

TUJALI

**PRACTICAL TOOLS FOR ARTS SPACES,
ORGANISATIONS AND FESTIVALS TO TAKE CARE
OF YOUR COMMUNITY.**

**ORGANISATION
RESOURCES**

**MADE FOR
CREATIVES
BY CREATIVES**

CONTENTS

INTRODUCTION	3
WHAT DO WE MEAN BY A CULTURE OF CARE?	4
HOW TO USE THIS RESOURCE	5
CHECKLIST FOR ARTS SPACES, ORGANISATIONS AND FESTIVALS	6
A. PEOPLE & ROLES	7
B. PHYSICAL SPACE	8
C. POLICIES AND PROCESSES	9
D. COMMUNICATIONS & CULTURE	10
TEMPLATES	11
COLLABORATORS	12

INTRODUCTION

We all want every space, organisation and festival and venue to feel like a shared space for creativity, for community. That only works if it's built on respect and care.

This resource is about two things:

Processes and protocols: so that if something does happen, everyone involved knows what to do next. Not because we expect the worst, but because clear next steps enable people to act quickly and calmly when it matters.

A culture shift: making sure people feel genuinely taken care of, and have access to the information and support they need, before anything goes wrong.

What can this look like in practice? A visible, reachable point of contact when someone needs support. A space to go if things feel overwhelming. Clear ways to report a concern whether you're a team member or part of the audience, and a clear process for what happens next. A shared understanding - from leadership to security to staff - that maintaining a safe space is something we are all responsible for.

Trusting your instincts and reaching out - even when you're not sure something is wrong - is how spaces stay safe.

WELCOME TO TUJALI.

WHAT DO WE MEAN BY A CULTURE OF CARE?

Care is not just about what happens when something goes wrong. It is a culture you create every day. It is how you greet someone, making people feel seen in your space and noticing when someone is struggling, even before they notice it themselves.

This resource is for anyone who shapes what a space feels like: venue owners and managers, festival and event organisers, security and door staff, staff and volunteers, and anyone else working on the ground when people come through the door.

A culture of care isn't one policy or one role, it's a set of small, consistent choices that add up to people feeling safe and looked after. That might mean a designated point of contact people can go to, a quiet space away from the noise or just mean that everyone on site knows what to do if something doesn't feel right.

Whatever form it takes, a few things are important to remember:

Don't ignore it, ask for support. If you notice something that concerns you - even if you're not sure how serious it is - say something. You don't have to handle it yourself: just connect the person to someone who can help.

“Ongea.”

Know the difference between immediate danger and a concern. If someone is in immediate danger, get help right away. If not, there should be a clear way to report it afterwards.

Care is everyone's responsibility. Whatever your role, your conduct shapes the culture and safety of the space. Trust your instincts and don't assume someone else will step in.

“Wajibu ni wetu sote.”



HOW TO USE THIS RESOURCE

Most people running spaces, events and festivals are already instinctively committed to making sure everyone has a good time and is safe. However, in the chaos of making an event happen, care can fall off the radar. Not because anyone stops caring, but because attention gets pulled toward a hundred other things first.

A few simple things can make the difference. None of which need to be expensive or complicated. A visible point of contact, a quiet space away from the noise, a clear, simple process for reporting a concern. A shared briefing for everyone on site, so staff, security and volunteers are all working from the same understanding of what care looks like in practice. Often it's the simplest things that make the biggest difference to how safe a space feels: a free water point, good lighting, a sign that tells people where to go.

This resource sets out how to build these into your own space. Each section includes:

Part 1 A checklist: a self-assessment of what you already have in place and what's missing.

Part 2 A set of templates and resources you can adapt for your own context: briefings, policies and more.

You don't need everything in place before your next event. Start with one or two things. The goal is to make care more visible over time, not to build a perfect system overnight.

"Haba na haba hujaza kibaba."

CHECKLIST FOR ARTS SPACES, ORGANISATIONS AND FESTIVALS

Care shows up in different ways.

