

**THE CHALLENGE**

Julie's Bicycle is a consultancy which aims to make sustainability intrinsic to the business, art and ethics of the creative industries. Its ambition is to be a thought leader within the sector and identify a way to help arts organisations understand their unique position to progress beyond a reactive approach to sustainability.

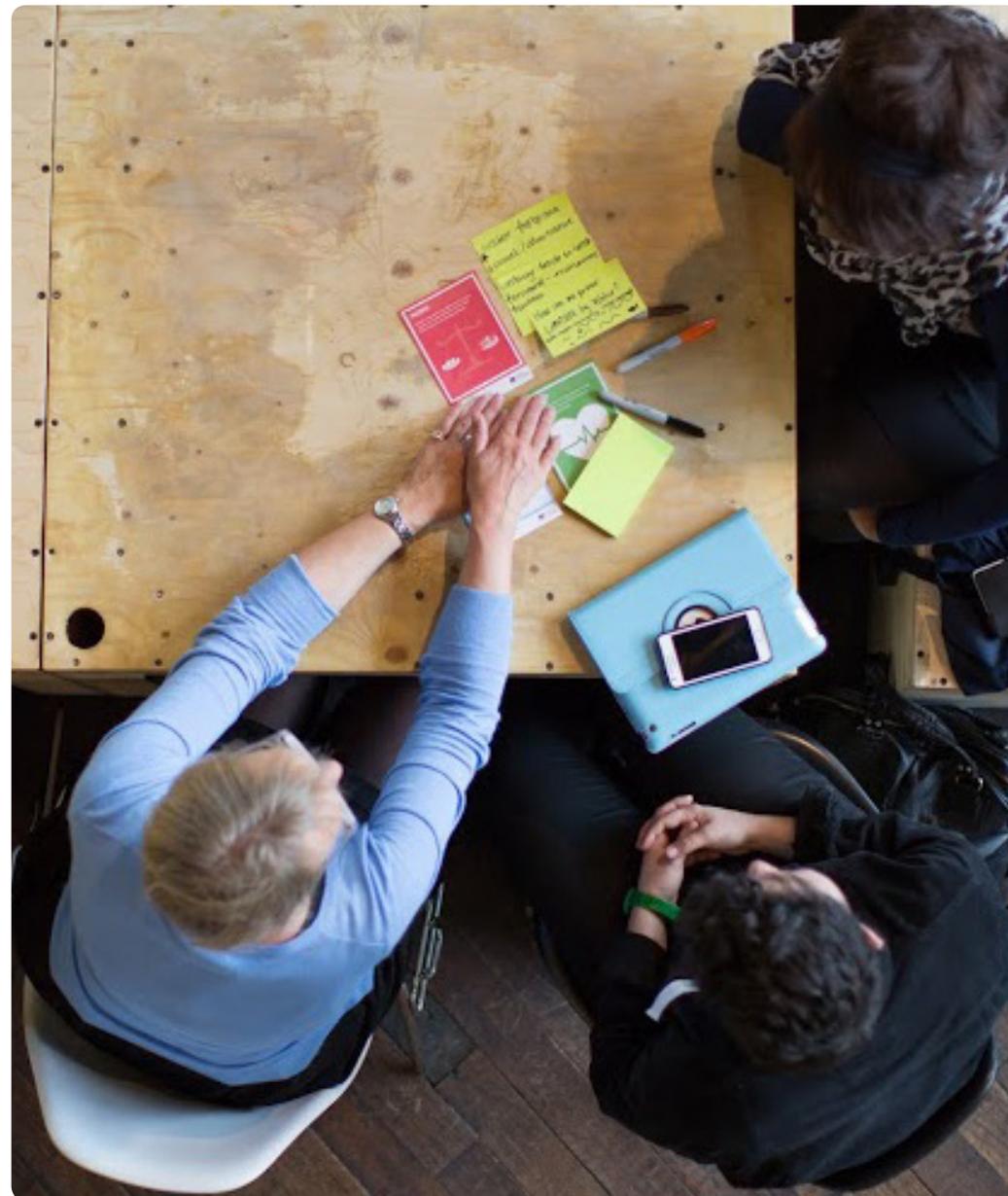
As part of this vision, Julie's Bicycle runs *Sustaining Creativity*, a series of conferences and events to help it understand what the creative community perceives as future environmental, cultural and business risks.



**THE OBJECTIVES**

The key objective for using the Horizons tool was to explore how and whether environmental threats are as significant as funding or cultural threats to arts organisations.

The team believed that Horizons could help by highlighting future environmental risks and identifying solutions. They were also keen to show how to harness the strengths of the arts sector, such as its ability to bring people together and inspire them to change their behaviour.



## CASE STUDY: JULIE'S BICYCLE

### USING HORIZONS

The Forum for the Future facilitated workshop provided an opportunity for employees, board members and Julie's Bicycle associates to discuss openly what they thought were the organisation's and, more generally, the art industries' future threats, alongside its unique strengths in addressing these.

Participants were asked to select three cards from the categories (environmental boundaries, social and political foundations and human needs) into 'no brainers', 'critical but more thought required' and 'critical but not yet thought about'. The group chose the following cards as critical: Ozone, Climate, Renewable, Land Use, Empathy, Resilience, Long Termism, Interdependence, Skills, Trust, Mobility and Accountable Governance. The group discussed, for the first time, how characteristics inherent to the creative industries, such as empathy, collaboration and connection, could be used to tackle sustainability challenges.

"By working through the range of categories, some of which we initially thought may not entirely be relevant for us, we were able to pare down to what our individual key priorities really were. The importance we all assigned to the 'softer' cards, particularly empathy which we all chose as a key priority, helped to formally acknowledge our collective values culture, and confirmed our thinking that it's not just through 'harder' economic and environmental changes that sustainability is tackled – it is through changing values, opinions and behaviours."

**ALISON TICKELL, CEO OF JULIE'S BICYCLE**

### THE IMPACT

The workshop delivered fascinating results for Julie's Bicycle which have been used to further develop its *Sustaining Creativity* programme. Alison says: "We definitely got more out of the tool than we were expecting. By working through the Horizons framework we were able to crystallise what our real strengths were in tackling these very real and growing sustainability challenges, both as an organisation and as a sector. The tool also helped strengthen our sense of purpose, highlighting that sustainability can, and is, being tackled through the cultural sector."

The organisation acknowledged that by harnessing the inherent characteristics of the sector, such as its values driven nature, the trust attributed to arts organisations and their ability to inspire, they are able to engage and make sustainability relevant for a wide range of audiences.

Using Horizons helped Julie's Bicycle's board to understand the broader sustainability context, secured greater buy in from them in regards to innovation and opened up dialogue with future partners, Innovate UK and Forum for the Future. Julie's Bicycle and Forum for the Future will be collaborating on their next *Sustaining Creativity* conference and Innovate UK, demonstrating their belief in the creative industry to affect change, are contributing funding to the programme.

### SELECTION OF KEY CARDS

