innovation to the climate challenge and they can, and do, pioneer new approaches that lead the way for others. This could mean identifying aspects of your core business or expertise to focus on, such as:

- 🔗 Circular economy approaches to using materials

- New ways of touring sustainably

- Facilitating community-led efforts to galvanise change

Collaboration

The civic role of arts organisations is well understood and cultural organisations are often key players in local place-making partnerships – perhaps working with local authorities, business improvement districts or other arts and cultural organisations. These are key mechanisms for environmental action and provide a real opportunity to influence strategy and investment at a local level. Areas of focus for such groups might include:

- Developing community energy supply

- Improving biodiversity and air quality

- Implementing low carbon travel and transport options

- Exploring concepts such as ⤴ 15 minute cities

- Promoting health and wellbeing activities

Not only does such work benefit your community – your audiences, visitors, participants and staff – it helps to positively impact the context in which you are operating and support your organisational resilience. More than this, being seen to take responsibility can enhance your reputation and standing in the eyes of stakeholders.

The cultural sector is highly collaborative and there are many examples of organisations coming together by artform, activity, place or issue to share learning, innovate, provide peer support and help to scale effective action.

Activism and public voice

Many cultural organisations, artists and creatives are now taking an activist approach – publicly championing the climate cause and speaking up for climate justice – recognising that they are uniquely placed to connect audiences and communities, build momentum, challenge existing systems and amplify calls for change.

- For charities, trustees are responsible for making sure the charity follows the rules on political activity and campaigning. The Charity Commission makes clear that these can be legitimate and valuable activities and charities can take part in

political activity or campaigning that supports their purpose and is in their best interests. This includes championing the needs of their beneficiaries. New guidance on social media activity (2023) acknowledges this can be a highly effective way for a charity to engage its audiences and communicate about its work, but sets out the responsibilities of trustees to manage the associated risks. This includes having a clear policy that covers what you say, what you amplify, and what high-profile staff and leaders may say in a personal capacity. This should balance appropriate campaigning, reputational risks and individuals' rights to free expression.

- For organisations that are part of local authorities or other large institutions such as universities, there may be greater constraints and it will be important to consider individual circumstances and discuss the issue with relevant colleagues when forming your policy.

Culture wars, anti-protest legislation and, in some cases, direct government intervention may lead to organisations staying silent due to risk aversion. At such times it is more important than ever for civil society to lead the way by speaking out about the importance of democratic space, and to champion issues that connect to your purpose.

Questions to ask:

- Does our programming policy support our climate ambitions?

- How are we communicating our environmental principles and journey?

- Which areas could we bring our expertise to, to create new more sustainable ways of working?

- What leadership role might we play in our local area? Or in our sector?

- What opportunities do we have for collaboration?

- What local, regional or national initiatives or frameworks are relevant to us?

- How does the climate cause connect to our purpose, values and situation?

- How best can we use our public voice to champion the climate cause?

- Are we clear on the rules around political activity and campaigning and do we have a policy in place that manages risks and provides guidance to our staff?

KEY RESOURCE:
Charity Commission

The latest charity commission guidance on campaigning and social media can be found

here and **here**
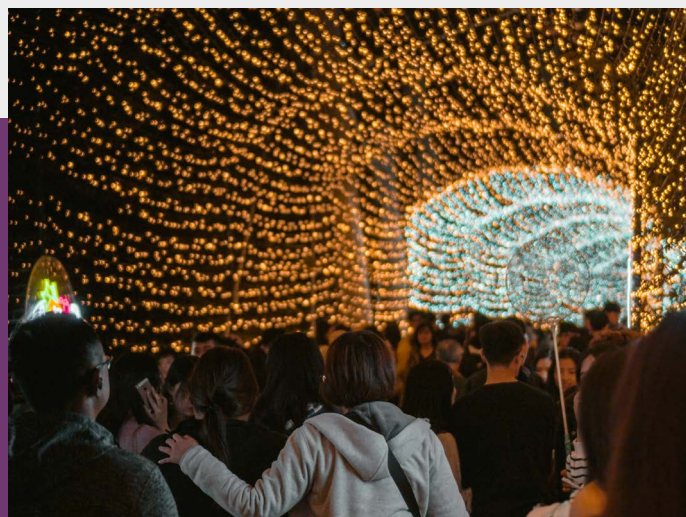
Board members' financial responsibility – and therefore influence – is a key lever for change and spans not only how money is spent, but where it comes from and how it is invested.

