

# Environmental Policy and Action Plan Guidelines

## I. Introduction

### What is an environmental policy?

An environmental policy is a broad statement of your organisation's overall environmental commitment and ambitions and the environmental values and principles which underpin decision-making and action. It should include any over-arching environmental aims, objectives and key targets and outline what environmental good practice means for your organisation, given who the size, scale and nature of the organisation, its activities and impacts. It should also frame your organisation's environmental action plan.

### What is an environmental action plan?

An environmental action plan is a more detailed and specific document which should follow on from the environmental policy, and define what an organisation will do to live up to its environmental commitment, achieve its environmental ambitions and meet its environmental aims, objectives and targets. It should include specific actions, responsibilities, and budget deadlines for achieving environmental improvement, reducing environmental impacts and embedding environmental practice.

There is no one-size-fits-all approach for an environmental policy and action plan - the most meaningful and successful environmental policy and action plans are those which are specific to the nature of your organisation's activities and impacts, genuinely supported by top management and based on engagement with staff. These guidelines have been developed for organisations of all shapes and size, regardless of where they are on their environmental journey.

Your environmental policy and action plan should be based on at least some understanding of your environmental impacts and what the most significant impacts are given the nature, size and scale of your organisation and activities. You can develop understanding of your environmental impacts using the Julie's Bicycle carbon calculator; the [Creative IG Tools](#). Such understanding also helps to consider where your main points of leverage and influence are, whether that is through improving the efficiency of your building management, or inspiring your audiences through creative programmes, learning and outreach.

## 2. Starting Out

1. Start with scoping out your organisation, e.g. who are you, what do you do and where, who uses your venue, comes to your events or exhibitions, the type of goods, services and materials you use, the main types of travel and transport related with your activities etc.
2. Decide which activities you want to look at in more detail in terms of understanding impacts, e.g. buildings, exhibitions, productions, events, travel, transport and which environmental impacts you want to look at e.g. energy, waste, business travel, audience travel, touring transport.
3. Identify what environmental data and actions you already have and start gathering information on the activities and impacts you've identified e.g.:
  - Energy and water bills and waste invoices will provide a lot of information;
  - Ask your waste company for weekly or monthly results, or work with your cleaning contractor to estimate waste volumes and types;
  - Business travel information can be captured through expenses claims, diaries or travel agent records;

- Audience travel information can be estimated or based on real data from an audience travel survey;
  - If you are leasing or renting a building or a space within a building ask the landlord or the building management company for information. You can work out your % of overall energy, water and waste if you know the total building figures and the % of space you use, e.g. in m<sup>2</sup>.
4. When you have developed at least some understanding of your impacts, prioritise what you think are the most important ones and why. You may consider:
- Buildings / events: energy, water use and waste;
  - Production: materials, energy use and waste;
  - Procurement: catering, merchandise, printing;
  - Travel and transport: business travel, audience travel, vehicle fleet, touring transport, production freight.

Your environmental policy and action plan are two documents which form part of a wider process and conversation on embedding environmental sustainability in your organisation. Therefore, when developing these documents, in addition to your environmental impacts the following should also be considered:

- Who has what responsibilities for developing, approving and implementing the policy and action plan and ensuring that appropriate resource and budget is allocated;
- How you will monitor and review progress on implementing your policy and action plan, so you will be able to see what is working, what isn't, and why and;
- Who (internal and external) will be involved in developing, or affected by, the environmental policy and action plan, e.g. management, operations staff, clients, funding organisations, supply chain and audience;
- How and to whom you will communicate your policy, plans and progress.

### 3. Developing an Environmental Policy

An environmental policy is a broad statement of your organisation's overall environmental commitment and ambitions and the environmental values and principles which underpin decision-making and action. It should include any over-arching environmental aims, objectives and key targets and outline what environmental good practice means for your organisation, given who the size, scale and nature of the organisation, its activities and impacts. It should also frame your organisation's environmental action plan.

The policy should be aligned with an organisation's mission statement and business strategy. It should also be endorsed and signed by top management, e.g. board, chief executive, senior management team. Some organisations choose to also embed environmental values, principles and objectives in broader organisational documents such as mission statements or strategies.