"Njia ni nyingi."

This self-assessment checklist is organised into four areas. Each outlines some of the things you could think about to make your space, organisation or event more care-ful. You may already be doing some of the things, others might need more attention and some just won't be relevant.

Work through them in any order. The point of a self-assessment is to show you where you could focus, not where you've failed.

This is a starting point. Take what helps. Go as deep as you want. Leave the rest.

A. PEOPLE & ROLES: WHO'S RESPONSIBLE FOR CARE?

B. PHYSICAL SPACE: FROM LIGHTING TO A QUIET PLACE, HOW SAFE DOES YOUR SPACE FEEL?

C. POLICIES & PROCESSES: WHAT SYSTEMS HELP PEOPLE KNOW WHERE THEY STAND?

D. COMMUNICATIONS & CULTURE: HOW DO YOU COMMUNICATE ABOUT CARE?



A. PEOPLE & ROLES

WHO IN YOUR ORGANISATION IS RESPONSIBLE FOR CARE?

ITEM	WHAT IT MEANS
☐ DESIGNATED CARE LEAD	One named person who knows your policies and processes inside out and is the go-to person if something happens in your organisation, space or event. They don't have to be a professional, but they are responsible for leading safeguarding and wellbeing interventions, taking action, identifying next steps and following up after an incident.
☐ CARE TEAM	A small group who work alongside the Care Lead, understanding the same policies and processes, so they can support with managing incidents and stand in when the Care Lead isn't available. Depending on the type of organisation, event or festival, the Care Team may also be present on the ground, so staff and audiences have more than one point of contact. The group shares the load so no one carries it alone.
☐ STAFF AND VOLUNTEER BRIEFING	Everyone working with you - from the directors to volunteers - knows the basics: what to do if they see something, who to call, what your code of conduct says. This is part of onboarding new staff, an explicit item in contracts and covered regularly in meetings as well as before an event.

AT AN EVENT OR FESTIVAL – THESE ITEMS APPLY WHEN YOU'RE RUNNING SOMETHING PUBLIC.

ITEM	WHAT IT MEANS
☐ CARE CONTACT(S) ARE VISIBLE TO STAFF AND ATTENDEES	Staff and attendees know who to go to if there is a problem - a name or number on posters, in announcements, or as part of event communications.
☐ ALL EVENT STAFF AND VOLUNTEERS ARE BRIEFED	Everyone working the event - bar staff, security, production, volunteers - know the basics: what to do if they see something and who to call. Security, medical and door staff may need additional guidance, focused on areas such as de-escalation and when to refer rather than intervene.
☐ SOMEONE IS RESPONSIBLE FOR ARTIST/PERFORMER WELFARE	Someone is responsible for taking care of artists and performers: making sure they have what they need, checking in before and after they go on, and giving them somewhere to go if they need a moment.

B. PHYSICAL SPACE

FROM LIGHTING TO A QUIET PLACE, HOW SAFE DOES YOUR SPACE FEEL?

	ITEM	WHAT IT MEANS
☐	QUIET SPACE	Somewhere away from the noise where someone can go if they're feeling overwhelmed or need a moment.
☐	QUIET SPACE IS SIGN-POSTED	The quiet space is clearly signposted, so people can find it without having to ask.
☐	FREE WATER AVAILABLE	If water is sold, is there also a free option - a tap, a jug, a water point - even just in the quiet space.
☐	BASIC FIRST AID KIT ON SITE	It's kept somewhere accessible to staff and easy to find.
☐	MEDIC OR FIRST AIDER PRESENT	A trained first aider or medical professional is on site, especially important for larger events.
☐	ACCESSIBLE ENTRY AND FACILITIES	Ramps, accessible toilets, step-free routes - basic access needs are in place, and if not, this is communicated clearly.
☐	GOOD LIGHTING IN KEY AREAS	Dark areas can be a risk. Entrances, exits, toilets and the quiet space should be well lit.
☐	WELFARE INFORMATION VISIBLE	Even a small poster or sign can help people know where to ask for help or feel taken care of.

