

# Sustainability Policy and Action Plan

**THE GRAND**  
THEATRE | BLACKPOOL

# Reducing our Carbon Footprint

Since we became an **Arts Council England** (ACE) National Portfolio Organisation in 2012, we made a commitment to reduce our carbon emissions. Blackpool's Grand Theatre has set the standard for heritage theatres and has been featured in the ACE environment report, Sustaining Great Art.

We are delighted to say that our aim to be more energy efficient is continuing successfully and we hope to do even more in future with your help. It's not just about saving the planet (although that is important), if we cut down on our gas, electricity and water use then we also save money.

Here are some of the highlights of the last six years:



We have some amazing plans including generating our own electricity, harvesting the rainwater from our vast roof to flush our toilets, and our ultimate target of becoming carbon neutral.

Why not change your 'How we contact you' preferences from post, to email, helping us reduce the amount of print we produce? You can do this at [blackpoolgrand.co.uk/my-account](http://blackpoolgrand.co.uk/my-account)

Download the Arts Council England Sustaining Great Art Environmental Report 2015/16 at [artscouncil.org.uk](http://artscouncil.org.uk)



The infographic that graces our staff room wall.

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## 1 Mission Statement

The Grand Theatre's environmental mission is to create a more sustainable organisation by,

- Understanding our impact on the environment
- Acting to minimise our impact
- Communicating our impact and our efforts to reduce it

## 2 Implementation

Endorsing this policy is important to us for three reasons:

1. It makes sound financial sense - it will save the theatre money
2. It will enhance our corporate reputation
3. It will help everyone in the fight against climate change.

Our Sustainability Policy is a statement of our commitment to help reduce the impact of our activities on the environment. It is supported by an Action Plan that specifies how the Policy will be implemented, complete with targets, dates and a named person responsible for delivering it.

We will work with our Boards, the Senior Management Team, staff, suppliers, producers, and our stakeholders to ensure we consider and communicate all of the environmental impacts of our work.

Each year we will assess and report on our environmental performance to stakeholders. This information will be used to inform and update our Action Plan for the coming year.

Since our first audit in 2012-13, we have reduced our carbon output by 35% from 180.0 tonnes to 117 tonnes in 2018-19. In the most recent reporting year, we have reduced our carbon output by 9%.

**Our Sustainability Policy is endorsed by:**



**Anthony Stone**  
Chair  
Arts & Entertainments  
Board



**Roger Lloyd Jones**  
Chair  
Trust Board



**Ruth Eastwood**  
CEO

### 3 Scope of Policy

Our activities have environmental impacts in the areas of:

Energy      Water      Waste      Food      Toxicity      Biodiversity

Our ability to improve our environmental impacts depends on our knowledge of, and commitment to, addressing them, and our capacity to change and influence decisions not always within our immediate control (such as print materials provided by visiting productions).

We will exert our efforts as much as possible to understand, measure, improve, and communicate our environmental performance.

In 2011 we commissioned Pennine Groundworks to undertake an energy survey of our building and that has informed our Sustainability Action Plan and also our development work.

As part of the development of our Masterplan, in the past few months we have commissioned a major environmental review of our next capital project, producing a report and recommendations that we are now sharing with potential funders.

### 4 Key Environmental Impacts

The Grand consists of a 1053 seat main auditorium and a 100 seat studio. The main theatre building is Victorian with Grade II\* listing, so improving heating, lighting, ventilation, insulation &tc. all come with added dimensions of difficulty and cost.

In 2015 the theatre completed the development of an adjacent building and that now accommodates a multi-purpose space, meeting rooms and offices. These spaces are lit with LED lighting controlled by motion-sensors, and heated with new energy efficient boilers.

#### 4.1 Offices

Our Marketing, Creative Learning, Finance, Administration and Venue Development teams share an office suite with the CEO. This not only leads to a more integrated team, but is also more energy-efficient.

