

Environmental Policy and Action Plan

THE GRAND
THEATRE | BLACKPOOL

Document Information

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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

Adam Knight
CEO

XX May 2023

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).

During 2019 we developed a Masterplan in parallel with a Conservation Plan to help us upgrade our facilities in a sympathetic and sustainable way.

Unfortunately, much of our activity paused during the Covid pandemic and we have had to rebuild our teams and revisit the scope of our policies and the affordability of our action plans.

However, we will continue to endeavour to understand, measure, improve, and communicate our environmental performance.

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 &c. 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 Creative Learning, Finance, Administration and Operations teams share an office suite with the CEO and Deputy 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

4.12 Sales and Marketing

During Covid, both teams moved into an adjoining retail unit that the theatre owns. This was primarily to allow for greater social distancing, but the integration of the box office sales team and

the marketing team has been so successful, that they have retained what was supposed to be a temporary space – adding to our footprint.

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 stage management 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

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 Green tool* Smart metering*
Undertake on-going building energy management of our offices.	Smart metering*
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
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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 Green 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	We will continue to replace our tungsten stage lanterns with LED equivalents as they reach their end of life, Last year we exchanged all our gallery profile lanterns and stage washes. This year we hope to complete the switch to LED by replacing our cyc lighting and the remaining stage lanterns.
Reduce energy consumption by controlling dressing room heating more efficiently.	We will install Thermostatic Control Valves on each dressing room radiator. This will allow individuals to control the temperature in their dressing rooms and we can turn off radiators when dressing rooms are not used for shows.
Reduce electricity consumption and extend the life of electrical equipment.	Last year we installed a Voltage Optimiser that will reduce the voltage around the building to a standard 220V and electrical consumption by c12%.

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 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
House lights	Following extensive testing to find the correct colour temperature and brightness of LED bulbs, we replaced all our main auditorium house lights last year. We will continue our search for viable LED 110V emergency lighting replacements.
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'. 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 will not form increasing the shelf life of the product and reducing wastage.
Reduce energy consumption by monitoring and controlling heating more effectively	We are trialling new timers on our main heating boilers that will allow us to monitor and control them from an app.
Reduce waste in public areas	Avoid serving water in bottles and food / beverages in disposable containers. We are about to trial reusable polycarbonate beverage containers as we continue to move away from single use plastic.

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
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. We mail out brochures in starch-based packs that biodegrade.
Assess the demand for hard copy of brochures etc. to avoid overprinting	We maintain and 'clean' mailing list regularly Identify numbers required for audience development work All publications are available online to reduce demand for hard copies We upload publications as soon as they are available
Reduce the amount of publicity material printed and posted	Make PDFs of show flyers, season brochures, etc. available online.

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. 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	CEO
Key successes communicated quickly	Emails / text messages to all team leaders for inclusion in team briefing sessions	CEO

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	OM

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	OM

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

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

*Glossary of terms:

CEO	Chief Executive
SM	Technical Manager
MM	Marketing Manager
CL	Creative Learning Manager
OM	Operations Manager
BM	Bars Manager
TA	Theatre Administrator

Creative Green 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

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.