



Action Planning

1. Understand (or evaluate) the problem

What are the specific environmental and systemic challenges that are most relevant for you to focus on where you are?

You can refer to the Sustainable Development Goals or the Bioregional One Planet Living Principles or local issues directly relevant to / impacted by your work to support this mapping.

What impact do you want to create and what are the needs of this issue?

Focus on the outcome, and then the means to that end - environmental, social, financial, creative, and technical.

How does this issue relate to and affect your artistic practice, institution or community?

What can you do to tackle this issue?

Focus on what you can control and influence, and your specific background and skills.

Who are the stakeholders and communities you need to engage?

What are their needs, and what parallels can you draw between their broader aims and your vision? For example, what links can you draw between environmental and social or financial outcomes?

What opportunities can you see?

Can you find objectives and priorities of local, national or international government structures or potential financiers that are in line with the project? Are there local or regional potential partners you could reach out to – research or academic institutions, NGOs, other creative/cultural organisations, other artists, campaigns, etc? Is there a clear alignment with any work you are already doing?

What are the key challenges and barriers you can identify?

These might be financial, technical, attitudinal/cultural, expertise, etc.

What additional skills or support do you need to make this happen and where will you obtain them?

What additional knowledge of or understanding on your challenge do you need?

Do you need to undertake any additional field research, meetings with key people, or should a consultancy process be part of your project?

Set specific objectives around what you want to achieve that are linked to the needs and aims you have identified.

Objectives should be SMART(ER):

Specific, measurable, agreed, realistic, time-bound, ethical and recorded.

You may want to use a template like Theory of Change or Lean Canvas for scoping your project and the impact you want to have, if it's helpful. See the handout attached.

Reality Check:

Are these objectives still linked to the problem you are trying to address?

Do these objectives align with or contribute to other areas of your work (or is this a project that might better be done by someone else)?

Are your objectives in line with the aims of potential funders or partners that you need to bring on board?

Do you have the capacity to achieve these objectives?

What assumptions have you made? Do any of them need to be tested (and how would you test them – e.g. through interviews with a few key stakeholders)?

You may want to use a template or approach like a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for this scoping part of the process.

	Helpful to achieving objectives	Harmful to achieving objectives
Internal factors	STRENGTHS	WEAKNESSES
External factors	OPPORTUNITIES	THREATS

2. Improve by planning and taking action – and build in ways to evaluate your impact.

Devise actions and activities based on your objectives. What are your intermediate outcomes, and how do they link to your overall aims?

Focus on outcomes, not means. For example, instead of saying you will create one publication, think about the purpose for this publication: is there a different way to achieve the same result?

Think about what happens at every stage – from scoping, to planning/fundraising, implementation, and evaluation. Include any practical and logistical matters.

Set a realistic timeline with meaningful milestones.

You may want to prepare a gantt chart or table of activities.

Can you test your project through pilot activities or prototyping?

Plan what resources you will need for your activities, and where you may be able to obtain them: grants or funding, loans, savings, in-kind contributions, income from the activities, etc.

Prepare a draft budget.

Clearly define any partner roles.

For example, how will tasks and responsibilities be distributed, how will you ensure monitoring of budget, time management, project activities, and results with them, how will you communicate and what are partner expectations?

Analyse the expected impact and outcomes of the project on different stakeholders.

For example, the environment (positive and negative), your colleagues / others in your organization, the local community, audiences, others in your sector, your project partners, policymakers or decision-makers, suppliers, other target groups.

Is the impact local, regional, national, or international?

How will you measure the impacts and outcomes of your project and build in ways to obtain the information you need? Crucially, how will you evaluate the environmental outcomes of your project?

You may want to use a template like a Theory of Change framework for scoping this part of the process. See the handout attached.

What are the project risks and how can you mitigate them?

At what moments throughout your project life-span will it be important to evaluate what is working, what is not working, whether you are achieving your desired impacts, and whether these are still fulfilling your aims and objectives?

Redefine your project or activities as necessary.

Does your project fit into one of the seven cultural trends we have discussed this week? Are there any creative or cultural projects you could draw learning from – about what worked, and what didn't work? What about their approach is transferable to your context and what needs local adaptation?

3. Communicate your outcomes: to audiences, colleagues, others in your community, policymakers, suppliers, researchers, journalists, etc.

How can you make your project visible during and after the project?

What are your target audiences – for which project outcomes and activities?

