

Perform Europe - Policy Levers Tool

Developed by IDEA Consult

Perform Europe is co-funded by the European Union and co-initiated by a consortium of six organisations.

Perform
Europe



International network
for contemporary
performing arts



EUROPEAN
FESTIVALS
ASSOCIATION



European
Dance Development
Network



Co-funded by
the European Union

Introduction

FIND OUT MORE

[Resources on the Perform Europe Website](#)

Context

The **Perform Europe Policy Levers Tool** invites policymakers, cultural organisations, networks and intermediaries to reflect on how policy frameworks can better support greener, more inclusive and care-based international collaboration in the performing arts. Rather than offering ready-made recommendations, the tool helps users explore how different policy actors can create leverage for change within their own context.

The tool is structured around **seven policy domains** that emerged from the Perform Europe Learning Trajectory and broader discussions in the sector. These domains represent areas where policy frameworks significantly influence international touring practices:

- **Cross-border mobility**
- **Finances and resources**
- **Ecological sustainability**
- **Accessibility and inclusion**
- **Partnerships and networking**
- **Engaging with communities**
- **Skills, capacities and learning**

Each domain highlights **systemic obstacles** that can limit change and proposes **possible policy levers** that could enable new practices.

For more background, read [Levers for Future Policy Development](#).

How can the tool be used?

The Policy Levers Tool supports reflection, dialogue and collaboration around policy frameworks for international touring. It can be used by policymakers, funders, networks and cultural organisations to analyse existing systems, structure policy conversations, and inspire programme design. The tool can also be applied in workshops or learning settings to identify ambitions, obstacles and policy levers relevant to specific contexts.

In these contexts, the **Policy Levers Tool** is used together with the [Strategies & Tools Postcard Set](#) to generate and cluster policy ideas.

Taken together, the cards in these tools follow a simple logic: **Strategy → Obstacle → Policy levers**

They invite users to reflect on three questions to generate ideas, which can then be clustered and interpreted:

Step 1. What strategy do we want to strengthen?

Use the Strategies & Tools Postcard Set to formulate your ambitions. This could include adaptive touring, care-based partnerships, slower touring, designing more inclusive activities, or environmentally responsible production and touring.

Step 2. What systemic obstacle currently limits this ambition?

Use the obstacle cards in this set. This could relate to how touring is funded, how mobility is organised, how partnerships are supported, what skills and capacities are available, or how regulations and infrastructures shape international collaboration.

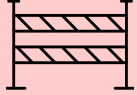
Step 3. What policy lever could help address this obstacle?

Use the Policy Levers in this set. This might involve adapting funding schemes, creating networking or mobility frameworks, investing in skills and training, adjusting regulations, or developing infrastructures that enable new touring models.

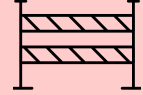
Step 4. Cluster and interpret the policy levers

For instance, cluster the levers and ideas according to **policy angle** (e.g. funding, networking, skills, regulations, infrastructure), **governance level** (local/regional, national, supranational), or **time horizon** (short-term adjustments vs. structural change). Then look for patterns.

OBSTACLE



CROSS-BORDER MOBILITY

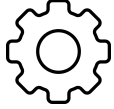


Fast-paced
production and
touring cycles in
an overheated
system

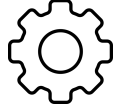
Unequal access to
mobility and
asymmetric
distribution of
policy support

Geopolitical
instability and
conflict shaping
mobility
conditions

POLICY LEVER



CROSS-BORDER MOBILITY



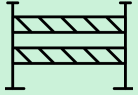
How to redesign cross-border mobility systems for slower, fairer and more equitable exchange?

