

Julie's Bicycle

Practical Guide:

Team Engagement



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**ARTS COUNCIL
ENGLAND**

The arts and creative industries are ideally placed to lead on environmental sustainability; with creativity and inspiration they can champion a greener economy, energy efficiency, challenge our reliance on fossil fuels, make creative use of otherwise wasted materials and open new ways to greener production and living.

Team Engagement: Version 2016

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Introduction

Why Engage Your Team



Making progress on sustainability is about change. Making that change happen needs motivated and engaged people. Creating a Sustainability Team within your organisation is a well-proven approach that lots of organisations have used to enable positive organisational change and make environmental improvements. This guide builds on the experiences and insights from a wide variety of organisations to give you the best start.

Your Sustainability Team will be the driving force behind change, no matter how formal or informal, whether it's one person in a small organisation or a team of twenty in a big business. While you won't successfully reach everyone in the organisation, you will engage many and make a positive impact to be proud of. Together you will celebrate the results and motivate the rest of the organisation to do more.

Engaging your colleagues and collaborators isn't just good for sustainability though. There are a number of other benefits your work will create:

Productivity and profitability. Engaged colleagues work better. A poll by [Gallup Consulting](#) of more than 125 businesses found that those with highly engaged staff see 18% greater productivity and 12% higher profitability.

Wellbeing. Working together towards a common goal increases team morale and feelings of wellbeing. In a 2015 survey with organisations participating in Arts Council England's environmental reporting programme 67% reported team morale benefits. This rose to 71% amongst organisations that declared themselves 'engaged' or 'very engaged' with environmental sustainability, showing a direct link between engagement with sustainability and better wellbeing.

Recruitment. People want to be proud of where they work. [Research](#) by values consultancy Global Tolerance found that two-thirds of millennials in the UK (people born between 1980 and early 2000) want to work for a company that makes a difference to the world.

Visitor loyalty and satisfaction. Engaged colleagues make customers come back. [Research](#) by the Harvard Business School for Caesars Entertainment found that customer loyalty and satisfaction is directly linked to employees' level of participation in sustainable activities at work.

Bottom line savings. Reducing your impact means saving money. [The Jockey Club](#) reduced their energy use by 17.5% through staff engagement, saving £425,000.

Who This Guide Is For

This guide is for those wanting to engage their colleagues and co-workers with sustainability. Whether you've already got an established Sustainability Team or are just starting, this guide will be useful. It will help you engage your organisation in a structured way, avoiding common pitfalls to make a bigger impact, faster.



What This Guide Does and Doesn't Do



This guide explains why you should engage your team members and how to do it. By working through it you will create your own engagement plan and be on the way to successfully making an impact. It takes into account organisations of different sizes, and includes guidance on how to engage contractors and freelancers, which is key for our industry. It also includes ideas for specific activities, behaviour change principles and guidance on communications that you can use to build your own unique engagement plan.

This guide doesn't go into depth on how to communicate sustainability, see our [Communicating Sustainability Guide](#) for more details.

An Overview of How to Engage Your Team



The guide is divided into the following sections, each illustrated with case studies.

Changing Behaviour

This is the ultimate objective of engaging your team. Much has been written about behaviour change, so in this section we give you a framework and key principles to help you build this thinking into your work.

Securing Senior Commitment

To make a significant impact, you need senior support to unlock much needed resources. This support also sends a clear signal to the broader organisation that sustainability is an important thing to do. This section outlines how to create the case for senior commitment and what to ask for.

Engaging Your Colleagues

Changing your organisation can't be done alone. You need people – your Sustainability Team – to engage everyone else. That team could be a formal green champion's team, or an informal group of engaged people, it could be one person or twenty, whichever works for you and your organisation. This section outlines what's important in building your Sustainability Team.

Creating Your Engagement Plan

A clear engagement plan gives you focus. One co-created with your Sustainability Team gives everyone ownership, increasing your impact. With a plan you can evaluate your activities and learn how to make them better. This section gives you a simple process to work through, together with tips and pitfalls to avoid.

Making It Happen

There are many different ways to get results. Managing your team well will help you get the best out of people. Embedding sustainability in processes like inductions, contracts, meetings and riders changes the organisation's default settings. Being part of external events like WWF's Earth Hour grabs attention. This section explains how to do all this and gives you principles to apply to make your activities more effective.

Measuring and Celebrating

People create change. To keep them motivated they need to measure, see and celebrate the impact of their efforts. When people feel proud of what they've achieved they are primed to do more. This section sets out how to measure and celebrate your activities.