Spending

Your organisation can make a significant difference through the choices it makes about where it spends its money. This might mean:

- Choosing suppliers with excellent environmental credentials

- Choosing greener products such as a good quality renewable energy supply

- Training and supporting creative teams to make more sustainable materials choices

- Choosing to spend your resources and staff time on partnerships, commissions and activity that enrich your approach to climate justice:

  - Who are you empowering?

  - Whose stories are you telling?

  - Who has access to your space and resources?

Making greener choices can save money – for example, investing for energy efficiency often offers a good return on the initial investment. Sometimes greener choices are more expensive – though this is not always the case and the pendulum is swinging. This can be challenging when money is tight. But it is important to also consider the ethical principles at stake, the expectations of those we serve, and the longer-term repercussions of not taking action.

What is acceptable is also shifting, and legislation is often not far behind. Think of seatbelts, indoor smoking and single use plastic. Audiences, artists, staff and other stakeholders looking to cultural organisations to lead the way will be increasingly surprised and uncomfortable to see non-renewable energy supplies, a lack of plant-based food options on menus or obvious over-consumption of materials and resources. Conversely, they will feel a positive brand association when they see explicit and creative environmental action. If your organisation is not sufficiently financially robust to prioritise good environmental choices, is it truly fit for purpose or fit for the future?

Fundraising and sponsorship

Fundraising is a central consideration for boards and they have clear responsibilities around the acceptance of gifts. Boards of charities in particular must balance the need to raise funds for the charity's work with the potential reputational damage or other negative impacts that might be caused by accepting funding from a discredited or controversial source. Increasingly, arts organisations are adding fossil fuels or mining companies to the list of unacceptable sources alongside arms and tobacco. There are a number of high-profile examples of cultural organisations who have chosen to break ties with long-standing sponsors following widespread public condemnation, including artists refusing to work with them.

Funders and donors are increasingly keen to see strong environmental credentials in those they support, and in many cases

this is now a hygiene factor for funding, or can be the edge that can make your organisation or activity more competitive.

Funds are also available specifically to reduce environmental impacts or support activity that promotes awareness or helps to build community resilience. This ranges from capital funding available to green buildings or to improve biodiversity, to project funds that might support artistic activity, community engagement or justice-focused work. This might be accessed by individual organisations or by partnerships such as place-based consortia.

Financial services

Another area to review is financial services – investments, pensions and banking. Where your organisation chooses to invest its reserves or endowment funds, to manage its day-to-day banking, or to provide staff pensions all have an impact – and choosing to divest from fossil fuels is a powerful action you can take. Increasingly, charities, public sector organisations and ethically minded corporates such as ⬈ B-corps are successfully balancing appropriate financial returns with ethical principles and reputational considerations. As the economy shifts inevitably towards a low carbon model, there is an increasing range of responsible opportunities for more ethical investment.

🔑 **KEY RESOURCE: Finance**

To find out more about the importance of financial decisions and changes you can make, check out 'Counting on Culture' – a short practical guide on how to stop financing the environmental crises and destructive industries.

⬈ **https://juliesbicycle.com/resource/counting-on-culture-how-to-stop-financing-the-environmental-crises**

Questions to ask: ❓

- Are environmental considerations part of our procurement and purchasing policy or approach, and what weight do we give them?

- Do we fully understand the impact of our procurement and purchasing choices?

- What would it mean if we decided to spend more to choose greener, fairer options and what should we prioritise?

- What opportunities do we have to spend more of our resources with organisations or individuals who are actively addressing climate change through their art, activities, services or products?