Incentivising slow,
adaptive and care-
based touring
models

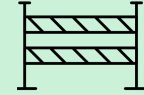
Rebalancing
access to cross-
border mobility
through solidarity
and equity

Mobility
frameworks
grounded in care,
safety and
responsibility

OBSTACLE



ECOLOGICAL SUSTAINABILITY



Greener travel and logistics remain costly

Ecological practices clash with (fast) production and touring norms

Ecological sustainability is shaped by unequal capacities and social privilege

POLICY LEVER



ECOLOGICAL SUSTAINABILITY



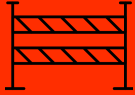
How can touring systems align with planetary limits without reinforcing inequality?

Enabling low-carbon and resource-aware touring choices

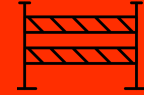
Challenging accelerated production and touring norms

Addressing unequal capacities and justice dimensions of sustainability

OBSTACLE



ACCESSIBILITY & INCLUSION

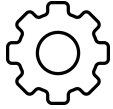


Touring processes
insufficiently
account for access
and care needs of
artists and
audiences

Precarity
structurally limits
who can
participate in
international
touring

Accessibility
conditions vary
widely across
venues, regions
and touring
contexts, including
rural areas

POLICY LEVEL



ACCESSIBILITY & INCLUSION



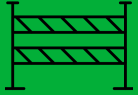
How can international touring enable equitable access, voice, and agency for diverse artists and audiences?

Embedding
accessibility and
inclusive design
from the outset

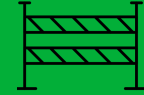
Supporting
mediation,
language work,
and contextual
adaptation

Addressing
precarity and care
as structural
barriers to
participation

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ENGAGING WITH COMMUNITIES

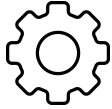


Lack of time and continuity for local embedding and reciprocity

Dominant touring models prioritise circulation over reciprocity and contextual adaptation

Cultural, linguistic, and access barriers require mediation that is insufficiently resourced

POLICY LEVER



ENGAGING WITH COMMUNITIES



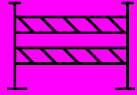
How can touring systems prioritise long-term, reciprocal community relationships?

Supporting
mediation, care
and shared
responsibility in
community
engagement

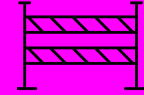
Shifting from
circulation-driven
touring to
reciprocal,
community-rooted
engagement

Enabling shared
authorship and the
inclusion of
underrepresented
voices

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FINANCES & RESOURCES



Dependence on short-term project funding, limiting long-term planning and sustainability

Higher costs for sustainable ecological, inclusive and care-based practices

Logistical hurdles for adaptive, context-based work

POLICY LEVER



FINANCES & RESOURCES



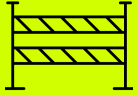
How can funding frameworks enable long-term, value-based touring?

Moving beyond
short-termism
towards longer
time horizons

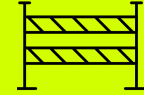
Recognising the
real costs of
sustainable and
inclusive touring

Enabling
flexibility and
adaptability for
context-based
touring

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PARTNERSHIPS & NETWORKING



Partnerships are shaped by short-term, project-based collaboration

Unequal power and resource distribution shapes partnerships

International collaboration remains concentrated within existing networks

POLICY LEVER



PARTNERSHIPS & NETWORKING



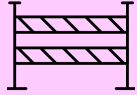
How can policy support the development of open, durable and value-based international partnerships?

Supporting long-term, value-based partnerships

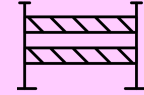
Addressing power imbalances and risk-sharing within partnerships

Opening networks and diversifying international collaboration

OBSTACLE



**SKILLS, CAPACITIES &
LEARNING**



New expectations
emerge without
sufficient training
and capacity
building

Workers and
teams operate
under persistent
overload

Knowledge
remains
fragmented and
learning systems
are weak

POLICY LEVER



SKILLS, CAPACITIES & LEARNING



How can policy strengthen the skills and learning infrastructures needed for new touring models?

Closing the gap
between
expectations and
learning capacity

Strengthening
collective and
shared learning
systems

Addressing
workload pressure
and creating
space to learn

Perform Europe

Reimagine
international
touring