Changing Behaviour



This is a deep and fascinating topic, with much literature behind it. Below we explain a framework and six key principles to consider when building your approach.

Levels of Change Framework



This framework can be applied to any situation you're trying to change. It identifies three levels which can influence how behavioural changes happen.

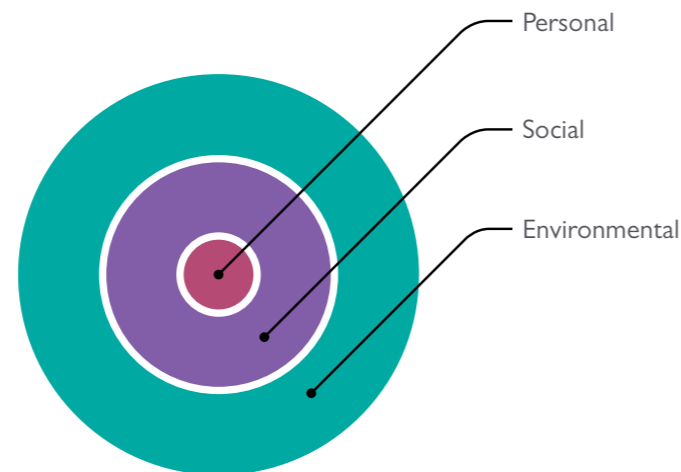
Personal

The individual has to understand specifically what they are trying to change and what they get from changing. For example, to get people to use reusable water bottles instead of disposable plastic bottles at this level means they need:

- **Motivation:** Understanding why making the change matters. This could include information about waste from plastic bottles, about the quality of tap water, the benefits of staying hydrated or the ability to personalise their water bottle.
- **Instruction:** Remind them to refill old bottles, or bring a reusable bottle to their destination. Simply saying don't buy bottled water won't work because it only tells them what to not do, not what to do.

Social

This level is about the social environment surrounding the behavioural change. Consider the example of trying to get people not to buy bottled water. You have talked about the importance of not buying it and drinking tap water from a refillable bottle, so people understand why and how they should change. But key senior figures in your organisation continue to buy bottled water. They say it's because they're too busy and not organised enough to remember to refill an old bottle. This sends a social signal that the change being asked for isn't that important, creating an implicitly authorised excuse to continue buying bottled water.



Environmental

This is the physical environment surrounding the behavioural change. This either helps or hinders the change you want to make. With bottled water, by providing everyone with a reusable bottle you are removing a step in the process for them – buying a bottle in the first place. If you install a water filter to the tap, then you are adding another positive element, because you're making the tap water better.

Nordic Choice Hotels: Making Plates Smaller

The Nordic Choice hotel chain cut its food waste by 19.5% simply by making the plates for the buffet smaller. Across the chain that led to savings on 613 tonnes of food waste annually. This is because at a buffet people naturally fill their plate with lots of food, but don't always eat it all. By changing the default setting – the size of the plate – they simply can't take as much food.

Key Principles



Alongside the framework, which will help you identify what to do, we've identified six key principles to apply when you're thinking about how to do it.

- **Changing the default** – People want to do the right thing, but change is hard. Rather than persuading people to change, it can often be easier to simply change the default decision. For example changing the agreements in riders or contractor agreements.
- **Ability** – Can people take the action you want them to? If you make the desired behaviour easy and the undesirable behaviour hard, you're more likely to succeed. For example, if you want people to segregate their recycling, put clear signs up around the bins telling them what goes where. Whatever you do, make sure it's in consultation with colleagues or clearly communicated; there's nothing worse for them than turning up on Monday with no desk-side bins (for example) and no explanation! How are you enabling people to act?
- **Normalising** – People are social animals, we're heavily influenced by what those around us are doing – it's easier to join people in a standing ovation than it is to be the first person standing up. Your messaging needs to make the behaviour you're asking for normal. In a famous study, Robert Cialdini got hotel guests to save water and energy. His messaging said that people who normally stayed in that particular room used their towels for a few days before asking for them to be washed. It had a big, positive impact on behaviour. How are you normalising the new behaviour?
- **Using the right messengers** – Different people will respond to messages in different ways, depending on who is giving the message. That's why brands use specific celebrities to appeal to certain audiences and not others. The same is true within an organisation. Having the CEO announce something and attend events sends a strong message that it's important. Having the person who's recognised as the most creative in the organisation join an internal group shows that it must be interesting. How can you use different messengers to engage?
- **Thanks and feedback** – Thanking people for taking action and showing the impact they've made gives people a clear rationale for acting. This then reinforces and normalises the behaviour because it shows that lots of people also do it. How can you thank people and feedback the impact of their actions? More on this in the Measuring and Celebrating section.
- **Sell the benefits** – People are more likely to take action when they get something back, whether that's getting a bit fitter, smarter or saving money or time, a good feeling, or a sense of being part of something bigger; it doesn't matter. What is important is people have a sense of what they get in return. How are you letting people know what they get from taking action?

