Leading Environmental Sustainability and Responsible Practice

Climate Action Roadmap
Festival City ADL

Contents

A Message from the Minister

"I am pleased to introduce Festival City Adelaide's (FCA) Leading Environmental Sustainability and Responsible Practice: Climate Action Roadmap – a guide that will lead South Australia towards a more sustainable future, and the first of its kind in Australia.

This project was funded by the State Government through Green Industries SA's Lead-Educate-Assist-Promote (LEAP) Grants program, which supports South Australian industry associations and peak bodies to drive a more resource efficient, sustainable and circular economy for our state.

Peak bodies, like FCA, are instrumental vehicles for change, serving as catalysts for impactful transformation. They are uniquely positioned to amplify the collective voice of industries, and foster collaboration and unity towards shared goals.

This roadmap recognises the pivotal role that FCA plays in shaping events and festivals in our state, channelling their influence to guide the industry towards better-practice sustainability standards.

In alignment with GISA's Waste and Recycling at Events and Venues guideline, the roadmap places emphasis on the integral role that festivals and events play in the broader context of climate action and the circular economy.

Festivals are the pulse of our community and have immense potential to inspire change through their cultural influence. By leveraging this power, the roadmap underscores the importance of integrating sustainability practices into the very fabric of these events, creating a ripple effect that extends deep into the community.

One of the key principles embedded in this roadmap is the value of industry collaboration and industry-led change. The recognition that sustainable practices are not just an obligation, but a shared responsibility, drives the need for those in the industry to unite – pooling resources, knowledge and influence to effect meaningful change.

I commend the commitment of Festival City Adelaide and its partners, and acknowledge their dedication to creating a more sustainable, resilient, and environmentally conscious future for all South Australians".

Susan Close
Minister for Climate, Environment and Water

A Message from the Chair

The Festival City ADL Climate Action Roadmap is a framework that demonstrates our sector's commitment to a greener future for South Australia. It sets a new standard as the first collaboration of its kind in Australia.

This Roadmap recognises the significant challenges posed by climate change and the urgent need for collective action. It's more than just words on a page; it's a promise to take action. Festival City Adelaide is dedicated to creating the right conditions for our industry to thrive while making a positive impact.

None of this would have been possible without the invaluable collaboration and support of Green Industries SA and the state government. Their recognition of the pivotal role industry bodies play in driving sustainable solutions is truly commendable. We are grateful for their partnership and unwavering commitment to advancing the sustainability agenda in our state. Thanks must also be extended to Green Music Australia for their expertise and insights, which have been invaluable in guiding this effort.

Festival City Adelaide and its membership are passionate about making real change in the events and festivals industry. We know it takes gumption and dedication to tackle big problems. We're congratulate our members on their commitment and input throughout this process. By uniting efforts and resources, we've demonstrated strong dedication to driving meaningful progress.

By working together, we can overcome the challenges we face and leave a lasting legacy. I want to thank everyone who has contributed to this Roadmap and to the ongoing success of Festival City Adelaide – we are all stewards of the vehicle of change and transformation that it is and was established to be.

Govert Mellink
Chair, Festival City ADL

Forewords

This Climate Action Roadmap articulates a strategy for achieving sustainability goals, and it includes a commitment to a five-year action plan and evaluation framework.

The project was generously funded by Green Industries SA through their LEAP grant scheme, which supports industry associations, such as Festival City Adelaide, to work with industry on overarching strategies and support mechanisms to advance the circular economy in South Australia.

Several ambitions (broad KPIs) were identified among Festival City Adelaide members and other key stakeholders throughout the duration of this project, among them to:

- go beyond zero to drawdown,

- leverage economies of scale to reduce costs,

- explore co-operative models to improve access to solutions,

- increase confidence in data collection and measurement,

- standardise reporting frameworks among the sector in South Australia,

- collaborate on story-telling and audience communications,

- change the status quo by going completely plant-based,

- advocate environmental sustainability leadership to foster systemic change.

This two-year project involved interviews, surveys, site observations, document and desktop research, as well as industry workshops conducted together with project partner, Green Music Australia.

The process quickly revealed that while most festivals have implemented environmental sustainability initiatives, particularly around waste management, a lack of confidence in transparency, auditing, and sustainability reporting was acutely felt.