Primary environmental impacts are caused by:

- Fossil-fuel energy consumption
- Water consumption
- Waste generation
- Offices supplies and services

## 4.2 Stage / Technical

This heading encompasses all the aspects of our work undertaken by our technical team (office lighting, heating, etc.), so it is not just limited to the Stage area. This team also engages with the technical teams from visiting companies and we have opportunities to influence their thinking and planning from an environmental aspect.

Primary environmental impacts are caused by:

- Fossil-fuel energy consumption
- Toxicity of materials such as paints, sealants and lubricants

## 4.3 Auditorium and Public Areas

This includes bars, foyer, box office, studio theatre and toilets.

Primary environmental impacts are caused by:

- Fossil-fuel energy consumption
- Water consumption
- Waste generation
- Food consumption
- Toxicity of cleaning products and furnishings

## 4.4 Travel

Many of our stakeholders are located within walking distance in the town so we undertake very little business travel outside the area and the majority of this is by train, unless car travel is unavoidable. In addition, however, there are the environmental impacts of our staff commuting to work and our audiences attending shows.

Primary environmental impacts are caused by:

- Fossil-fuel energy consumption

## 4.5 Procurement

### 4.5.1 Publications

Each year we produce publications, eg season brochures, posters, flyers, tickets, bookmarks, etc. We also request posters and flyers from producers of visiting shows.

Primary environmental impacts are caused by:

- Paper resource consumption
- Toxicity of inks and finishes

### 4.5.2 Office Supplies

Goods and services are procured to run our offices and each has an environmental impact.

Primary environmental impacts are caused by:

- Resource use for office electronic equipment, furniture and stationery
- Toxicity of cleaning products, furniture and equipment

#### 4.6 Events

We arrange events throughout the year – some in the theatre or studio, others at local hotels, etc., all of which usually involve some catering.

We are also a venue for other organisations to hold their events.

Primary environmental impacts are caused by:

- Fossil-fuel energy consumption (building and participant travel)
- Water consumption
- Waste generation
- Food consumption

#### 4.7 Other

In addition to the goods and services outlined above, two less visible areas for consideration are:

- Banking (eg use ethical banks)
- Server hosting of the website and email accounts (ie what countries are the servers located in?)

#### 4.8 Key Performance Indicators

We are committed to measuring and monitoring all those environmental impacts that we can reasonably gather data for, and control the use of.

Offices	Travel	Paper resource	Procurement
Greenhouse gas emissions per staff member	Number of staff using public transport or cycling or walking to and from work and meetings	Amount of print material per performance / show	Number of events hosted at venues with environmental accreditation
Water use per staff member	Number of audience members using public transport (bus, tram or train) to and from the Theatre	Number of printed tickets issued and posted	Number of publications produced by printers with environmental accreditation

Waste use per staff member	Greenhouse gas emissions per staff member for business travel	Waste use per audience member	Number of suppliers able to provide us with information about their efforts to improve their environmental performance
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**5 Environmental Action Plan**

We aim to certify the following actions by applying for **Creative Green\*** assessment which covers the environmental impacts of energy, water, waste and business travel. The assessment will be carried out by an independent auditor to ensure transparency and external accountability.

5.1 Offices

We are committed to monitoring and minimising the environmental impact of our office practices and processes to as great an extent as possible.

Action	How
Conduct an annual environmental impact audit of office operations. Audit will include quantifying Green House Gas emissions from electricity and gas use, water use and the amount of waste generated and recycled.	Creative IG office tool* Smart metering*
Undertake on-going building energy management of our offices.	sMeasure*
Change behaviours of staff to reduce energy usage	Engage with staff to educate them on small changes that can have a big cumulative impact eg switching off monitors at end of day
Reduce and recycle paper products	Print only when necessary Print double-sided

5.2 Stage / Technical

We are committed to monitoring and minimising the environmental impacts of our stage and technical practices and processes to as great an extent as possible.