If you're interested in finding out more, here are some good books to read - [Nudge](#), [Persuasion](#) or [Yes! 50 secrets from the science of persuasion](#).

Readymade signage on waste and recycling can be downloaded from the WRAP website: partners.wrap.org.uk/collections/75

Securing Senior Commitment



Securing senior commitment is crucial because it makes the difference between sporadic activities and consistent, committed action that delivers results.

You should seek out a senior person who's interested in sustainability. Their role in your team is to:

- Listen openly to ideas from the team.
- Set expectations around the level of resources available.
- Report back to the senior leadership team and board on what you're doing.
- Help you make the case for support and resources.

Siobhan Davies Dance: Sustainable At Heart

Siobhan Davies Dance is a touring dance company and contemporary arts organisation with its own studios. Led by their Artistic Director, Siobhan Davies, they have always put sustainability at the heart of their work. Responsibility for monitoring and controlling their environmental impact runs through all levels of the organisation, from the Board, to office-based and venue staff, on to the artists who create the work. Sustainability is a standing agenda at all meetings and a key priority for the organisation.

Engaging Your Colleagues



Engagement is most effective when it's driven by people who are acknowledged as having a role and responsibility for making change happen. We will refer to these people as a 'Sustainability Team'.

The Type of Team



There are two types of team: formal and informal. Which you choose will depend on the size and geographical spread of your organisation. If you have a large, geographically dispersed organisation, your team needs formal processes and structures. If you're a small organisation, an informal team works better and your team may only be a few people. Both should be officially recognised by your organisation's leadership so it's clear to the rest of the organisation what the team is doing and why.

Formal teams have:

- Clear roles and expectations for everyone in the team, including the leader. This gives the team much needed legitimacy and professionalism for the wider organisation.
- Formal, signed-off engagement plans.
- Management tools that capture, measure, communicate and reward progress and activities.
- A clear statement of why sustainability matters to the organisation.

Informal teams have:

- Clear roles and expectations.
- Clear, signed-off goals and objectives, but more flexible engagement plans.

Roles and Personalities



Regardless of the type of team you create, there are a number of roles you need to fill:

- Senior sponsor (see the Senior Commitment section for more details).
- Leader, most likely you.
- Doers, these people should be:
 - o Personally motivated by sustainability.
 - o Good at getting things done.
 - o Good at influencing others.
 - o Representative of functions across the organisation.

Advice and guidance on how to manage and lead your team can be found in the Making it Happen section.

Contractors and Freelancers

The cultural sector has a lot of artists, freelancers and contractors working in it. When you think of your team and your organisation, it's important not to limit your thinking to full-time employees. Who else do you regularly work with, and how can they be made to feel part of this process?

Part of your team. Freelancers and contractors have worked in many different organisations. They can offer great insight into how other organisations work on sustainability. Some may also be passionate about sustainability, so think about roles they can take within your team, or a specific project.

Part of your organisation. In this guide we recommend building sustainability into employment contracts. This is a very important step, but isn't a guarantee of change. Make sure you think about how to bring them into your organisation's activities. For example if they are making decisions, make sure they understand your organisations' commitment to sustainability, are supported with the right knowledge to embed sustainability in decision making, and are held accountable. From their perspective it will make them feel more part of your team too.

Building Your Team

Before building your team, you will need a clear case for why your organisation should, and what it gets from, taking action. This is your business case, which needs to be well researched, but isn't just for a formal presentation. You can use it to inform conversations with colleagues to get them on board. However you build your team, your business case should answer the following questions:

Purpose and brand. How does taking action connect back to and strengthen your organisation's vision and values?

Financial. How does taking action on sustainability deliver your organisation financial benefits? Where possible, you should try and put numbers to these answers, either using examples from other organisations, or estimates for your organisation. Traditional financial savings include:

- Overhead reductions from efficiency savings.
- Increased audience loyalty or visitor spending because of improved relationships.
- Productivity gains and reduced staff turnover from more engaged colleagues.

Staying current. How does taking action keep us relevant? Here you can use people's natural competitiveness and desire to be seen as a forward thinking organisation. Referring to what other similar organisations are doing, and what key opinion leaders say about sustainability, can be very helpful.