- What opportunities do we have to spend more of our resources in a way that supports a more regenerative approach, and that is as mindful of limiting environmental harm as it is of promoting social and climate justice?

- Do we have an ethical fundraising policy and have we agreed our approach to issues such as taking sponsorship from or promoting oil, gas or mining companies, or sponsors/donors whose activity is linked to significant environmental or biodiversity harm?

- What funding opportunities are there to support our environmental action?

- What do we know about the fossil fuel exposure of our investments, banking and pensions and could we divest or move towards more ethical financing?

06 Policy and plans

A key mechanism for the board in ensuring that agreed principles are followed and change is implemented, is through the approval and monitoring of policies, plans and targets. These will usually be developed by the staff team, and the board's role is one of oversight – including offering appropriate support and challenge to arrive at a final policy and plan. **It is important to ensure that the organisation has good quality data and is using this to inform decision-making and that the organisation is looking outward: seeking examples of best practice, using existing improvement frameworks, and benefitting from collaboration and partnership approaches.**

A board champion might well play a role in having more detailed conversations with staff during the development phase and helping to engage the wider board in understanding and testing the proposed approach. While standalone environmental policies and plans provide useful policy and action detail, key principles and targets should be embedded in whole organisation business plans and monitoring systems such as Key Performance Indicators (KPIs) or Objectives and Key Results (OKRs).

Enabling real organisational change and ensuring progress means more than having the paperwork in place, of course. The board needs to ensure that sufficient resources – money, skills and time – have been allocated to bring the policy and plans meaningfully to life and successfully achieve targets. The board's visible leadership and commitment is important to help drive change, as is ensuring accountability through reporting back on progress to staff, funders, audiences and other stakeholders.

Questions to ask:

- Do we have a regularly refreshed environmental policy in place that frames our work in a national context, sets out the scope of our impacts and influence, articulates our ambitions, states the principles which will guide our work, and has a clear evaluation and accountability mechanism?

- Do we have good quality data that helps us to understand our impacts and where to prioritise our efforts? Can we track our progress over time?

- Do we have a clearly articulated action plan with appropriate resources which will deliver our aims and targets at an appropriate pace?

- Have we allocated sufficient resources in terms of investment and staff capacity to be successful in our ambitions?

- Are our policy and plans well understood and acted on across the whole organisation?

- How are we supporting and encouraging the organisation to make meaningful progress – sharing our journey and collectively holding ourselves to account?

KEY RESOURCE: Policy and plans

To find out more about creating a policy and action plan see this guide from Julie's Bicycle

https://juliesbicycle.com/resource/environmental-policy-and-action-plans-an-overview

Arts Council England

Expectations and reporting requirements

Environmental Responsibility is one of the Arts Council's four Investment Principles for its Let's Create strategy and rightly it is looking to the organisations it funds to make demonstrable and meaningful progress in this area.

There are three 'pillars' to the principle:

- Understand the data
- Plan, action and change
- Influence, education and advocacy

Boards are expected to agree appropriate aims, priorities and targets for the year ahead related to all three pillars and to monitor progress against these on a quarterly basis. The Arts Council provides templates to support this process. These form part of the funding agreement with plans and progress updates submitted annually. Reporting your data using tools such as ⬀ Creative Climate Tools contributes to building a picture of collective action at scale.

As boards look ahead to future National Portfolio Organisation funding rounds, ensuring that your organisation has properly embedded environmental responsibility, has achieved meaningful change already, and continues to take effective, ambitious and progressive action will be vital.

Questions to ask:

- Do we have good quality data that helps us to understand our impacts and where to prioritise our efforts?
- Is our environmental strategy a core part of our business planning process?
- Are our priorities and targets appropriately ambitious and what should our aims be for the year ahead?
- Do we have an action plan with relevant actions and targets and is it supported by appropriate resources, eg staff or budget?
- Are we on track with quarterly progress and what do we need to do if not?
- Can we demonstrate that our action plan has led to meaningful and positive change?
- To what extent does our programme of artistic work and other activity support our ambitions, inspire change and provoke debate?
- Are we sharing the experiences and outcomes of our environmental journey with our team, partners and stakeholders?
- Is the whole board behind our ambitions and engaged with our progress?