Festival stakeholders displayed a deep understanding of the challenges and drivers to sustainability, expressing strong enthusiasm to do more, but a lack of information tailored to the industry was often cited as a barrier. In fact, the volume and diverse quality of information (sustainable events guides, checklists, and tools on energy, measurement, supply chain, transport, water and waste) didn't support a sense of consistency or confidence in an overarching industry standard.

To add to this, water efficiency, climate change risk assessment, venue agreements pertaining to sustainability practices, and circular economy/procurements haven't been explored by the majority of participating festivals and more capacity support was noted as required.

How to align a festival's ambitions with local and state government responses to climate change and greenhouse gas emissions and targets was also questioned. Committing to sustainability action was considered paramount, but support from festival boards and/or senior leadership was also deemed crucial to implementation.

This project exemplifies a new approach to industry collaboration. It respects the various structures, scales, capacities, and operating environments that South Australia's festivals and events work in. The task it set out to achieve was to identify where festivals and events can together make progress despite their differences. As it turns out, there is plenty to do to.

This Roadmap is the culmination of the industry's hard work and dedication to sustainability and a climate positive future.

About

Examples of lead priorities put forward by industry stakeholders and captured in the Roadmap, included to:

- Position First Nations First in every effort made towards a climate positive festival and event sector.

- Jointly declare a Climate Emergency as a sector.

- Support festivals to develop their own Sustainability Action Plans.

- Create and centralise reporting templates and resources.

- Offer training and tailored services to industry, including a year-round resource to advise, support, and provide staff training.

- Develop a certification system for the sector. Work with government stakeholders to require SAPs as a condition to government funding.

- Explore cooperative models, library systems, joint procurement for the sector that is coordinated by Festival City Adelaide.

- Influence and educate audiences on environmental issues and/or campaigns before/during/after performances by strategically positioning key messages.

- Integrate and embed Aboriginal Welcome and Acknowledgement of Country throughout the duration of programs (not just at the beginning) and procure more seasonal produce and Aboriginal foods for catering.

- Pilot learning labs and train up a select group of venues at a time as a model for other event sites.

- Co-create venue checklists to facilitate change but also to inform festivals and artists about what they can inquire about.

This Roadmap encompasses these commitments and others. Importantly, all industry stakeholders, including councils, suppliers and service providers, have expressed support of a strategy that increases consistency, encourages collective and collaborative learning, sets good practice and minimum standards, and drives innovation.

"

Festivals are the pulse of our community and have immense potential to inspire change through their cultural influence. By leveraging this power, the Roadmap underscores the importance of integrating sustainability practices into the very fabric of these events, creating a ripple effect that extends deep into the community.

Susan Close
Minister for Climate, Environment and Water

Shared Statement

Our vision is:

South Australia's festival sector exemplifies environmentally sustainable and regenerative practice.

Our purpose/mission is:

To facilitate a cooperative approach towards addressing the climate crisis by supporting the festival sector in building confidence, capacity, collaboration, and transparency.

Our strategy is:

South Australia's festivals and events collaborate and commit to urgent common action to address the climate crisis and generate industry initiatives and standards that pave the way for a regenerative and climate positive future.

We're going to do this by:

Developing, adopting, and executing on a shared 5-year Climate Action Roadmap.

To do this, we'll need to:

Commit to and execute on actions within these five pillars:

Strategy - the industry commits to creating Sustainability Action Plans, with sufficient resourcing and support for its effective implementation and monitoring.

Measurement & Data - the sector uses data for evidence-based decision-making and strategy pertaining to its decreased footprint and improved contribution towards a climate positive future.

Resources - the industry participates in cooperative models to leverage economies of scale and the Festival City Adelaide network.

Advocacy - the industry promotes its thought leadership and advocacy around sustainable events and their impacts on the environment.

Common Action - the industry takes measurable and considerable joint action to support regeneration and reforestation initiatives and campaigns.

And we'll know it's worked when the festival sector has:

- further integrated and embedded Aboriginal knowledge and culture within their respective organisations, following appropriate consultation, leveraged economies of scale to reduce costs,

- accessed solutions for improved sustainability with greater ease,

- increased confidence in data collection and measurement,

- utilised standardised reporting frameworks,

- collaborated on story-telling and audience communications,

- changed the status quo by going completely plant-based,

- advocated effectively on major priority areas to key stakeholders, such as upgrades to key venues,

- gone beyond zero to drawdown.