To develop answers to these questions, use the information in this guide, together with your own research. You'll find plenty of information through internet research, but don't overlook doing your own research, whether that's formal and informal surveys via email using something like [surveymonkey.com](https://www.surveymonkey.com), posts on staff notice boards or conversations with the right people. To strengthen your case, make the answers as relevant to your organisation as possible.

Universal Music UK: Beating Green Fatigue

Universal Music UK has long engaged with environmental sustainability across their operations, addressing both the impact of their products by switching over from plastic jewel CD packaging to card packaging, and the impacts of their day-to-day office activities. However, with staff turnover and a sense that 'everything had been done' in their office environment, green fatigue had started to set in among the team.

Eager to reverse this trend, Universal Music commissioned former Managing Director of the catalogue division and previous Green Team leader Karen Simmonds to work with Julie's Bicycle to coordinate a 'kick-off' event for all staff interested in 'Team Green'. An informal get-together was held in the café of their Kensington High Street office, starting at 16:30 to demonstrate that the company was willing to contribute staff time to address the topic. The call for attendees was sent out via the staff mailing list and followed up with targeted invites to ensure every building, floor, and department was represented.

The event featured talks from Karen, Julie's Bicycle, and guest speaker Laura Pando (sustainability coordinator at Festival Republic) to illustrate the kinds of action being taken in other parts of the music industry. The talks were followed by a brainstorming session for all attending Universal Music staff to pitch ideas about the opportunities they saw for reducing impact within their departments and the wider business.

The new Team Green now meets on a quarterly basis during business hours to plan and coordinate action across the Universal Music UK offices and Abbey Road studios. It has support from senior management at the company and long-standing advocates of environmental sustainability within Universal including Selina Webb, Senior Director, Communications, and Christine Gough, Senior Director of Production.

Creating Your Engagement Plan

Setting Objectives

With your team in place, you need to decide what you want to achieve. If your organisation has an environmental policy and/or sustainability plan, you should start there, but make sure you decide what to achieve together, as a team.

Running a session with your team to define objectives is a great way to start. Your objectives should be SMART (Specific, Measureable, Achievable, Realistic and Time-bound).

Setting objectives is a good opportunity to ask your organisation what you want to achieve together. It's also a great way to gather insights and spot opportunities and barriers from different teams, departments and buildings. You can do this easily with a short survey (using free tools like Survey Monkey), an email account or physical suggestions box, which you can also use to get anonymous submissions. These techniques are also good for getting feedback from the organisation about what help they need to change, e.g. a secure place to park bikes for want-to-be cyclists.

As a starting point, you can map out the environmental impacts of your organisation (energy, waste, travel and water are the key areas), and identify a baseline measurement against which to measure your progress. Then set reduction targets that you think are ambitious but achievable. Tools like Julie's Bicycle's [IG Tools](#) can help you measure these impacts.

It's also useful to look at other organisations like yours to see what they do. The case studies on the Julie's Bicycle [website](#) are a good place to start.

If you find your objectives differing from your environmental policy, that's a clear sign that the policy needs reviewing and updating.

Identifying Actions

Once you have your objectives you need a list of actions to achieve them. You can co-create this with your team and/or involve everyone in the organisation as previously mentioned. Whichever approach you decide to take, your process should broadly cover:

Create lots and lots of ideas. Don't be held back by practicalities at this stage, because that will limit your creativity. Use the Activity Ideas section below to get you started.

Battersea Arts Centre: Climate Week Challenge

In 2014 Battersea Arts Centre took part in the Climate Week Challenge. They were challenged to 'Come up with an idea to help people use less energy heating buildings and water': a tough challenge for an organisation in a 19th century building.

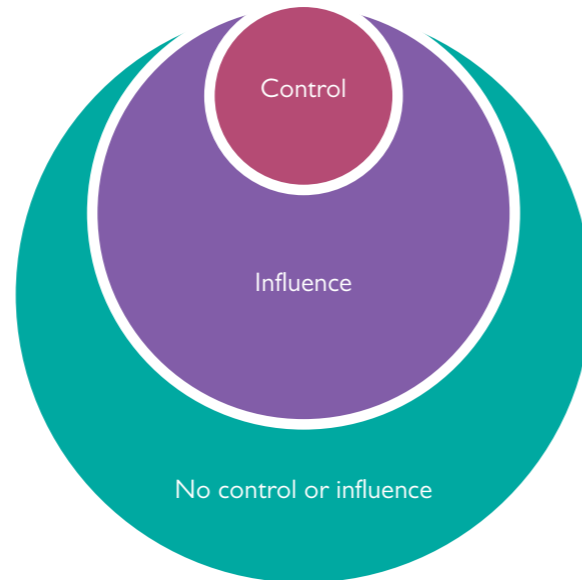
To get as many colleagues involved as possible they hosted a lunchtime brainstorming meeting, incentivised with cake. They did well, getting representatives from Producing, Community, Capital, Development/Fundraising, Welcome/Front of House and Box Office teams. With coloured markers and reams of paper, they captured each and every wild idea they had. The range of ideas developed was incredible. From people power machines, pre-show physical warm-ups for audiences and performers, re-using waste water from sinks to flush toilets to capturing kinetic energy from footfall and an every mid-day all staff dance off!

