

7 CREATIVE CLIMATE TRENDS | N°3 ORGANISATIONAL LEADERSHIP

BY CATHERINE BOTTRILL, JULIE'S BICYCLE



Arts and culture are not only responding to environmental challenges but are trailblazing the way forward: creating new narratives, testing ideas, developing interdisciplinary collaborations and reimagining what's possible. Environmental sustainability is being ingrained within the whole cultural economy - from investment, strategy and operations, to creative programming, partnerships and public engagement.

For over 11 years, Julie's Bicycle has been tracking this movement of change within arts and culture. Drawing from this experience, we have identified [Seven Creative Climate Trends](#) - key communities of environment centered practice that are leveraging significant cultural value. They are: Artwork, Activism, Organisational Leadership, Design and Innovation, Collaboration, Path-finding, and Policy Changing. This configuration of trends aims to demonstrate the full breadth and diversity of creative responses to the environment, contextualizing them as a whole movement, networked and moving in concert. Julie's Bicycle is inviting all artists and cultural practitioners

inspired by - and working in alignment with - our natural environment to situate themselves within these seven trends and tell their stories of leadership on our new interactive [map](#). This map is open to all and has been designed to make visible this growing movement of change.

A spotlight on: Organisational Leadership

Organisations are embracing their responsibility to reflect environmental sustainability core into their organisation mission and values. When organisations embed sustainability into their everyday operations and into their creative activity the effects are profound both internally and externally. Building sustainability into the DNA of the company is enabling these organisations to confidentially and with integrity engage in the debates and pathways to a sustainable future.

The [Creative Climate Census](#) by Julie's Bicycle attracted 476 responses representing an estimated cumulative business turnover of £1.1 billion covering the breadth of the cultural sector in the UK, including

Photo Credit: philip Vile 5NT Entrance, 2015)

combined arts, dance, literature, museums and heritage, music, theatre and visual arts.

The Census found:

- More than four in five organisations (83%) have benefited from their environmental sustainability practice. Benefits range across financial, reputational, and well-being indicators.
 - Senior leadership is now driving action on environmental sustainability (whereas in 2014 initiatives were mainly being driven from the middle of organisations).
 - The three top drivers are:
 - the commitment of staff or senior management;
 - reduced costs;
 - and compliance with regulations or funders.

The responses from the Census highlight the vital role and impact of Julie's Bicycle at defining and re-defining the environmental sustainability agenda with the UK creative sector.

Julie's Bicycle's work with organisations starts with supporting them build an internal understanding of the direct environmental impacts of the organisation: energy, water, waste and travel via energy saving audits and the [IG Tools](#) (free carbon calculator tools for the creative sector). With this picture in mind organisations are able to identify priorities and the resources needed to create change. Organisations then develop an environmental strategy which includes the development of a policy, action plan and assigning staff to lead and co-ordinate initiatives. Putting in place the processes and systems together with the staff capacity is key for ensuring environmental commitments are not ad-hoc or fragmented but connected to all parts of the organisation's work. Once the foundation of understanding and commitment is established organisations then go further in-depth transforming how they work and stretching their ambition to be climate leaders.

Environmental actions demonstrating organisational leadership include: procuring 100% renewable energy and installing on-site renewable energy generation; adopting strong energy management practices; sending staff to [Creative Climate Leadership](#) training; and creating staff green teams. Julie's Bicycle has been working National Theatre (UK) (pictured) to embed environmental sustainability for a number of

years – this has involved development of their governance and advocacy, policy and strategy, building energy efficiency investment and creative programmes – where they are participating in [Season for Change](#).

This month (9th July) Julie's Bicycle will be recognising and celebrating the leadership of creative organisations at the [2018 Creative Green Awards](#). Nearly 50 organisations and 64 cultural venues, events, museums, galleries, offices and the first tour are currently Creative Green certified, which assesses environmental commitment, understanding and improvement. The Creative Green community are showcasing good practice and building a collective movement for climate action.