The key points to cover in an environmental policy:

1. What your organisation does, where it is, who it works with etc. will all determine the type and level of its environmental impacts, and the extent to which you can control or influence these impacts. Start your policy by providing key information on your organisation, e.g. who we are, what we do, ownership, funding, mission, size and scope of activity (employees, number and size of events, audience/visitors).
2. Why environmental sustainability is important to your organisation, e.g. the right thing to do, saving/managing costs to ensure business resilience, meeting funding/client requirements, enhancing your reputation, using audience reach to bring about positive environmental change?
3. What is your level of environmental ambition, given where you are starting from?

4. What are your main impacts, specific to the nature and size of your activities, e.g.:
  - Buildings: energy use and carbon emissions.
  - Production: materials use and waste, transport.
  - Office activities: printing, IT, supplies and services, waste.
  - Catering: food, water, energy, waste.
  - Business and/or audience travel: fuel use and carbon emissions.
  
5. What are your key environmental commitments given the nature and level of your impacts, e.g.:
  - Reducing building energy use and related emissions.
  - Using low or zero carbon energy sources.
  - Reducing travel and related emissions.
  - Greening your productions/exhibitions/events.
  - Avoiding waste, reducing waste to landfill, increasing reuse and recycling.
  - Greening procurement of supplies and services.
  
6. What other key environmental commitments do you have, e.g.
  - Ensuring compliance with environmental legislation as a minimum.
  - Communicating with, engaging and training staff on environmental issues.
  - Communicating with and engaging external stakeholders on environmental issues.

7. Who is responsible for reviewing your environmental policy and when and how is this done?  
 In your policy, refer to your environmental action plan, how it is developed, monitored, reviewed and updated, by whom and when. The policy should be signed by top management, and dated.

## 4. Developing an Environmental Action Plan

An environmental action plan is a more detailed and specific document which should follow on from the environmental policy, and define what an organisation will do to live up to its environmental commitment, achieve its environmental ambitions and meet its environmental aims, objectives and targets. It should include specific actions, responsibilities, and budget deadlines for achieving environmental improvement, reducing environmental impacts and embedding environmental practice.

A template for an environmental action plan is included below:

Buildings and Facilities Management					
Objective	Action/s	Timeline	Responsibility	Performance Indicator	Budget
Establish energy performance monitoring and a buildings energy plan	Review energy use, performance and technology options in order to Monitor energy use using sMeasure tool Install smart meters Carry out an internal energy use survey Review heating systems Investigate energy efficient lighting systems	Review: March-May 2017 Action plan by end June 2017	Facilities manager	NA	
Green our cleaning products	Review current types and volumes of cleaning products and packaging used Establish a list of preferred and banned cleaning products and materials Change purchasing according to new criteria where possible	April-June 2016	Office manager with support from cleaning contractor	% of cleaning products and packaging in line with policy	

Key points to consider when developing your action plan:

- Define key objectives and targets (e.g. to reduce your carbon by 10% over a year; zero waste to landfill in 2 years, 100% sustainably sourced timber in 3 years).
- Make sure your ambitions and timescales are clear and be ambitious but realistic.
- Define improvement actions, which link to objectives and targets, e.g. installing energy-efficient lighting, awareness-raising campaigns and training.
- Decide with colleagues on responsibilities, timescales and deadlines for implementing actions and achieving specific targets as well as key indicators with which to track performance and progress.
- Where possible set SMART - Specific, Measurable, Attainable, Relevant and Timely - objectives and targets, backed up by clear actions, responsibilities, deadlines etc.
- Your action plan can also include actions to identify/investigate options for taking action or developing understanding of a particular area of impact, e.g. setting up an energy monitoring system, so you can better decide what needs to be done to address it.
- Involve the people who will be responsible for implementing actions and delivering on objectives and targets as much as possible in defining and tracking progress with your action plan, taking into consideration any specific training or support requirements they may have.
- Bear in mind that, in some cases, you may not have direct control or influence over particular impacts, e.g. if you are a tenant in a shared office or building, if your venue has limited public transport access. Start by addressing the impacts over which you have most control and influence, but try also to gradually address other areas of impacts over which you have less control but can have some influence, especially those related to your core business activities.
- Justify any areas of environmental impact that you are excluding from your action plan, e.g. areas over which you do not currently have sufficient understanding or influence.
- Define how you will track progress on achieving your objectives and targets and implementing your action plan, who will do this and when, to ensure you have an on-going process of review and improvement.
- Set up a means of sharing actions and monitoring progress on a regular basis.
- Establish a regular (at least annually) management review on achieving objectives and targets.