Decide your evaluation criteria. This list encompasses the constraints of reality, because unfortunately, you won't be able to do everything!

- Timing
- Budget
- People resources
- Involvement of external stakeholders
- Connection with the organisations overall goals and environmental policy

Your senior supporter can add real value here, making sure you get off to a winning start.

In addition to these criteria, a useful tool for prioritising the areas to focus on is to divide up issue areas, or items on your environmental plan, based on what you can control, what you can influence and what you can't.



Prioritise the issues you can control, and work outwards to the issues you can influence. These are the things you can deliver results on now, and are the best use of your time and energy.

The things you can't control or influence now might be longer-term goals, issues that depend on other stakeholders who you have no ability to influence at present, or might indicate where you will need to collaborate or involve partners and contractors that bring new expertise and capacity into the team or organisation. It's worth noting them because, as you improve and develop your capacity for environmental action, you might be able to address them in the future.

Create your shortlist of actions. By applying your evaluation criteria to your long list of ideas, you'll identify the priorities to take forward.

Assign responsibility. Decide together who's going to do what.

Schedule your actions. Work out the order of activity together and set deadlines.

Double-check. Make sure you aren't missing anything like key sustainability areas, internal events and external activities. Use the following questions to help:

- What are we doing on energy reduction?
- What are we doing on waste reduction and recycling?
- What are we doing on sourcing food, supplies and equipment?
- What are we doing on transport and travel?
- Have we thought about the productions we're putting on?
- Have we thought about communication internally and externally?
- Have we thought about external events and campaigns, like WWF Earth Hour?
- Have we thought about inductions and performance reviews?
- Have we thought about engaging contractors?
- How are we going to keep everyone in the organisation engaged and motivated over time?
- How are we going to encourage regular feedback from the organisation (and other stakeholders where relevant)?

Siobhan Davies Dance: Medicinal Meadow

To engage staff creatively, Siobhan Davies Dance grew a medicinal meadow in the Studios, using local native plants. The meadow was planted by Michael Smythe/ NOMAD. Staff members were involved in other planting projects in the season, and took collective responsibility with a plant-watering schedule. Building users and visitors were invited to create herbal teas to aid digestive complaints. The meadow was a visual and interactive reminder of the organisations' commitment to environmental sustainability and showed people what they can get from taking action.

Securing Resources



Once you have an engagement plan, the next step is thinking about the resources needed to make it happen, and how you present this to senior management for approval. There are three key questions to answer:

- Who's going to do it and how much time will it take?
- What will we need to spend?
- What results (cost savings, sustainability impact, etc) do we expect to get back?

When presenting to senior management it's important to be concise. It's best practice to begin with the results you expect to get for the organisation, how this fits with the overall organisational targets and vision, and then talk about what's needed to realise them. Work with your senior supporter to understand the best way of making your case.

Wembley Stadium: Energy Referee Campaign

In 2010, Wembley Stadium started its Energy Referee Awareness Campaign. Initially a poster campaign called 'Switching on to Switching off', it proved a great way to engage all staff on switching off computers, monitors and laptops at night.

Over time the Energy Referee emerged. It's a great example of bringing sustainability into the culture of the organisation. Each year for three weeks the Energy Referee visits the 500 desks in the four office quads after office hours looking for computers that are still on. Anything left on gets a yellow card for a first offence and red card for a second. Everyone who gets a card receives a follow-up email the day after explaining why Wembley is reducing its electricity consumption.

The office quad's scores are published weekly on posters in the staff kitchen and the intranet. The campaign ends by announcing a quad winner. The results have been great with week-on-week improvements every year the campaign runs.

Activity Ideas for Engaging Co-workers

There's a never-ending list of activities you can undertake, but there tends to be a core range of activities organisations use to engage internally, listed below. Whatever you do, make sure it fits the culture of your organisation, and is something that's going to engage 'the kind of people who work here'.

