

CREATIVE STRATEGIES OF SUSTAINABILITY

SUSTAINABILITY CHARTER TEMPLATE

INTRODUCTION

One of the best ways to make sustainability a reality in your centre or project is to devise a practical strategy for the implementation of sustainable actions at every level of your organisation. And a really good way to go about this is to make a Sustainability Charter. Such a charter will be different for every organisation but there are common headings and approaches that can be adapted to most situations. CSOS developed a charter template, informed by a process that ufaFabrik (Berlin) and Mains d'Oeuvres (Saint Ouen) embarked upon in 2010 at a similar training program in Paris, which has been growing ever since and, in fact, led to CSOS, part of the TEH Engine Room Europe project (2012-2014).

The background information that informs this charter template can be found in the CSOS Report, a seventy page PDF filled with useful information and ideas around a sustainable approach to cultural work that you can download free from the TEH Resource, on the TEH website (www.teh.net).

The idea behind the Sustainability Charter Template is that cultural managers can adapt and develop it themselves. It is a device for an organisation to engage with sustainability and a way of beginning a process in one's own context. The steps in the charter will take you through sustainability analysing, defining, planning, communicating and evaluating. Keep in mind that you may already have implemented valuable sustainability steps, such as sharing cars or recycling because of limited resources, but perhaps this is viewed as a compromise rather than a positive action. Sometimes less is more!

And remember – compiling a charter is a process and it is never completed, as sustainability itself is an on-going process. The charter must be revisited on a regular basis, updated, reviewed with members of the team and applied to new situations and developments. This template is simply a way of getting you started on your new and exciting sustainable journey.

SUSTAINABILITY CHARTER TEMPLATE

A. HOW TO DEVELOP A SUSTAINABLE BUILDING

A.1 Needs analysis

For your needs analysis it is essential to analyse how different parts of the building are used at different times and what their energy use is. Add as many sections as necessary (e.g. you may have a lot different events in the venue and each will need their own line but the office may only have a few lines):

Needs analysis

SPACE	ACTIVITY	TIMES	ENERGY NEEDS
Venue			
Gallery			
Dance Studio			
Bar			
Restaurant			
Shop			
Office			
Rehearsal Rooms			
Garden			
Workshop			
Other			

A.2 ENERGY CONSUMPTION

Once you have identified and analysed your areas of need, you can then quantify how much energy you use and also how much waste is produced. This can be achieved by referring to water/electricity/gas and other utility bills, waste contractor reports, travel expenses, audience travel surveys etc. When you have this information you can input into a consumption chart, such as the one below. Add or duplicate (e.g. under space you may have different lines of waste for the venue and only one line for the office) as many headings as necessary:

12 Month consumption chart

TYPE	SPACE	USAGE/WASTE
Gas		
Electricity		
Water non-drinking		
Water drinking		
Waste		
Travel audience		
Travel staff		

Now you can set a baseline for your annual consumption by using information from the past 12 months of data you have.

Using this information you can then identify what are the spaces with the most consumption and why. Then consider the impact of different activities in the building and the equipment and materials they use? Here is how you may record these different statistics:

Consumption analysis

SPACES	ESTIMATION: Mark from 1 to 5 (5 is the most consumption)	EXPLANATION: e.g. poor insulation of the roof, leaks etc
Venue		
Gallery		
Dance Studio		
Bar		
Restaurant		
Shop		
Office		
Rehearsal Rooms		
Garden		
Workshops		
Other		

B. SUSTAINABLE ECONOMY

B.1 Diagnostic exercise

A sustainable economy is an economy built on diverse incomes and exchanges with multi-annual partnerships and based on ethical aspects that can also contribute to local development and in developing your sector.