🔑 **KEY RESOURCE:**
Arts Council England

To read more on how Arts Council England encourages boards to engage with the Environmental Responsibility Investment Principle, check out their guide for boards on working with the investment principles

⬀ **https://www.artscouncil.org.uk/governance-working-investment-principles**

6. Your organisation

Taking stock

As a Board Environmental Champion, one of your first steps is to understand where your organisation is on its sustainability journey. The table below is designed to help you identify your progress so far and work out what next steps you might want to explore and encourage in your discussions with staff.

Most organisations will find that they have made more progress in some aspects than others, and so the diagnostic might suggest areas where you want to catch up and others where you have real strengths and want to stretch.

	Basic	**Better**	**Best**
Leadership	Identify a Board Environmental Champion and senior staff lead	Ensure all senior staff and board members are engaged with the issues and your ambitions	Play an externally facing leadership role in your sector or community
Ethics and values	Discuss and agree your civic role in relation to the climate, nature and justice crises	Reflect your commitment to climate and justice in your mission, values and aims	Embed ethically-led decision-making and strategy across key areas such as finance, partnerships and programming
Policy	Develop a simple policy statement	Embed environmental principles in other policies such as artistic, travel, procurement, investment, and modern slavery	Have a regularly refreshed policy that frames your work in a broader context, sets out the scope of your impacts and influence, articulates your ambitions, states the principles which guide your work, and has a clear evaluation and accountability mechanism

	Basic	**Better**	**Best**
Climate justice	Understand the concept and consider how this relates to your work and what you might do differently	Pilot new ways of working and thinking that centre climate justice	Ensure a justice-centred approach is fundamental to your organisation
Influence	Identify your unique potential for influence, education and advocacy and focus your efforts there	Pilot new approaches to programming, leadership, innovation, collaboration and activism	Embed a strategy for influence, education and advocacy across your organisation
Communications	Publish your policy or commitment online	Tell the story of your actions and ambitions to raise awareness and inspire others	Share your progress and learning widely with peers, audiences and other stakeholders, and amplify the voices and stories of others
Staff engagement	Share your policy with staff and offer climate literacy training. Establish a staff Green Team or Champion with delegated authority to lead aspects of the work and share learning	Include environmental responsibility in job descriptions and empower staff to take climate action	Equip staff with the appropriate skills, time and financial resource to achieve environmental objectives
Data and understanding	Collect and track annual data on key impacts. Create a baseline to track progress against	Widen the scope of data collection to include more impacts and information types. Use the evidence to identify actions, reduction priorities and targets	Track progress over time. Put key environmental indicators in place and measure environmental data alongside other indicators such as artistic, financial, social impact

	Basic	Better	Best
Action plan	Put in place a brief action plan with a small number of specific steps and clear responsibilities and timeframes	Extend the scope and ambition of your action plan informed by your wider data collection and research	Have a multi-year action and investment plan to deliver your ambitions for decarbonisation, adaptation and influence and justice. Embed targets in your whole organisation business plan
Decarbonisation and mitigation	Put in place simple energy saving measures – focusing on behaviour and suppliers	Move to a 100% renewable energy supply and invest in energy saving technology with quick returns on investment	Put in place a net zero strategy with science-based targets
Adaptation and resilience	Understand the concepts and consider climate related risks	Explore a range of possible scenarios for how you may be affected and consider the opportunities a changing climate may bring. Identify the organisational capabilities needed for resilience	Have a clear plan to develop the competencies and capacities for greater resilience and forge partnerships to help with future proofing. Be active in improving the resilience of your sector or local area

Likely impacts and priorities

Although every organisation is different, it's helpful as a board member to have a sense of your likely priority areas to reduce impacts and increase influence.