Example Activities

- **Waste free lunch day** – Challenge the organisation to have a lunch that doesn't create any waste, like a 'bring a dish' communal lunch.
- **Walk to work competition** – A competition where team members log the distance they walk to work every day. At the end of the week, the team member with the longest distance logged wins a prize.
- **Cycle to work week** – Similar to the above, but on bicycles.
- **Bike maintenance day** – Invite cycling charities, or organisations like Transport for London in to offer free advice to people on how to fix and maintain their bikes.
- **Green themed lunch** – Host a lunch where the colour of the food, and how it was made and/or sourced is all green.
- **Woolly jumper competition** – Turn your heaters off and host a woolly jumper competition, giving prizes to the best jumper. At the end of the day tell your team how much energy has been saved.
- **Creative cup display** – If your organisation uses disposable cups, collect a days' worth and turn them into a creative display in a common area to visualise the waste generated. Then ask for ideas to tackle the problem.
- **Ideas box** – Either a physical box or an email inbox where people can submit ideas for more activities. You can make this anonymous or not.
- **Lunch time talks/film screenings** – At lunch time, invite inspiring green speakers in and/or screen environmental films like ['The Story of Stuff'](#) to educate and inspire.
- **Power down contest** – Encourage staff to turn their computers off when they leave the office. Conduct an after-hours 'audit', leaving a small token of thanks (e.g. chocolate) for people who have powered down. Announce the winning floor, department or team who had the most powered down computers in a team meeting or staff newsletter.
- **Poster competition** – Invite your team to design a creative poster or video encouraging their colleagues to reduce their workplace footprint. Post the entries around the workplace or email them, getting people to vote for their favourite.
- **Peer audits** – People from one team or site visit another part of the organisation and do an informal 'audit' of environmental practice, with reciprocal visits, sharing ideas and findings.
- **Twitter or Instagram challenge** – Challenge team members to take pictures of the best and worst examples of sustainable practice in their every-day work, and post them on social media. A word of warning though, this is a very public way of sharing what's happening and should be agreed with senior leadership and relevant communications staff first.

Making It Happen

Managing Your Team



From other organisations, we've identified a number of principles to follow when managing your team:

Be inclusive. Teams work best when everyone is involved and feels a sense of ownership and inclusion. This means you need to discuss decisions and activities, not dictate them.

Be brave. Change is about doing new things, which can be scary because people are afraid to fail. By encouraging new ideas and activities, and celebrating learning over achievement you'll get braver, and achieve more.

Values over metrics. Everyone in the team is volunteering. They're involved because they want to be. If your team becomes a slave to achieving targets you will lose the fun and then the team. Instead create a sense of living shared values. Balance activities designed to achieve measurable carbon reductions (e.g. switch off campaigns) with lifestyle related actions (e.g. cooking clubs or swap shops).

Support each other. Your team is a group of people trying to achieve shared goals. People will be busy, things won't get done on time and people will get stressed. Make your team a supportive place that recognises challenges and supports each other to overcome them.

Keep it regular. Keep meetings regular - monthly, bi-monthly or quarterly are common - but make sure they are effective. Talking about the engagement plan, where you are, what you've done, what's been hard and what you've learnt are ongoing points of discussion that build a sense of momentum.

Embrace resistance. People don't like change. When you encounter resistance from people, see it as an opportunity to understand challenges and unpick what they are afraid of. With this new knowledge go away and rethink, then come back with solutions that work for both of you. Of course there are some who won't change; then it's best to simply focus your efforts elsewhere.

Dealing With Fatigue



Running a team takes work. Over time team members may get tired and start to disengage. Below are a number of tactics to keep everyone involved energised:

- Make sure people feel empowered and equipped to do what's asked of them. You can encourage them to find and share external events and meet-ups, relevant blogs and training courses that support what they are trying to achieve.
- Being part of a wider movement can feel rewarding and empowering. Create this by getting involved in external events like World Environment Day or WWF Earth Hour.
- Get expert external speakers to come in and inspire and educate your team.
- Asking the rest of the organisation for new ideas and activities can renew focus and a sense of purpose.
- Organise trips out to, or with, other similar organisations' Sustainability Teams. This gives people a chance to get to know others and share ideas and learning.
- Regularly rotate positions within the team so people can try out and take a lead on new things.
- Make sure your team members' line managers are being supportive of their extra commitment.

If your organisation has been working on sustainability for a long time, people begin to feel that everything has been done. If this is the case for you, taking a project-led approach can breathe new life into your sustainability work. A number of organisations have already taken this approach with projects like rooftop beehives, herb gardens, renewable energy technologies and piloting 'sustainable' approaches to production and exhibitions.