The first step is to carry out a diagnostic exercise on your organisation. How is your income structured? Where does the money go? Here is a template that can help you to do this:

Income

Income	Description	% of total budget
Public funds	Local	
	Regional	
	National	
	European	
	Other	
Private funds	Foundation	
	Donation, membership	
	Private firms	
	Other	
Earned Income	Bar	
	Restaurant	
	Ticket sales	
	Shop	
	Rent spaces	
	Other services: Study...	
Alternative income	Crowd-funding	
	Non-monetary economy: free loan, sharing skills	
	Voluntary work	
	Exchanges: local currency, networking	
	Recycling	

Expenditure

Utilities	Electricity Gas Waste disposal	
Staff	Office Technicians Project managers Trainers	
Artistic Programme	Music Theatre Dance Film	

Communications	Marketing Advertising PR	
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NOTE: Are your sources of income balanced? Do you rely heavily on public funding or another single source of income? What are the associated risks?

B.2 Values

Next it is important to identify what are the values of your group or organisation with regard to economy? This may mean working with your team to establish what your common values are and then matching these values to actions? Here is what the final matrix might look like:

Economic values

Values in economy	Actions	Notes
Ethical economy Examples: No big pay differential; equal pay for all artists; buy products from companies with social responsibility and environmental credentials; include an environmental sustainability criteria on all tenders for contracts; write a sustainable purchasing policy to lay out your minimum conditions for 'green' goods and suppliers; place your business with an 'ethical' bank, etc.		
Customer's actions Examples: Help your audience to be more active on environmental subjects, such as recycling or sustainable travel.		
Transparency of your economy Examples: Be transparent around the expenses and income of an event.		
Collective and shared responsibility Examples: Explain the economical situation to all employees and ask them to participate in looking for money or in decreasing the expenses.		
Participation in local development Link economy with the wider community through: local distribution networks; choosing local suppliers; collective purchasing with other local businesses or venues; employing local staff and providing training and education opportunities for local people; offering reduced-price or free tickets to local residents.		
Environmental improvement Example: Set apart a certain percentage of the budget each year		

<p>for environmental improvements or for greener services or products ensuring you measure lifetime operational costs when weighing up different procurement options (e.g. more efficient equipment may be more expensive upfront, but saves you energy costs throughout its use).</p> <p>Other Example: You may want to consider whether your choices of sponsors should be influenced by your values, business ethics and vision (or whether your stakeholders such as audiences or artists should have a say) and if yes, implement an ethical sponsorship policy.</p>		

C. GOVERNANCE & FUNCTIONING

C.1 Organisational diagnostic

The governance of an organisation should be democratic but what does this mean and what would be the conditions to make it work? For example, a frame could be designed to give space for brainstorming and taking decisions collectively with employees but also with stakeholders. The internal communications could be built to make all information freely available to everybody. The diagnostic of your governance model and internal communication might look like this:

Governance model diagnostic

<p>How did your organisation start? What were the decision-making process in the beginning? What was the key to success?</p>	
<p>Is there a shared vision of the organisation? If yes, how would you define it and what is it about? If no, are you missing it? Who is taking the decisions? The strategic ones: In your working team / work group: For your daily work:</p>	
<p>How is the decision-making process working from your personal perspective? Reflect on how decisions are communicated.</p>	
<p>Is there a board of directors, a leader and a team? How would you describe the communication between everyone?</p>	

How would you describe the communication inside the team and with the artists and stakeholders?

Are regular meetings a feature of the management of the project? Who is involved? How are any such meetings structured?

Is there a document to describe the roles and responsibility of each person in your team and organisation?

Methodologies of creativity or “collective intelligence” can be good ways of developing an organisation? Would you consider introducing such methodologies and if yes, what are they?

Inviting external partners to communicate or brainstorm with the team on specific subjects can be very helpful. What partners might you invite?

Are there any internal documents to describe the decision-making process and/or the structure of the organisation? Is it possible to compile these?

Are the senior management and board of your organisation engaged with and involved in your sustainability strategy? Could environmental issues be considered alongside financial, social, and artistic considerations?

Annual report: Is there an environmental sustainability section in your annual report? Is the organisation’s success measured in more than just financial terms e.g. social and environmental impact?

C.2 Organisational development actions

Following your diagnostic, discuss and decide with your team what parts of your organisation’s governance could be improved and then what capacity do they need to do it?