As with your environmental policy, develop your action plan to fit with the nature and level of your organisations' activities, impacts and level of progress of environmental sustainability. The following examples are extracts based on real action plans from different types and sizes of organisations, at different stages in developing their environmental approaches.

### Example 1)

Objective 1) reduce energy use by 10% 2016-2017 compared with 2015-2016

General actions:

- Conduct a full review of energy use, Sept-Dec 2017.
- Set regular internal targets for energy use and reduction in specific areas, by March 2017.

Responsible: General Manager:

Office actions:

- Develop a plan with the facilities manager on insulation and draught exclusion, fitting new windows and installing a more energy efficient storage heating system and with a view to drastically reducing heating costs, plan to be agreed by June 2017.
- Change all light bulbs to low energy, Jan-March 2017.

- Make sure there are no lights or heating left on in parts of the building not in use, starting Jan 2017.
- Turn off all electronic equipment and computers when not in use, starting Jan 2017.

Responsible: General Manager:

Production actions:

- Sign up for Phillips low energy theatre lighting scheme.
- Use low energy bulbs for backstage and offstage areas.
- Encourage lighting designers to avoid tungsten.

Responsible: Production Manager:

Objective 2) Put sustainability at the heart of our productions

Actions: 2017

- Catalogue and expand the costume and props store so items can more easily be reused.
- Ask designers to cut out the use of aerosols.
- Use FSC certified timber for all set and staging construction.
- Use non-PVC materials for banners and signage.
- Minimise the use polystyrene in props.
- Choose corrugated plastic board over foam-core.
- Use Scenery Salvage to recycle our old sets and dispose of materials responsibly.
- Sell on or donate unwanted materials.
- Print programmes and tickets on recycled paper:

Responsible: Production Manager:

### Example 2)

Office waste

Objective: reduce total waste volumes (landfill and recycled) and increase % recycled

Targets:

- Reduce volume of paper used by 15% between 2015/16 and 2016/17.
- Increase % of recycled waste from 40 to 50% between 2015/16 and 2016/17.
- Recycle 100% of print toners and cartridges.

KPIs:

- Kg of paper consumed per employee per year.
- Total waste volume in tonnes per year.
- % of toners and cartridges recycled.

Action	How	Responsibility
Minimise paper wastage and encourage extensive recycling of office materials	Set double sided printing as a default setting in co-operation with the printing company	Venue Manager
	Install recycling bins in large offices and print rooms	Venue Manager
	Supply Kindles to eliminate script reproducing for weekly script meetings	Production Manager
Introduce recycling of used toner and ink cartridges	Arrange return of used toners and cartridges to supply company for reuse	Venue Manager

Production waste

Objective: maximise recycling and reuse of production waste.

Targets:

- Increase recycling of scenery materials by 20% in 2016/17 compared with 2015/16.
- Reduce volume of batteries disposed of by 50% by end March 2016.

KPIs:

- % of scenery materials recycled or reused per year.
- % of batteries purchased which are single use and rechargeable batteries per year.
- Volume of batteries disposed per year.

Action	How	Responsibility
Recycle scenery into new productions	Utilise onsite storage for useable sections Provide staff with information on sourcing props / furniture through theatre networks and borrowing / hiring props and furniture and reselling / donating prop	Production Manager
Eliminate use of single use batteries and their disposal	Continue policy of using rechargeable batteries for radio mics whenever they are in use during productions.	Production Department

### Example 3)

Buildings and Facilities Management				
Objective	Action/s	Timeline	Responsibility	Performance Indicator
Establish energy performance monitoring and a buildings energy plan	Review energy use, performance and technology options in order to Monitor energy use using sMeasure tool Install smart meters Carry out an internal energy use survey Review heating systems Investigate energy efficient lighting systems	Review: March-May 2017 Action plan by end June 2017	Facilities manager	NA
Green our cleaning products	Review current types and volumes of cleaning products and packaging used Establish a list of preferred and banned cleaning products and materials Change purchasing according to new criteria where possible	April-June 2016	Office manager with support from cleaning contractor	% of cleaning products and packaging in line with policy

