

Module 8: Becoming a Change-Maker in the Cultural Sector

A structured training module for cultural event organisers, trainers, and project managers navigating the transition towards sustainable and inclusive practice.

KULTINCLUSION PROJECT PROJECT NUMBER 2023-RO01-KA220-ADU-000156918



Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.

Images in this presentation were generated using AI image generation tools integrated within the Gamma platform, to visually illustrate training scenarios and concepts. They do not depict real people or real events.



1. OPENING SCENARIO

From Festival to Reference Point

Three years later, Anna's festival has:

- Eliminated diesel generators
- Reduced car arrivals by 22%
- Introduced a permanent quiet area
- Integrated accessibility into contracts
- Built partnerships with local transport providers
- Published a short sustainability report

Something unexpected happens.

Other organisers begin asking:

"How did you do this?" "Can you share your contract clauses?"
"Can we visit your event?"

Anna's festival is no longer just an event.

It has become a reference point.

This module explores how cultural organisers evolve from implementers to change-makers.

2. DEFINITION

What Is a Change-Maker in the Cultural Sector?

Embeds sustainability
structurally

Shares practices openly

Influences suppliers

Inspires peer organisations

Aligns with European transformation goals

Cultural actors are not passive recipients of policy. **They are transition multipliers.**

- The EU Work Plan for Culture 2023–2026 recognises culture as a driver of sustainable development and social cohesion: [EU Work Plan for Culture 2023–2026](#)

3. EXPANDING IMPACT

From Internal Improvement to Sector Influence

Up to now, you have focused on:

- Your event
- Your team
- Your contracts
- Your audience

Becoming a change-maker means expanding impact outward.

Level 1 – Supplier Influence

If you include sustainability clauses, suppliers adapt.

If multiple organisers demand similar standards, suppliers evolve.

Your contracts shape the market.

3. EXPANDING IMPACT (CONTINUED)

Three Levels of Influence

Level 2 – Audience Influence

If your event visibly:

- Promotes public transport
- Normalises reusable systems
- Explains inclusion measures
- Communicates carbon awareness

You educate thousands of people. **Culture influences behaviour.**

Level 3 – Network Influence

Share:

- Your monitoring dashboard
- Your supplier templates
- Your accessibility map
- Your lessons learned

Transparency accelerates sector change.

4. STRATEGIC POSITIONING

Aligning with European Priorities

Change-makers understand policy context. Key frameworks influencing cultural transition:

European Green Deal

[commission.europa.eu – European Green Deal](https://commission.europa.eu/european-green-deal)

EU Climate Law

[climate.ec.europa.eu – EU Climate Law](https://climate.ec.europa.eu/eu-climate-law)

EU Strategy for the Rights of Persons with Disabilities

[commission.europa.eu – Disability Rights Strategy 2021–2030](https://commission.europa.eu/disability-rights-strategy-2021-2030)

Erasmus+ Horizontal Priorities

[erasmus-plus.ec.europa.eu – Programme Priorities](https://erasmus-plus.ec.europa.eu/programme-priorities)

When your event aligns with these frameworks, you gain: **funding eligibility**, **institutional credibility**, and **strategic relevance**.

Communicating Impact Professionally

Many organisers improve but fail to communicate it.

Change-makers:

- Publish short sustainability summaries
- Share inclusion improvements
- Use data transparently
- Avoid greenwashing
- Report both success and challenges

Simple tools:

- One-page annual sustainability snapshot
- Visual infographics
- Post-event public transparency statement

Communication builds trust.



6. PARTNERSHIPS

Building Strategic Partnerships

Change-makers do not operate alone. They build alliances with:



Municipalities



Public Transport Providers



Disability Organisations



Environmental NGOs



Educational Institutions

Partnership expands capacity. This reflects participatory governance principles within EU cultural and sustainability frameworks.

7. MINI APPLIED CASE STUDY

From Event to Policy Dialogue

📄 Case Study: Anna's Festival – Year Two

After two years of documented improvement, Anna:

- Shares transport reduction data with the municipality
- Proposes joint mobility planning for major events
- Invites disability associations to advisory meetings
- Participates in a regional sustainability network

Outcome

Her event becomes part of a broader local transition.

Influence moves beyond the festival.

8. IDENTITY & SCALE

Scaling Without Losing Identity

Becoming a change-maker does *not* mean:

- Becoming corporate
- Increasing budget drastically
- Losing artistic identity

It means:

- Increasing structural clarity
- Maintaining values
- Embedding systems
- Sharing knowledge

Small events can lead innovation because they are flexible.