"

What if every festival in Australia banned single-use plastics and supported the reusable revolution, producing little to no landfill waste? What if festival stages were powered by renewable energy and ticket sales helped fund reforestation projects that strengthened local ecosystems? This Roadmap brings us closer to making that vision a reality and creating deep, cultural change for a healthier planet and a better future.

Berish Bilander
CEO Green Music Australia

PILLAR 1: STRATEGY

Action 1.1:
Every entity creates and commits to an Sustainability Action Plan, with sufficient resourcing and support for its effective implementation and monitoring.

To do this, we'll need to:

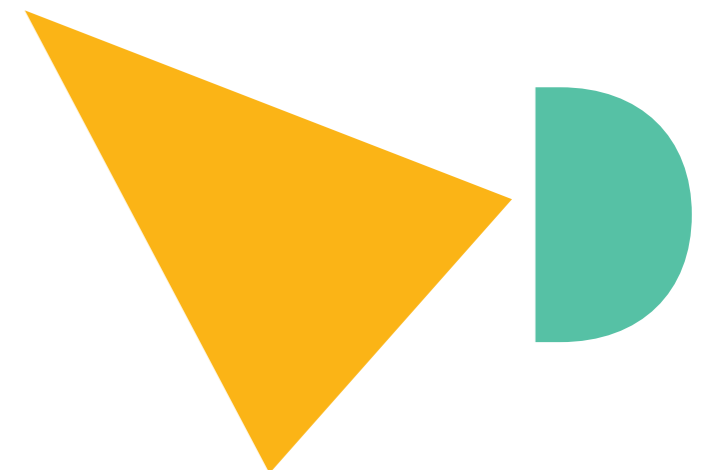| Festival City Adelaide (FCA)	Members
Commit to hiring a Sustainability Manager to support festivals to develop and implement Sustainability Action Plans. This role needs to be viable in the long-term.	Utilise the resource, the FCA Sustainability Manager, to advance the development of SAPs or EAPs, and empower teams to collaborate and access the support.
Work with all levels of the industry to embed principles of accountability, transparency, and sustainability in strategies and action plans, e.g. festival boards to operational staff.	Senior leadership, across respective festival organisations, commits to embedding principles of accountability, transparency, and sustainability across the organisation.
Create minimum industry standards and reflect these in SAP templates developed by FCA for festival use.	Adopt minimum industry standards and reflect these in SAP templates developed by FCA for festival use and identify additional waste, water, food, energy, transport goals (within a festival's influence vs. control) and integrate SAPs into main strategic plans.
Provide the governance structure to support monitoring and engagement with the overarching sector strategy.	Commit to annual reviews of this Roadmap's progress with FCA Sustainability Manager.

PILLAR 2: MEASUREMENT & DATA

Action 2.1
Every entity uses data for evidence-based decision-making and strategy

To do this, we'll need to:

Festival City Adelaide (FCA)	Members
Create industry standards and provide centralised support pertaining to data collection and management via the FCA Sustainability Manager and access to relevant software that will facilitate the data collection and analysis process.	Commit to annual data collection, management, and evaluation to assess progress on waste, water, food, energy, and transport goals; adopt FCA approved standards; assign appropriate financial and non-financial resources to measurement activities; and utilise common processes and software platforms.
Report annually on centralised data results and craft a public impact narrative.	Share relevant data with FCA by utilising available templates and standards to support effective analysis.

PILLAR 3: RESOURCES

Action 3.1:
The festival sector participates in cooperative models to leverage economies of scale and the Festival City Adelaide network.

To do this, we'll need to:

Festival City Adelaide (FCA)	Members
Develop long-term strategic partnerships to lower barriers to access and improve affordability of sustainable solutions (e.g. FCA electric vehicle share platform or biofuel diesel generators).	Work with FCA to develop a supplier directory and investigate group procurement/discount opportunities, where feasible.
Deliver annual upskilling workshops in identified areas of need/concern at all levels of the organisation.	Provide staff with time and support to attend training workshops and offer them as part of performance development options.
Centralise and consistently update a collection of best practise resources, action plans, tools, guides and extra learning. Locate on the FCA website for easy access.	Inform staff about available resources and encourage engagement.
Develop and offer certified training & resources for festival volunteers, which is delivered and updated on a consistent basis.	Embed volunteer resources and training in induction processes and procedures, and prioritise volunteers, who have completed the training.
Create sharing platforms or hire hubs of common items festivals use, in order to lower cost and improve access.	Work with FCA to offer existing resources as part of a sharing platform system, e.g. reusable cup 'library', where possible, and inform staff about the shared resources.