Action	How
Conduct an annual environmental impact audit of technical operations. Audit will include quantifying Green House Gas emissions from electricity and gas use, water use and the amount of waste generated and recycled.	Creative IG office tool Smart metering
Reduce use of toxic materials such as paints, sealants and lubricants	Request details from suppliers / manufacturers Switch to alternatives with lower toxicity
Reduce energy consumption of backstage lighting	We have a rolling programme of replacement of lighting units in corridors and dressing rooms with low energy equivalents. All our new spaces have motion-activated LED lighting units
Reduce energy consumption of stage lighting	Switch to LED lanterns when feasible Request that stage lights are switched off after pre-show check and not switched on again until the 'half'. More touring shows are bringing their own LED moving lights and cyc lighting. However, the technology is still not entirely mainstream in theatre and many moving lights continue to draw power even when not producing light, so we will continue to monitor progress. We have invested in a new lighting desk that will allow us to more effectively programme and control LED lighting.

5.3 Public areas

We are committed to monitoring and minimising the environmental impacts of our auditorium and other public areas to as great an extent as possible.

5.3.1 Auditorium

5.3.1.1 Ancillary sales

Action	How
Conduct an annual environmental impact audit of all Front of House	Creative IG office tool Smart metering

operations. Audit will include quantifying Green House Gas emissions from electricity and gas use, water use and the amount of waste generated and recycled.	
Reduce energy consumption in bars and foyers	Lighting units have been replaced with low energy equivalents where viable Ice cream freezers in the auditorium are emptied and switched off when the theatre is 'dark' New draught beer systems fitted in our cellars reduce the need to cool the whole cellar, and only chill the beer as it is drawn from the keg to the tap. This system also cools the liquid to -3.5°C where yeast won't form increasing the shelf life of the product and reducing wastage.
Reduce waste in public areas	Avoid serving water in bottles and food / beverages in disposable containers

5.4 Travel

We are committed to monitoring and minimising the environmental impacts of our travel to as great an extent as possible.

5.4.1 Audience

We are committed to monitoring and minimising the environmental impacts produced from our audiences travelling to and from the Theatre.

Action	How
Conduct an annual audit of audience travel to and from the theatre to assess and quantify the Green House Gas emissions associated with that travel.	Use tracker question in regular audience surveys Use tracker question in online booking system
Promote public transport as an option for audience travel	New 'show and ride' ticket offer, 'Destination Grand', launched with Blackpool Transport, is proving popular. Place links to public transport services on our website

#### 5.4.2 Staff commuting

We are committed to supporting our staff in the monitoring and minimising of the environmental impacts produced from commuting to and from work.

Action	How
Support Cycling	One of the deliverables in our next capital project will be a secure area for bikes to be stored and access to a changing room and shower We are partners in the scheme with Blackpool Council offering discounts on cycle purchase

#### 5.4.3 Business Travel

We are committed to monitoring and minimising the environmental impacts of our business travel and encouraging staff to consider low GHG emission options.

Action	How
Conduct an annual audit of business travel to assess travel and quantify the Green House Gas emissions associated with that travel.	Staff complete monthly travel tracker Use Creative IG Office tool
Evaluate organisational benefits of business travel.	Discuss merits of attending the meeting / event and identify how to maximise value from the trip
Use train and bus services as much as possible	Research options and book tickets in advance to get best rates. If invited to an event / meeting, try to use train and bus services where possible. CEO sign-off needed for any travel plans that sit outside the Policy
Use hotels that have strong environmental credentials	Research accommodation options and request information from hotels

### 5.5 Procurement

#### 5.5.1 Publications

We are committed to monitoring and minimising the environmental impacts of the publications we produce.

Action	How
Use printers with strong environmental credentials	Use post-consumer and/or FSC* paper and non-toxic inks and finishes
Assess the demand for hard copy of brochures etc. so as to avoid over-printing	We maintain and 'clean' mailing list regularly Identify numbers required for audience development work All publications are available online via our gBook store to reduce demand for hard copies We upload publications to the gBook store as soon as they are available
Reduce the amount of publicity material printed and posted	Make PDFs of show flyers, season brochures, etc. available in the gBook store.

5.5.2 Office supplies

We are committed to monitoring and minimising the environmental impacts of the supplies we procure.