- If you own or operate a public venue or large-scale building, this is likely to be the most obvious and impactful place to focus your carbon reduction activity in the first instance. Of arts sector emissions currently being measured through Julie's Bicycle tools, 92% relate to electricity and gas. Consider power, water and waste. This applies to outdoor festivals and other pop-up events too. Capital investment is likely to be needed especially as you transition away from gas and plot a route to net zero, although in many cases investments can be recouped through operational savings. Additionally, if you plan to develop your facilities, embedding sustainable principles throughout your capital development process is vital – for compliance and future resilience as well as for ethical reasons.

- For non-venue based companies, especially touring companies, travel and transport is likely to be a major consideration. Implementing a sustainable travel policy and considering how, why where and when you travel will be central.

- If you operate catering concessions or provide food at events you run, changing menus to be more plant-based is one of most impactful things you can do. Communicating why you have done this to audiences and visitors is a powerful influencing mechanism to help them engage with planet-friendly diets.

- Materials and resource use are a concern for everyone. How can you move away from unsustainable and damaging choices such as single use plastic, palm oil, unsustainable wood and paper or poor manufacturing processes? How can you design and run your organisation and activities in ways that reduce negative impacts? It's helpful to prioritise embedding best practice into your systems, so that you can guide the behaviour you want to encourage and be less dependent on individuals.

As you make progress with reducing your most obvious and most easily controlled carbon impacts, organisations are increasingly working to understand, influence and improve their wider supply chains – known as Scope 3 emissions. This is likely to be the largest aspect of your organisation's carbon footprint. Some areas to consider are procurement, financial services and audience travel.

There are a range of cultural sector-specific tools that can help you to assess and track your carbon emissions and wider climate impacts. **Understanding your environmental impact can help you to prioritise your actions by focusing on areas that can make the most difference to your footprint. Contributing your data to sector agencies also helps to build a unified overview of the creative industries' impact and leadership**.

Beyond carbon, every organisation has scope to influence their sector and their community. Some organisations will have huge profiles and influence nationally or internationally. Many smaller or newer organisations and networks are brilliantly well connected on the ground and highly agile – and perfectly placed to think and act boldly and progressively.

Questions to ask your staff team about your organisation:

- What have we achieved so far?

- What are the areas of our greatest carbon impact and how might we reduce them?

- What are the areas of our greatest potential influence?

- What is our level of ambition as an organisation?

- What are the barriers to change?

- What support do you need to take our work to the next level?

KEY RESOURCE: Creative Climate Tools

To understand your organisation's environmental impact and to help build a collective picture of the sector's overall impact and actions, check our the Julie's Bicycle's Creative Climate Tools

https://juliesbicycle.com/our-work/creative-green/creative-climate-tools/

7. Resources

This section provides explainers, background information and links to additional resources.

Key term	Meaning	Applying this to the arts sector
Carbon emissions	Carbon dioxide (CO_2) emitted into the atmosphere. Other damaging greenhouse gases are quantified and expressed as CO_2e – this means their equivalent impact in carbon emissions. Carbon dioxide is the primary driver of temperature changes because it is the most abundant.	Understanding your emissions is key to determining your priorities and action plan.
Carbon scopes	Scope 1: direct emissions from on-site energy use, eg electricity/gas or by vehicle fleets. Scope 2: indirect emissions relating to how the energy you purchase is produced by your supplier. Scope 3: indirect emissions from all other activities, eg waste, water, materials.	Scope 1 comprises energy usage for any building, eg venue or office plus any company vans or vehicles. Aim to reduce usage and move to low carbon sources, eg electricity, air source heat pump. Scope 2 relates to your supplier. Aim for a 100% renewable energy supply from high quality sources to eliminate your Scope 2 emissions. Scope 3 relates to everything else and will be the largest part of your footprint. Start by identifying your greatest impacts and focus your actions there.
Net zero	Achieved by removing as many greenhouse gases from the atmosphere as are put in. Must involve actual reductions in line with climate science (see science-based targets). Only then can unavoidable emissions be 'offset'.	A useful, internationally recognised framework and ambition to align your reduction efforts with scientifically informed global requirements.