PILLAR 4: RESOURCES

Action 4.1:
The festival sector promotes its thought leadership and advocacy around sustainable events and their impacts on the environment.

To do this, we'll need to:

Festival City Adelaide (FCA)	Members
Circulate template of a Climate Emergency Declaration and work with members to approve both a declaration and comms plan to align with it.	Review the Climate Emergency Declaration, seek approval from executive and board level, and commit to joint promotion.
Work with the sector to collaboratively advocate for the Adelaide Festival Centre to receive appropriate levels of support to upgrade its venue to a 5-star standard green building.	Work with FCA to advance this objective with stakeholders, where appropriate, in order to amplify impact across the arts sector.
Coordinate the FCA Sustainability Working Group, which will provide advice, review advocacy submissions, generate op-eds, test ideas, and be empowered to seek out cooperative solutions.	Nominate a representative to the FCA Sustainability Working Group and empower them to act on behalf of the respective organisation.
Coordinate the Festival City Adelaide Sustainability Commission, an intersectoral body made up of industry, government, and NGO leaders that oversees and monitors the implementation of this Action Plan.	Same as above.
Influence and leverage artists to advance sustainability initiatives by working with partners to either modify guides to diverse art forms represented under FCA or identify existing collateral.	Integrate artist guides in festival operations and artists' communications for upcoming festivals.

Educate audiences and influence their behaviours by working with the FCA Marketing & Comms Working Group to create templates, shared collateral, public service announcements, and other resources to support communication with audiences.

Integrate FCA prepared and/or collated content into festival comms and platforms; utilise the content when and where appropriate to do so; evaluate additional opportunities within the respective festival to promote awareness and conversation among audiences.

Provide support and assist venues and suppliers with capacity by conducting annual venue surveys (together with the festivals) to assess challenges and opportunities for venues to integrate more sustainable initiatives; supporting festivals in developing venue guides, templates, check-lists relevant to the respective event; and assisting with development of procurement policies that prioritise sustainability and regeneration, where needed.

Work with FCA to disseminate both surveys and results to venue partners; embed developed material for venues and suppliers in partnership agreements and/or other appropriate collateral; assess whether procurement policies require change and whether any support could be provided by FCA via its Sustainability Manager.

Commission artist projects that address the sector's commitment to climate action and which highlight, educate, and advocate for sustainable solutions.

Share these opportunities to artist networks and promote the outcomes collectively.
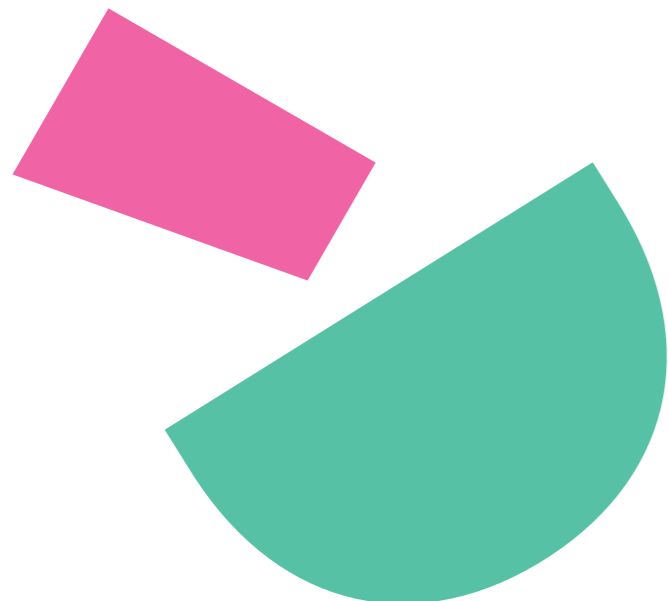
PILLAR 5: RESOURCES

Action 5.1:
The festival sector takes measurable and considerable joint action to support First Nations initiatives and campaigns, regeneration, and reforestation.