Launching It



With your team and engagement plan in place, launching your organisation's commitment to sustainability is a great way to set the right tone. Many organisations choose to launch with a green day or week, which often turns into an annual event. Other organisations keep it small, with a lunchtime launch. Whatever you choose to do, it's important to mark the start of your activities because it creates visibility and credibility.

Green Day or Week

This is a tried and tested approach, with a number of key principles to consider when designing your event:

Senior support sends a signal. Opening your event with the most senior leader in the organisation shows the importance of sustainability.

Avoid diary clashes. Make sure it doesn't clash with other events and that all departments can get involved, including those who work outside of normal office hours.

Make an announcement. Publicise the event by sending invitations and reminders out through your standard internal communications channels, like email or team meetings. If you want to make an external announcement, work with your communications team to generate publicity via social media and through a press release.

Get feedback and ideas. These events are great ways to get feedback and ideas on what the organisation is, and could be doing on sustainability. Use it as an opportunity to refine and improve your list of environmental actions and engagement plan.

It's the start of something. If you choose to do a green day or week, make sure it's the start of something. If it's a one off with no lasting activities or changes, you're saying that 'it's important to look like we're doing something on sustainability', rather than 'it's important to do sustainability'.

Bow Arts: How Green Can You Go?

Following recent growth and staff changes, Bow Arts felt it was time to re-engage colleagues and artists on environmental sustainability. The green team launched a six-week environmental campaign with a series of events, competitions and rewards. Their 'How Green Can You Go?' campaign had 10 challenges for teams in the organisation. To add a competitive element, the team who made the biggest reductions over the six weeks won prizes at the campaign closing ceremony.

Read the full case study [here](#).

Officially Embedding It



Many of the activities in this guide focus on how to convince and motivate people to change. A less-sexy, but arguably more effective way is to make it a formal part of the organisation's processes and policies. There are three ways to do this:

Inducting it. Work with HR to ensure that your organisation's commitment to sustainability is explicitly featured in job descriptions. Doing this during the recruitment process also attracts like-minded people. Building it into the induction process means new starters are encouraged to do the right thing from the beginning. You can also ask them to join your Sustainability Team.

Contracting it. Cultural organisations work a lot with freelancers and contractors. Engaging them on sustainability can be hard because of the short contracts, but by embedding clear expectations of behaviours into contract and rider templates, you can make sure they do the right thing.

KPI-ing it. The most effective way to drive action is to make it part of how people's job performance is evaluated. This requires senior support and should be developed in consultation with HR, the team, and their line managers.

Royal Court Theatre: Green Steering Committee and Senior Level Support

In 2012 – 13 the Royal Court Theatre reduced their energy emissions per performance by 3%, earning a full three stars on their Julie's Bicycle Creative Industry Green Certification. Team engagement played a big part in this achievement. New joiners are made to understand the organisation's commitment to environmental sustainability through their job descriptions. During inductions, they are encouraged to join the Green Steering Committee. This Committee meets twice a year. They review progress against their objectives over the last six months, and discuss their environmental action plan going forward. Any team member can participate in the committee. Four people are responsible for environmental sustainability at a senior level, and are empowered and supported by the Chair of the Board. The senior management team meets fortnightly to consider strategic and operational issues affecting the organisation, including the progress of environmental initiatives.

Publicising it. Getting the policies agreed is a great step, but people have to know about them to take action. Make sure they are visible on your website and internal communication channels like intranet systems and physical notice boards, and your colleagues get an email explaining them. Securing a slot at regular team meetings to update people on your sustainability progress gives you a consistent presence too.

Orchestra of the Age of Enlightenment: Green Riders

The OAE is committed to a sustainable future. In March 2012 they ran an education concert tour called 'Anthem for a Child', which focused on environmental issues. They made sure that as part of their riders and contracts with artists, venues and promoters, they included green elements to communicate their environmental commitments and expectations.

Lyric Hammersmith: Water Bottles for Everyone

The Lyric theatre noticed that plastic water bottles were a large part of their waste, cluttering rehearsal rooms and offices. Making a plastic water bottle also uses approximately seven litres of water, so using reusable bottles avoids both waste and water usage. In their commitment to save waste and water, they created Lyric Water Bottles. They banned disposable plastic in the theatre and bulk bought boxes of Lyric Hammersmith branded reusable plastic water bottles. Every team member, freelancer or artist that comes into the building gets a Lyric bottle and the ban on plastic bottles clause is written into their contracts. It's a really effective way of reducing waste and spreading the identity of the theatre!

Measuring and Celebrating



Measuring and celebrating are critical to embed sustainability into your organisation. Measurement shows you what works. Celebration builds momentum by making people feel their actions are worthwhile, making your next ask of them easier.