Key term	Meaning	Applying this to the arts sector
Science-based targets	A series of annual targets for reducing carbon emissions that are in line with what science tells us is needed (scale and pace) to limit global warming to 1.5 degrees.	See net zero above.
Offsetting and insetting	Offsetting involves calculating the cost of any residual or unavoidable carbon emissions and purchasing an offset that removes the same amount of carbon from the atmosphere. Insetting is applying an internal carbon price to any residual emissions and investing this sum either to green your own organisation or in an external project that supports a clean and just transition.	Offsetting is increasingly discredited as it can be used as an excuse not to drive down emissions and because many offsetting purchases are not effective. There is a growing momentum around insetting and this approach may enable you to invest in your own organisational transition or in an important local initiative.
Carbon or climate neutral	Similar to net zero. It has more emphasis on balancing out emissions and absorption/reduction rather than absolute reductions. Carbon neutral often refers mainly to energy whereas climate neutral implies a broader scope.	Absolute reductions are the most important strategy.
Decarbonisation	Reducing your emissions by transitioning away from fossil fuels and reducing energy demand. Also enhancing carbon storage through nature restoration.	Energy efficiency is a key focus and usually a cost saving measure. Travel and transport are other key areas. Water, waste and procurement are also important components. See mitigation below.

Key term	Meaning	Applying this to the arts sector
Mitigation	Actions to prevent and reduce climate change by reducing emissions and enhancing sinks that remove carbon dioxide from the atmosphere, such as forests.	Much of your organisation's action plan is likely to focus on this. Prioritise and incentivise actions and activities that are cleaner and disincentivise those that result in high emissions. Consider energy generation and use, transport, buildings, making and materials use, land use/ biodiversity, water use and waste management. Actions might include increased use of renewable energy, greener transport and travel choices, and changes in practices or behaviours such as travelling less or changing menus.
Adaptation	Taking action to adjust to the current and future impacts of climate change. Adaptation approaches focused on equity, inclusion and rights improve outcomes for the most vulnerable people.	This could be changing your programming pattern to protect against disruption due to extreme weather, planting trees, green roofs to reduce air pollution and increase natural cooling and rainwater absorption, or installing flood defences. It could also be taking advantage of new opportunities – eg outdoor programming in response to warmer, drier weather. It could also mean working in partnership to help your community, place or networks adapt. It could be short term or long term, incremental or transformational.
Resilience	Capacity of an organisation, community or place to anticipate, prepare for, respond to and recover from climate impacts - and learn from experience and transform as required.	This requires a holistic and multi-dimensional approach to create the capacities and capabilities required – agility, innovation, strong relationships and financial flexibility. The capacity to cope, adapt and transform challenges the status quo and may require fundamental and systems-led change when incremental adaptation is insufficient.

Key term	Meaning	Applying this to the arts sector
Climate justice	The connection between the effects of climate change and biodiversity loss with systemic inequalities. Climate justice means putting equity and human rights at the core of decision-making and action on climate change.	Understanding and acting on this connection is critical to creating a just transition to a greener, fairer world. Consider commissioning justice-focused work from people on the front line of climate change – telling brave stories, highlighting injustice and showcasing stories of joy and hope. Question where your funding comes from and how you spend and invest it. Review your procurement and supply chains considering where materials come from, whether they contribute to deforestation or nature depletion and how they are disposed of. Review policies and structures to improve equity and reduce harm. Build new partnerships and seek to learn from other voices. Share your resources and make space for those most affected.
Loss and damage	Loss and damage refers to the negative impacts of climate change on those who have contributed least but are most adversely affected. It recognises the need for those most responsible to provide resources to support affected communities to adapt.	See climate justice above.
Extractive vs. regenerative	Approaches that take resources from communities and nature or approaches that seek to restore, replenish and improve.	This is likely to mean asking difficult questions of yourself as you reflect on current ways of working and seek to redesign systems and practices for greater collective benefit.