To do this, we'll need to:

Festival City Adelaide (FCA)	Members
Create opportunities for shared dialogue, training, consultation and collaboration with Aboriginal representatives that involve a cross-section of the sector.	Further integrate and embed Aboriginal knowledge and culture within organisations, beyond Welcomes to Country, to include more thorough consultation and collaboration, e.g. procurement of seasonal produce and Aboriginal foods for catering or integration of sustainability principles in Wellbeing and Reconciliation Action Plans.
Coordinate a sector-wide Annual Planting Day.	Provide staff with time and support to participate in the annual activity.
Introduce an 'add-on' to membership fees, which will be dedicated to biodiversity, habitat protection and reforestation projects, and make a sector contribution to a select project with those collected funds.	Dedicate a budget toward biodiversity, habitat protection and reforestation projects, which will be paid in addition to the Festival City Adelaide membership fee.
Support carbon offset initiatives/donation campaigns that centre around audience involvement via FCA comms.	Explore ticket purchasing pathways for carbon offsets or generation of funds by audiences for above mentioned contributions.

Climate Action Roadmap

The working group addressed shared timelines for the activities to either be started, finished, or continually evolving.

Given the varying capacities among the sector, it was concluded that a better approach would be to identify how many activities will be started in each pillar and at what stage.

No. of Activities Under Each Pillar

PILLAR	NO. OF ACTIVITIES
STRATEGY	4
MEASUREMENT & DATA	2
RESOURCES	5
ADVOCACY	8
COMMON ACTION	4

We were able to allocate a short, medium, and long-term timelines against each activity and generate the summary table below.

It is important to note that these timelines are indicative of 'start dates' and not necessarily the 'end dates' of given activities, because many of them will be ongoing or multi-stage.

## No. of Activities Achieved Against Timelines

PILLAR	BY JUNE 2025	BY JUNE 2027	BY JUNE 2030
STRATEGY	2 out of 4	3 out of 4	4 out of 4
MEASUREMENT & DATA	1 out of 2	2 out of 2	ongoing
RESOURCES	1 out of 5	2 out of 5	5 out of 5
ADVOCACY	3 out of 8	5 out of 8	8 out of 8
COMMON ACTION	1 out of 4	2 out of 4	4 out of 4

This approach acknowledges that there might be "starts-and-stops-and-then-starts-again" or even just "starts-and-stops". An ever-changing funding environment as well as turnover within organisations might also pose additional challenges and/or opportunities. Hence, this preferred approach above provides enough flexibility, and yet a firm commitment to progressing the activities systematically, and over the five year period. By June 2030, all activities should be well in motion or evolved to suit required needs. The Sustainability Working Group and Commission will also assist in monitoring progress in greater detail, providing advice where needed.

No. of Activities Achieved Against Timelines

AMBITION	YEAR	KPIS TRACKD	AREAS
Horizon C: Most ambitious	5	25	5/5
	3	20	
	1	15	
Horizon B: Moderately ambitious	5	20	4/5
	3	15	
	1	10	
Horizon A: Less ambitious	5	15	3/5
	3	10	
	1	5	
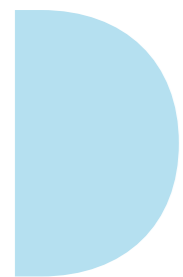
The working group identified several KPI sets, which it suggested as possible to commit to as a sector, so that the same data can be tracked over time and used to indicate progress.

The table above outlines the "ambition" scenarios. While the working group articulated that it would like to track as much as possible and as soon as possible, it knew that in practice this would be a process. It identified data sets that it could begin to comprehensively monitor within the first year.

The Climate Action Roadmap has been an opportunity for our membership to commit to ongoing collaboration, with urgent common action to address the climate crisis. Together we can generate industry initiatives and standards that pave the way for a regenerative and climate positive future.