Measuring Your Impact

There are three key aspects to measuring your impact:

- **Decide what to measure.** Choosing waste, energy and other sustainability metrics is important, but don't forget about human and financial measures too – how much money is being spent on waste and energy? How are people feeling about what the organisation is doing? How proud are they of it? Do they feel it's improving their working environment?
- **Set the baseline.** You need a baseline measure against which to show progress. Do this at the first possible opportunity. If you start acting before measuring, you'll never know how much you've achieved.
- **Create a simple data capture system.** The simpler and more automated you can make your measurement system the better. The more onerous it is, the more likely you are to not do it, plus it takes valuable time away from taking action.

Celebrating Your Impact

With evidence of your impact and success, the next step is telling people about it. There are two approaches to this.

Regular feedback

If you're serious about changing your organisation, you should create a way of regularly reporting your progress to senior management. Over time this will make taking action on sustainability a norm from a senior perspective, and more practically help you secure resources when you need them.

Showing progress gives people a sense of achievement. Without this it's easy for people to stop doing something, especially if the actions haven't become habits.

You can embed this in existing internal communications activities, like staff newsletters. Here, it's good to translate the impacts into something people can relate to, like a monthly household energy bill, not just tons of carbon.

You can increase the likelihood of behaviour change by showing progress at the point of action e.g. recycling and composting data in the staff kitchen, or water savings in the loos. This makes the information more relevant so people feel their actions have an immediate, measured impact.

Spikes of activity

When big milestones are hit, celebrate them. This can be in simple ways like posters and emails, or more creative ways with desk drops, gifts or drinks at team meetings.

Young Vic: Sustainable September

Sustainable September is the Young Vic's month-long environmental campaign. It was designed to engage their colleagues and audiences in sustainable actions, and highlights the great work they've already done. To keep everyone up to date on progress, the previous week's carbon data, gas, electricity and water consumption were shared at their weekly all-company meetings. At these meetings colleagues were asked for suggestions and new ideas to reduce them further. During the month they also launched their Gardening Club to transform an unused roof garden into a food and herb garden. The ideas implemented included front-of-house recycling of non-food waste, a switch-off campaign, paperless meetings, a sharing shelf in the green room to reduce food waste, using old posters as gift wrap, tea towels instead of paper towels, using wooden blocks instead of tickets and re-using elements of sets for future productions.

Communicating Success



To build momentum you need regular communications. Here are some simple ideas to get you started:

- Updates in standard internal communications e.g. at company meetings, in internal newsletters, in annual reports, etc.
- Posters about the organisation's commitment, what everyone is doing and what's been achieved. These should be refreshed every quarter or so, and can be designed in competitions with staff.
- Set up a green team blog on your website to keep staff and the public informed of your activities.
- Include sustainability updates in your external newsletters to build awareness of your work with external audiences.
- Regular surveys to find out what people think about sustainability within the organisation don't just give you data, they show others that you're listening. You can also ask for ideas on what else can be done.
- Profiling Sustainability Team members in staff newsletters is particularly useful for larger organisations, because they humanise the work and show people who to talk to.

For more in-depth information on communicating and messaging please see our [Communicating Sustainability Guide](#).

Shambala Festival: Transparent Principles

Shambala Festival use lots of innovative communication tools and campaigns to inspire change amongst their audiences and stakeholders. Their webpage '[Our Principles](#)', sets out their philosophies spanning equality, creativity, environmental sustainability and independence from corporate influence. They have also created an [infographic](#) mapping out their sustainable story so far, a very simple way of communicating. To engage festival-goers early, a guide is sent out, giving the audience information on camping, travel and green initiatives.

Resources and Links

Behaviour Change:

- [Nudge](#)
- [Persuasion](#)
- [Yes! 50 secrets from the science of persuasion](#)

Communicating Sustainability:

- [Julie's Bicycle Communicating Sustainability Guide](#)
- [Readymade signage on waste and recycling from WRAP](#)

Julie's Bicycle Case Studies:

www.juliesbicycle.com/latest

Julie's Bicycle Practical Guides:

www.juliesbicycle.com/resources

IG Tools Carbon Calculators:

www.ig-tools.com



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We would like to thank David Willans for working with us to author this guide. David Willans is a sustainability communicator. He spent nine years with Futerra, growing the business from a team of eight to a multinational business with offices in three countries and is now Director of Ogilvyearth, where he advises global brands. Alongside this he works with SMEs helping them define and use their values to grow their businesses in happier, healthier and more effective ways.

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