Key term	Meaning	Applying this to the arts sector
Systems or systemic change	Transforming structures, customs, mindsets, power dynamics and policies to address the root cause of issues (rather than the symptoms), often achieved through the active collaboration of diverse people and organisations.	Work in partnership with others to evaluate and rethink existing systems to reduce negative impacts and create capacity for just and regenerative ways of working. For example, this could mean developing new approaches to making and distributing or touring artistic work; or sharing power and resources with diverse communities.
Circular economy	Instead of a linear approach, a circular economy considers the entire life cycle of a product, looks for sustainable sources, maximises re-use and minimises waste.	When making work, this involves considering where your materials and resources come from and how you can maximise reuse while thinking ahead to future use and disposal. For example, initiatives for shared storage are starting to emerge.
Climate emergency	The recognition that the need for action is urgent and the decade to 2030 is critical to reducing carbon and making key systemic shifts to limit global warming to 1.5 degrees.	Acknowledge the urgency of the situation in your policy and respond through the pace and ambition of your action plan. Consider making a statement that publicly declares the emergency to raise awareness – perhaps linked to one of the creative industries movements such as Culture Declares Emergency or Music Declares Emergency.
Environmental Responsibility Investment Principle	Arts Council England criteria for assessing environmental responsibility in the organisations it funds.	Ensure meaningful and demonstrable progress against all three elements – Data; Action; Influence, Education and Advocacy – to comply with funding agreements and ensure your organisation is best placed for future funding applications.

Additional glossary

Intergovernmental Panel on Climate Change (IPCC)	The Intergovernmental Panel on Climate Change (IPCC) is the United Nations body for assessing the science related to climate change. In their 2023 Summary Report for Policymakers, they state that: 'Vulnerability is exacerbated by inequity and marginalisation linked to e.g. gender, ethnicity, low incomes, informal settlements, disability, age, and historical and ongoing patterns of inequity such as colonialism, especially for many Indigenous Peoples and local communities.' ⬀ https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf
Executive leadership	We use this term to refer to the staff who lead your organisation as opposed to the board members who govern it.
B-Corps	An international network of profit-making companies meeting high certified standards of environmental, social and governance performance and working to transform our economy to benefit all people, communities and the planet. There are more than 7,500 certified B Corps globally, including many recognised brands such as Patagonia or Innocent Drinks. ⬀ https://www.bcorporation.net/en-us/movement/about-b-lab
15 minute cities	The concept that everyone living in a city should have access to essential urban services within a 15 minute walk or bike ride. ⬀ https://www.15minutecity.com/

Additional resources

The following links are intended to signpost you to more detailed information on subjects that might be of particular interest. They include:

- Operational guides that might be useful to your staff teams. Each will provide additional context or practical examples of how the various issues might apply to your organisation.

- Case studies to illustrate key concepts and inspire you to think differently about the role your organisation could play in responding to the climate crisis.

Net zero

- Arts Green Book/Buildings – guidance for making cultural buildings sustainable

  https://artsgreenbook.com

- Science Based Targets Initiative (SBTI) – getting started guide including advice for smaller organisations who fall outside the scope of the main scheme

  https://sciencebasedtargets.org/resources/files/Getting-Started-Guide.pdf

- Race to Zero SME Climate Hub – guidance on setting targets for smaller organisations that align with science-based targets

  https://smeclimatehub.org/wp-content/uploads/2023/02/About-the-SME-Climate-Commitment-1.pdf

Biodiversity

- JB Creative Spaces for Nature – a guide for arts organisations to respond to the biodiversity crisis

  https://juliesbicycle.com/resource/creative-spaces-for-nature-biodiversity-habitats-and-ecosystems

- Global Biodiversity Framework – a framework for living in harmony with nature by 2050

  https://www.cbd.int/gbf

- Science-based Targets for Nature

  https://sciencebasedtargetsnetwork.org/how-it-works/the-first-science-based-targets-for-nature