How can you clearly communicate your project aims and objectives, and how they tie to your or your organisation or partners' mission and vision?

How will you share any learning and/or knowledge from the project?

How can you make sure that the project outcomes and results will remain available and/or will be used by others?

Also, with regard to your objectives and the impact you want to have, what format is appropriate for any published outcomes – can you use formats like creative commons, open source, etc?

How will you celebrate successes and with who?

How can you translate your work into advocacy, and at what level?

How can you make your project visible as part of a global creative and cultural movement taking action on climate change and environmental challenges?



SUSTAINABLE DEVELOPMENT GOALS



Bioregional One Planet Living Principles

“Rooted in the science and metrics of ecological and carbon footprinting, the 10 One Planet principles are used to structure thinking and inform holistic action. These principles stemmed from Bioregional’s experience of working on BedZED, a pioneering eco-village in South London, UK. Together, the principles provide a holistic framework to help organisations and project teams examine the sustainability challenges faced, develop appropriate solutions and communicate the actions being taken to key stakeholders such as colleagues, the supply chain, clients, customers and local and national government.”

 Health and happiness Encouraging active, sociable, meaningful lives to promote good health and well being	 Local and sustainable food Supporting sustainable and humane farming, promoting access to healthy, low impact, local, seasonal and organic diets and reducing food waste
 Equity and local economy Creating bioregional economies that support equity and diverse local employment and international fair trade	 Sustainable materials Using sustainable and healthy products, such as those with low embodied energy, sourced locally, made from renewable or waste resources
 Culture and community Respecting and reviving local identity, wisdom and culture; encouraging the involvement of people in shaping their community and creating a new culture of sustainability	 Sustainable transport Reducing the need to travel, and encouraging low and zero carbon modes of transport to reduce emissions
 Land use and wildlife Protecting and restoring biodiversity and creating new natural habitats through good land use and integration into the built environment	 Zero waste Reducing waste, reusing where possible, and ultimately sending zero waste to landfill
 Sustainable water Using water efficiently in buildings, farming and manufacturing. Designing to avoid local issues such as flooding , drought and water course pollution	 Zero carbon Making buildings energy efficient and delivering all energy with renewable technologies

THEORY OF CHANGE

Define your goals and how you will achieve them

What is the problem you are trying to solve?	Who is your key audience?	What is your entry point to reaching your audience?	What steps are needed to bring about change?	What is the measurable effect of your work?	What are the wider benefits of your work?	What is the long-term change you see as your goal?
				Measurable effect?	Wider benefits?	
				Measurable effect?	Wider benefits?	
KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	KEY ASSUMPTIONS	STAKEHOLDERS

INSPIRED BY: Nesta (2011) Theory of Change

PURPOSE

Clearly defined in terms of the social/environmental impact that is intended and any financial goals as well as any other key aspects of the vision. This will include the overarching problem/s that the venture will look to solve. This box is not really part of the canvas as it is not part of the business model that needs to be validated. This needs to be in place before starting on the rest of the canvas as it will serve as a set of guiding principles for the development of the business model.

PROBLEM

What are the biggest problems? Note these are specific problems faced by the customers (in customer segments) not the overarching problems that arise in the Purpose section.

Existing Alternatives

How are these problems currently being solved?

SOLUTION

What solution will deliver the UVP/s to the different customer segments?

KEY METRICS

What key numbers tell you whether your venture is succeeding?

UNIQUE VALUE PROPOSITION

What single or multiple value propositions remove the problems faced by the different customer segments?

High Level Concept

A one-liner explaining what your organisation does.

UNFAIR ADVANTAGE

Why will this venture succeed?

CHANNELS

How will you reach your customers in a scalable way?

CUSTOMER SEGMENTS

Who do you need to move to make this business model work?

- Customers
- Users
- Investors/Funders
- Volunteers etc

Early Adopters

Which customers will move first?

COST STRUCTURE

How much will it cost to deliver your solution to customers at scale?

FINANCIAL SUSTAINABILITY

1. Traditional Revenue Model - ongoing income, e.g. customers paying for your product/service, ongoing donations etc.
2. Funding Model - individuals or organisations contributing initial capital (also include the ownership structure proposed for this venture)

IMPACT

What social or environmental impact will result and who are the beneficiaries? Including defined metrics for how these outcomes will be measured (these assumptions will be validated (and potentially pivoted on) like every other part of the business model).



V1.04 Available at www.socialleancanvas.com