Note that the implementation of a sustainable charter in an organisation includes the working conditions of all employees. This means taking into account: working hours, team building, respect, tolerance, how to avoid stress and health problems and how to work comfortably with a long-term perspective.

And it is also about how to make everyone aware of eco-gestures and to communicate about the sustainable charter. To make people feel responsible it is important to involve everyone in the development process of the charter.

Meanwhile a lot of websites give ideas on eco-gestures.

D. SUSTAINABLE ARTISTIC PROGRAMMING

D.1 Artistic programme analysis

If it is an objective to develop sustainability in all parts of an organisation, then this should extend to the artistic programme, as well, including temporary artistic projects and guest performances. Some artists have a strong sustainable approach, some don't think about it at all. Consider:

- How to support artists on sustainable issues?
- How to give visibility to sustainability strategies in artistic projects?
- How to make the artists aware of these issues?

A diagnostic of the artistic programme and activities might look like this:

Artistic programme analysis

Does the programme support artists whose work is themed around environmental sustainability or climate change? Could this be a regular and explicit focus of your programming? Is commissioning work on environmental themes something you have ever considered? Can you offer support to artists working on environmental themes and do you feel that you have the 'expertise' to assess their work?

Who are the artists you invite? Do they have sustainable approaches to their projects? Is this a criteria for you when you choose a production? How do artists travel to your venue and what is their carbon footprint? If you finance transport for artists, do you give preference to more sustainable methods of transport (e.g. train over car)?

Where and under what conditions are artists accommodated? Do you focus on hotels with environmental credentials?

What quality is the catering for the artists? Local, organic, seasonable produce might be provided where possible, with minimal packaging, on washable crockery – if that is not possible, (if waste management permits) perhaps compostable or recyclable tableware is considered?

Information for incoming artists about your sustainable policies and actions could also include how they can help

(turning off the lights in dressing rooms, using recycling facilities provided, etc). Could this a feature of your policy?	
Are there other sustainability criteria that would exclude an artistic production, like electricity consumption, carbon footprint etc?	
Do you ask any productions you commission to address their environmental impacts? Do you measure the carbon footprint of the productions? (see the Help section at the end of this document)	
If you already have a sustainable charter:	
Could you give the artist information about your sustainable charter? Do you write a sustainable clause in your contract with the artists?	
Do you have a base and/or a limit for the salary for team, artists and technicians?	
What are your marketing tools? Are there green aspects already included?	
Other comments	

D.2 Sustainable artistic programming actions

Artistic programming actions

Include sustainability themes in your artistic programming	
Commission work on environmental themes	
Offer support to programmed artists to produce their work more sustainably	
Introduce carbon foot-printing for all artistic programmes	
Focus on sustainable catering	
Inform all external artists and companies that you work with of your sustainable policies	
Issue all users of the building with an sustainable awareness check list e.g. switching off lights when not needed	
Write a sustainability clause into artist contracts	
Make sure finances and payments are transparent, clear and equal	

E. COMMUNICATION

E.1 Diagnostic

Communication to your audience is the first way to give visibility to your sustainable approach. The communication itself should also have been thought

of within the sustainable frame. Here are some suggestions about how to approach your communication planning:

Communication tools diagnostic

<p>What are your communication tools? How many posters and flyers do you do a year? Do you use recycle paper?</p>	
<p>Did you make any study about where the audience get the information about your project? If you already have a sustainable charter: Do you make the audience aware of your sustainability strategy and how might this be done? Could you develop actions to involve audiences in your sustainability policy? What are the communication tools in the building for the audience and all people entering the building and do they reference sustainability? How do you involve the local community and partnerships in communication around sustainability? Is the city authority involved in sustainability? How can you work with it? How do you choose your communication suppliers (printers, distributors etc) and is sustainability part of the selection process?</p>	

F. METHODOLOGY FOR EVALUATING YOUR CHARTER

F.1 Evaluation methodology

If you've managed to set up a sustainable charter and have started the implementation, congratulations! But, as a constant process, each year the action plan of the charter needs to be evaluated, to find out what is working well and what needs to be revised. It is important to set clear and measurable targets based on key performance indicators so you have something to work towards and are able to determine your success. For example: setting carbon footprint reduction targets and using the Julie's Bicycle IG Tools to measure them. Or setting a minimum percentage of contracts and services to be supplied by local suppliers, or a certain number of productions or artworks with themes addressing environmental sustainability and climate change in your programme every year.