Production

- JB Sustainable Production Guide – limit environmental impacts during the production process

  https://juliesbicycle.com/resource/sustainable-production-guide

- Production and Exhibition Guide – ways to reduce environmental impact for visual arts

  https://juliesbicycle.com/resource/productions-and-exhibitions-guide

- Theatre Green Book – methods and guidance for creating sustainable productions

  https://theatregreenbook.com/book-one-sustainable-productions

Digital

- Digital Briefing – navigates environmental impacts and opportunities in the emerging digital landscape

  https://juliesbicycle.com/resource/briefing-report-environmental-sustainability-in-the-digital-age-of-culture

Food

- Food Culture – exploring the environmental and social impacts of what we consume

  https://juliesbicycle.com/resource/food-culture-the-impacts-of-what-we-consume

- Marine Conservation Good Fish Guide – advice for ensuring the sustainability of fish product purchases

  https://www.mcsuk.org/ocean-emergency/sustainable-seafood/the-good-fish-guide

Materials

- Future Materials Bank – transition towards ecologically conscious art and design practices

  https://www.futurematerialsbank.com

- Culture Beyond Plastics – learn about and tackle the environmental issues associated with plastics

  https://juliesbicycle.com/resource/culture-beyond-plastic-understanding-and-eliminating

- Towards the Circular Economy – explains the circular economy and everyday application

  https://juliesbicycle.com/resource/towards-the-circular-economy

Audience attitudes

- Act Green 2023 Survey of cultural audience attitudes to climate change

  https://www.indigo-ltd.com/blog/act-green-2023-report-released

- Climate Outreach Guide to Public Engagement on Climate Change and Adaptation

  https://climateoutreach.org/reports/public-engagement-adaptation-nap/#

Audience travel

- JB From Carbon Footprints to cultural influence – guidance and recommendations on travel choices

  https://juliesbicycle.com/news-opinion/music-audiences-travel-choices-report/

Frameworks and policy context

- The Paris Agreement 2015 – overview of the landmark international agreement committing to limit global warming to 1.5 degrees

  https://unfccc.int/most-requested/key-aspects-of-the-paris-agreement

- Culture at COP – showcasing COP26 arts and cultural events at the global climate summit

  https://www.climateheritage.org/cop27-home

- Creative Industries and the Climate Emergency Report – a sector overview

  https://pec.ac.uk/research-reports/creative-industries-and-the-climate-emergency

- Doughnut Economics – a summary of a framework for a social and ecological measure of human prosperity

  https://doughnuteconomics.org/about-doughnut-economics

Fundraising

- Cause4 – templates and guides for developing an ethical fundraising policy
  - Arts Fundraising and Philanthropy
    https://artsfundraising.org.uk/useful-resources
- Chartered Institute of Fundraising – guidance for charity trustees on gift acceptance and making difficult decisions
  - Chartered Institute of Fundraising – Accepting, refusing and returning donations (ciof.org.uk)
    https://ciof.org.uk/events-and-training/resources/acceptance,-refusal-and-return-a-practical-guide-t

Rethinking systems

- Dark Matter Labs – 'Beyond the Rules' open source wiki project to rethink the rules and structures in which we operate
  https://darkmatterlabs.notion.site/Beyond-the-Rules-19e692bf98f54b44971ca34700e246fd
- MAIA – a small-scale arts organisation focusing its work on creating a life-affirming cultural sector
  https://maia-group.medium.com/towards-a-life-affirming-cultural-sector-c44e109da075

- LIFT – London International Festival of Theatre – rethinking approaches to touring
  https://www.liftfestival.com/project/concept-touring

Eco anxiety support

- Useful resources for anyone experiencing eco anxiety
  - Force of Nature
    https://www.forceofnature.xyz/resources
  - Climate Psychology Alliance
    https://www.climatepsychologyalliance.org/index.php

Sector agencies and movements for change

- Julie's Bicycle:
  https://juliesbicycle.com
- Creative Carbon Scotland:
  https://www.creativecarbonscotland.com
- Galleries Climate Coalition:
  https://galleryclimatecoalition.org
- Culture Declares Emergency:
  https://www.culturedeclares.org
- Music Declares Emergency:
  https://www.musicdeclares.net
- Culture Unstained:
  https://www.cultureunstained.org

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