Justyna Jochym
CEO Festival City ADL

KPIs Identified as Possible to Track (5 Years)

OBJECTIVE	KPI SETS
Travel	• Artist transport air - actual distances travelled per class • Staff commuting - travel distance by each transport mode
Energy	• Corporate electricity - actual kWh usage • Electricity consumption per site - actual kWh usage • Stationary energy (liquid fuels) - actual fuel usage kL in generators • Renewable energy off-grid supply - %
Food	• Food and beverage - expenditure per food categories • Corporate catering food & beverage - no. people per type of meal, no. of events • Plant based/local/seasonal meals served - number and expenditure
Waste	• Greenfield/popup waste - actual data on volumes, rates of clearance and % full • Corporate waste - estimated from volume, frequency of emptying and % full • Landfill diversion ratio - %
Water	Identified as too challenging overall at this stage

The data required for these KPI sets may differ between open access, venue-based, and greenfield festivals. This challenge was discussed at length and on several occasions, and the common view was that we need to learn how to tackle this together. Thus, we need to start and adjust as we go. As such, it was recommended that we adopt Horizon B as the shared commitment, i.e. track 10 KPIs across four sustainability areas in the first year of this Climate Action Roadmap.

What's more research and data collected by Festival City Adelaide and/or supplied by the festivals to Festival City Adelaide is bound by the FCA Research & Data Policy.

Partners

green music australia
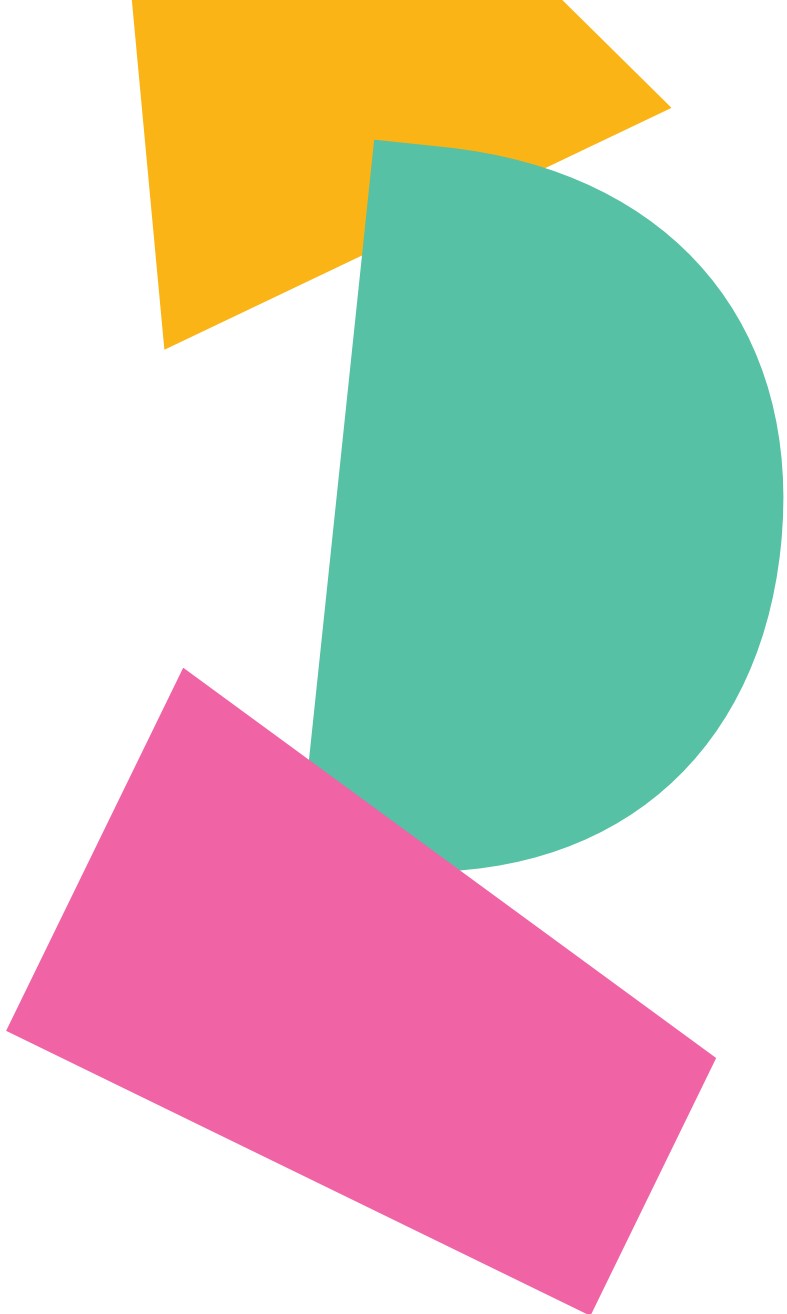
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