### Example 4)

Objective	Target	KPI	Action/s	Responsibility	Timeline/ deadline	Budget/ resource
Reduce waste to landfill and maximize recycling and reuse of waste	Reduce total volume of waste to landfill by xx% by xxx	Total volume of waste to landfill p.a.	Introduce new materials and packaging and materials			
	Increase recycling rate	% of total waste recycled p.a.	Introduce reuse and			

	from xx% to xx% by 2014		recycling scheme for production materials			
	Reduce volume of batteries disposed of by xx% by xxxx	Volume of batteries disposed of p.a.	Introduce rechargeable batteries			
Reduce energy use and carbon emissions / maximize energy efficiency and reduce related carbon emissions	Reduce energy use by xx% by xxxx – specify per arena	Absolute CO2 emissions p.a. from energy use	Replace FOH lighting with more LEDs and low energy lighting			
			Start window insulation rollout			
			PIR sensor light amends			
			Switch-off campaign			

## Resources links

The following are a selection of Julie's Bicycle (and some other) guides and resources on reducing the environmental impact of specific activities. They may not be equally geographically relevant for countries outside the UK, however could be used as a starting point for ways to think about measuring and addressing the impacts of your work.

### Carbon calculator

Creative IG Tools carbon calculators: [www.ig-tools.com](http://www.ig-tools.com)

### Buildings

Fit For The Future: Investing in Environmentally Sustainable Buildings: <https://www.juliesbicycle.com/resource-fff-guide-2015>

Energising Culture Guide  
<https://www.juliesbicycle.com/resource-energising-culture-2016>

Water Management for Buildings  
<https://www.juliesbicycle.com/resource-water-buildings-guide-2016>

Waste Management for Buildings  
<https://www.juliesbicycle.com/resource-waste-buildings-2015>

Electricity Factsheet (UK)  
<https://www.juliesbicycle.com/resource-renewable-green-energy-2017>

### Outdoor Events

Powerful Thinking: energy use at outdoor events – including the Powerful Thinking guide  
<http://www.powerful-thinking.org.uk/>

The Show Must Go On and Festival 2025 Vision  
<https://www.juliesbicycle.com/resource-tsmgo-report-2015>

Water Management for Events Guide  
<https://www.juliesbicycle.com/resource-water-outdoor-events-2015>

Waste Management for Events Guide  
<https://www.juliesbicycle.com/resource-waste-outdoor-events-2015>

### Sustainable Production and Design

Productions and Exhibitions Guide  
<https://www.juliesbicycle.com/resource-productions-exhibitions-2015>

Sustainable Production Guide (Theatre)  
<https://www.juliesbicycle.com/resource-production-guide-2017>

Sustainable Exhibitions for Museums  
[www.sustainable-exhibitions.co.uk](http://www.sustainable-exhibitions.co.uk)

Mo'olelo Green Theatre Toolkit  
[www.sustainablepractice.org/2009/12/23/moolelos-green-theater-choices-toolkit](http://www.sustainablepractice.org/2009/12/23/moolelos-green-theater-choices-toolkit)



RSA / Innovate UK: The Great Recovery Project

Project that ran from 2016-2016, looking at the challenges of waste and integrating circular thinking into design. We would in particular recommend the summary report *Lessons from the Great Recovery 2016-2016* and *The Great Recovery Report*.

<http://www.greatrecovery.org.uk/>

Ellen MacArthur Foundation: promoting the circular economy <https://www.ellenmacarthurfoundation.org>

## Touring and Mobility

Green Mobility Guide (also available in Italian, German, French, and Chinese) <https://www.juliesbicycle.com/resource-otm-green-mobility-2011>

Touring Guide

<https://www.juliesbicycle.com/resource-touring-guide-2015>

Business Travel, Commuting and Delivery Services Guide <https://www.juliesbicycle.com/resource-business-travel-guide-2015>

Audience Travel Guide

<https://www.juliesbicycle.com/resource-audience-travel-guide-2015>

## General Guides

Sustainable Procurement Guide (including specific guidance on merchandise):

<https://www.juliesbicycle.com/resource-procurement-guide-2015>

Green Office Guide

<https://www.juliesbicycle.com/resources-green-office-guide-2015>

Print Materials Factsheet

<https://www.juliesbicycle.com/resource-print-environment-factsheet-2015>

Paper and the Environment Factsheet

<https://www.juliesbicycle.com/resource-paper-environment-2015>

## Communications

Julie's Bicycle: *Communicating Sustainability Guide*

<http://www.juliesbicycle.com/resources/communicating-sustainability/>

Julie's Bicycle: *Team Engagement Guide*

<http://www.juliesbicycle.com/resources/team-engagement-guide>