All stakeholders should be called for a sustainable meeting to evaluate the impact of the charter through the indicators, its successes and its points to be improved. Equally, the effectiveness of the management team in implementing the sustainability charter should be evaluated. The form of this evaluation is important because it should be a positive and learning exercise carried out by the team itself and measured against the targets set by the team. Outside professional facilitation can be very helpful for this task, if held on an annual basis.

G ACTION PLAN

G.1 Compiling and implementing an action plan

Following your research and analysis you need an Action Plan (with ecological, social, cultural and economical aspects) in order to improve your sustainability profile. From your analysis you should have enough data to identify the challenges and opportunities that will form the basis of your plan. Set yourself short, medium and long-term targets. For instance, you might want to implement a switch-off routine, explore alternate waste management options or switch to more efficient lighting? Make sure you involve any people who might be affected by an action or who will have responsibilities under the plan and determine timescales and roles together. Set regular meeting dates with the team to assess progress and to review your action plan and targets.

Sustainability action plan

ACTION	HOW? (budget, resources, indicators...)	WHO?	WHEN?
Example: Conduct an annual environmental impact audit of office operations. Audit will include quantifying electricity and gas use, water use and the amount of waste generated and recycled.			
Example: Insulation of the building.			
Example: If you are doing renovations, study the environmental impact + using recycling materials for the renovation.			
Other			

NOTE: A well-rounded action plan will not only consider the building itself but also the way it is used and will relate it to its stakeholders (staff, audiences, and artists) as well as the wider community. You may want to brainstorm further opportunities around communication, community engagement and education based on the opportunities offered by your building?

Finally

A final reminder before embarking on compiling a charter is that this is a process and everything will not be implemented at the same time. Rather, it is about embarking on a way of working that must be built step-by-step. Once you are on the right road, the care you take on the journey is more important than

a speedy arrival.

Help

There are many free guides and resources available with advice, such as the Julie's Bicycle guide to Greening Your Building
[<http://www.juliesbicycle.com/resources/practical-guides/green-your-building>]

Here you will find the useful Julie's Bicycle IG Tools, including:

The arts-specific carbon calculators for venues and offices (as well as touring, productions, and outdoor events)

<http://www.juliesbicycle.com/resources/ig-tools>

The Julie's Bicycle Sustainable Production Guide contains a series of checklists, for each role in the production process, separated into pre-production, production, and post-production. It is available at
<http://www.juliesbicycle.com/resources/practical-guides/production>

There is also a Julie's Bicycle IG Tool to measure the carbon footprint of a production.

<http://www.juliesbicycle.com/www.juliesbicycle.com/industry-green/ig-tools>

You will also find tips and tools on the TEH Resource at:

<http://www.teh.net/TheResource/tabid/296/Default.aspx>

Finally, check out the initiators of Creative Strategies of Sustainability: ufaFabrik (www.ufafabrik.de) and Trans Europe Halles (www.teh.net) and note that if people are interested in more personal communication, they are welcome to write to the ufaFabrik at info@ufafabrik and TEH at info@teh.net

CSOS CREATIVE STRATEGIES OF SUSTAINABILITY FOR CULTURAL OPERATORS

International Culture Centre
ufaFabrik Berlin



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The International Culture Centre
ufaFabrik is institutionally funded by the
Regierenden Buergermeister von Berlin /
Senatskanzlei - Kulturelle Angelegenheiten.



Culture Programme

Engine Room Europe is a three-year programme (April 2011-May 2014) of activities dedicated to independent cultural workers and their creative processes. It is initiated by Trans Europe Halles (TEH) and co-ordinated by Melkweg (Amsterdam, The Netherlands) in association with 10 co-organizing TEH members. Engine Room Europe has been funded with the support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein".

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