C. POLICIES & PROCESSES

WHAT SYSTEMS HELP PEOPLE KNOW WHERE THEY STAND?

ITEM	WHAT IT MEANS
☐	<p>CODE OF CONDUCT</p> <p>A clear, simple statement of how people are expected to treat each other in your space, organisation or festival. This should cover things like harassment, consent, substance use, and how to report a concern. You may want to make sure it is available in different languages, and think about how it is visible on your website and at events.</p>
☐	<p>INCIDENT REPORTING PROCESS</p> <p>A way for people to report something - during or after an event. We've found that a form linked from your event page or website works well. It is important to make it clear that it's for non-urgent concerns and that for something urgent they should seek immediate support from a member of staff.</p>
☐	<p>SAFEGUARDING POLICY</p> <p>This sets out your organisation's responsibilities toward your community - staff, participants, audience members but also vulnerable people, such as minors and young people. It's important that you have this reviewed by someone with relevant expertise before use.</p>
☐	<p>CLEAR ESCALATION PROCESS</p> <p>This ensures that everyone knows what happens and what to do if something goes wrong. For example, when an issue arises it should be addressed by a first responder, then Care Lead/Team, then leadership, then external support (police, ambulance, mental health services) if needed.</p>
☐	<p>SUBSTANCE USE POLICY FOR STAFF AND VOLUNTEERS</p> <p>A clear, explicit policy on whether people working on your event can drink while on duty, that everyone understands.</p>
☐	<p>POLICIES ARE REVIEWED REGULARLY</p> <p>If a policy is in place but never used or looked at then it isn't really a policy. It is important that someone is responsible for checking and updating them.</p>

D. COMMUNICATIONS & CULTURE

HOW DO YOU COMMUNICATE ABOUT CARE?

	ITEM	WHAT IT MEANS
☐	CARE MESSAGING IN PRE-EVENT COMMUNICATIONS	A line or two in the event WhatsApp, email or social post lets people know what's in place and who to contact and how.
☐	CODE OF CONDUCT IS ACCESSIBLE BEFORE THE EVENT	You can include this on your website, linked in the event listing, shared in the event group, not just on a poster at the door.
☐	OPEN CONVERSATION ABOUT MENTAL HEALTH AND WELLBEING	Not just in a crisis - open conversations about mental health and wellbeing are supported day-to-day, with support (and sometimes budget) in place for your team as well as at events.
☐	CONSISTENT CARE LANGUAGE ACROSS YOUR MATERIALS	If you're using this framework, keep the language and identity consistent, so people start to recognise it.
☐	FEEDBACK MECHANISM AFTER EVENTS	A simple way for attendees, staff and volunteers to share how they felt, including any concerns, can be really useful for improving interventions next time.
☐	CARE NAMED IN ONBOARDING NEW COLLABORATORS	New collaborators - volunteers, vendors, new team members - get a briefing on care and wellbeing, and are familiar with policies, protocols and what to do if necessary.

TEMPLATES & GUIDES

TEMPLATES AND GUIDES WE HAVE CREATED THAT MIGHT BE USEFUL:

1. Building your Care Team: Set Up Guide
2. Ready to Respond: Care Lead & Care Team Briefing
3. Everyone Plays a Part: Staff & Volunteer Briefing
4. Looking After Your Artists: Liaison Checklist
5. Quiet Space: Set-Up Guide
6. Welfare Poster: Possible Content
7. Code of Conduct Example (English & Swahili)
8. Incident Reporting Guide
9. Escalation Process and Incident Response Protocol Template
10. Safeguarding Policy Template

TEMPLATES



NOTES...

COLLABORATORS



LaMusicJunkie



people's
palace
projects

Queen Mary University of London



MESHWORKS

ZAHABU