Action	How
Purchase goods and services from suppliers with strong environmental credentials eg using post-consumer or FSC paper products.	Request details from suppliers Preference suppliers with strong environmental credentials
Reduce the amount of office stationery printed and scrapped	We have developed MS Word templates for letterheads for the Trust, A&E, and the Friends.

5.6 Events

We are committed to monitoring and minimising the environmental impacts of our events.

Action	How
Preference for venues with strong environmental credentials.	Request potential venues complete Green Rider* and Environmental Checklist Preference for venues with recognised environmental accreditation

Procure catering from those companies with strong environmental credentials	Ask catering services about their environmental credentials Preference for caterers able to provide a menu of seasonal, local and vegetarian food as well as organic and fair-trade wines.
Minimise waste from events	Avoid serving water in bottles and food / beverages in disposable containers Ensure that printed materials are fully recyclable

**6.0 Reporting and Communication**

Engaging with our key stakeholder groups will be crucial in ensuring the success of this policy. Because of the diverse nature of these groups, the timetable and channels for communication will be distinct.

6.1 Trust Board and Arts and Entertainment Board

Action	How	Who
Progress against our plans and actions will be communicated annually to both Boards	Include item on the agenda for both AGMs	CEO

6.2 Senior Management Team

Action	How	Who
Progress against our plans and actions will be discussed monthly at Senior Management Team meeting	Standing agenda item	CEO

6.3 All employees and volunteers

Action	How	Who
Progress against our plans and actions will be communicated regularly	Update given to all staff at regular 'Town Hall' meetings Large infographic displayed in main staff room	CEO

Key successes communicated quickly	Emails / text messages to all team leaders for inclusion in team briefing sessions	CEO
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#### 6.4 Administration Team

Action	How	Who
Progress against individual team plans will be communicated regularly	Update given at Team Briefing	TA

#### 6.5 Housekeeping Team

Action	How	Who
Progress against individual team plans will be communicated regularly	Update given at Team Briefing	HM

#### 6.6 Catering Team

Action	How	Who
Progress against individual team plans will be communicated regularly	Update given at Team Briefing	BM

#### 6.7 Front of House Team including volunteers

Action	How	Who
Progress against individual team plans will be communicated regularly	Update given at Team Briefing	HM

#### 6.8 Audience, venue users and wider public

Action	How	Who
Mission statement and plans to be outlined	Show programmes, season brochures, website, social media and regular press releases	MM

Progress against our plans and actions will be communicated annually	Show programmes, season brochures, website, social media and regular press releases	MM
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## 6.9 Technical Team

Action	How	Who
Progress against individual team plans will be communicated regularly	Update given at Team Briefing	TM

## 6.10 Arts Council England

Action	How	Who
Report our progress against our plans and actions	Regularly update online measurement tools Compile a written annual review of progress	TM

CEO Chief Executive  
 TM Technical Manager  
 MM Marketing Manager  
 HM House Manager  
 BM Bars Manager  
 TA Theatre Administrator

\*Glossary of terms:

**Creative Green** is the environmental certification scheme for creative industries. It provides an audit report of environmental performance. It covers energy, waste, water and travel and an Industry Green certification of 1 to 3 stars to show staff, suppliers, artists and audiences that you're committed to going green.

**Creative IG Office tools** is a suite of carbon calculators developed alongside the Creative Green certification scheme and designed to help creative companies measure and manage their environmental impacts

**sMeasure** is energy analytical software that not only tracks a building's utility data with energy monitoring functions, but also provides analytics to give a building performance review.

**smart meter** is an electronic device that records consumption of electricity in intervals of an hour or less and communicates that information at least daily back to the utility for monitoring and billing purposes. Smart meters enable two-way communication between the meter and the central system.

**FSC**, the Forest Stewardship Council, is an independent, non-governmental, not for profit organization established to promote the responsible management of the world's forests.

**Green Rider** is intended to offer guidelines for all touring companies, and to stimulate dialogue between visiting managers and venues about best practice in reducing environmental impacts.