9. INTEGRITY

Avoiding the Greenwashing Trap

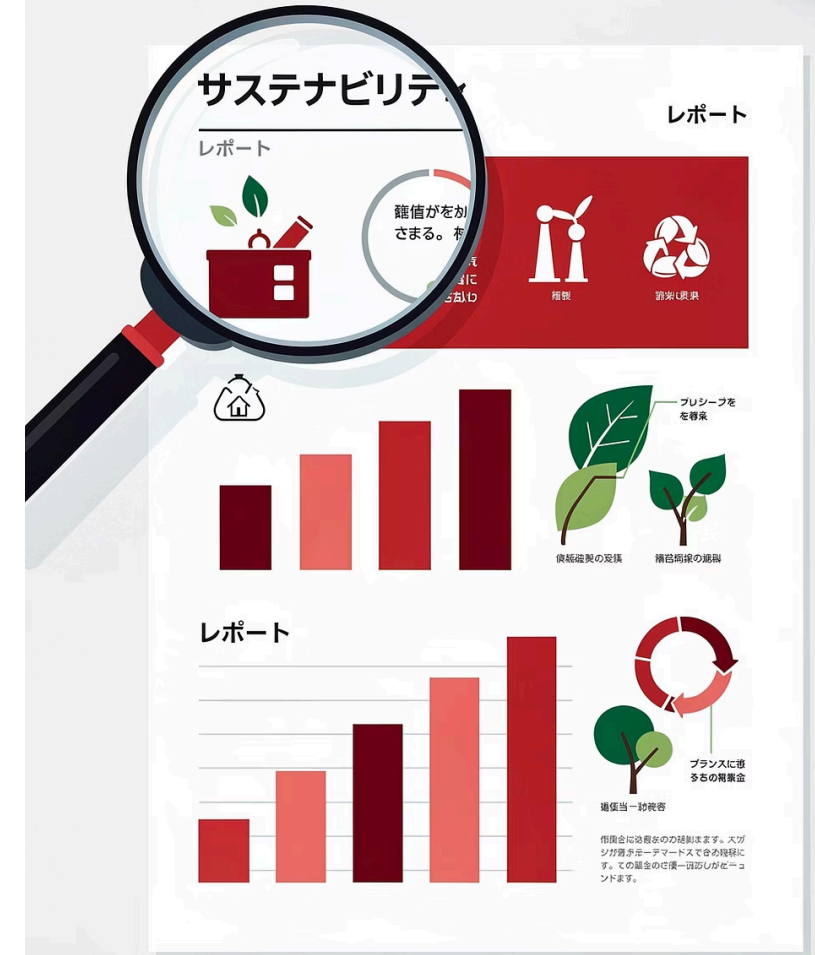
As sustainability becomes popular, there is risk of:

- Exaggerated claims
- Selective reporting
- Decorative messaging

Change-makers:

- Report data honestly
- Acknowledge weaknesses
- Show progress, not perfection

Transparency builds legitimacy.



10. PRACTICAL EXERCISE

Guided Practical Exercise – Your Change-Maker Roadmap

 **Exercise: Complete each step individually or in small groups.**

1

Step 1 – Internal Consolidation

List three practices that are now structurally embedded.

2

Step 2 – External Sharing

Identify one document or practice you can openly share.

3

Step 3 – Network Engagement

Identify one network, association or local body you could engage with.

4

Step 4 – Communication

Draft a 5-line public commitment statement linking your event to: sustainability, inclusion, and European transition goals. Keep it realistic and specific.

11. FINAL REFLECTION

Your Role in the Transition

Cultural organisers are not peripheral actors in Europe's transformation.

Behaviour Shapers

Space Designers

Community Conveners

Storytellers

Your event:

- Influences mobility patterns
- Shapes food consumption

- Models accessibility
- Normalises inclusive behaviour

This is cultural power.

12. COURSE CLOSING

Closing the Course – The Full Cycle

You have now completed a cycle:

01

Module 1 – Awareness

03

Module 3 – Environmental Redesign

05

Module 5 – Managing Resistance

07

Module 7 – Monitoring & Legacy

02

Module 2 – Diagnosis

04

Module 4 – Inclusive Design

06

Module 6 – Action Planning

08

Module 8 – Leadership & Change



**Sustainability and Inclusion
Are Not Side Projects.**

**They are design
principles.**

You are no longer just organising an event.

**You are shaping
ecosystems.**

TRAINING COURSE ON SUSTAINABLE & INCLUSIVE CULTURAL EVENTS