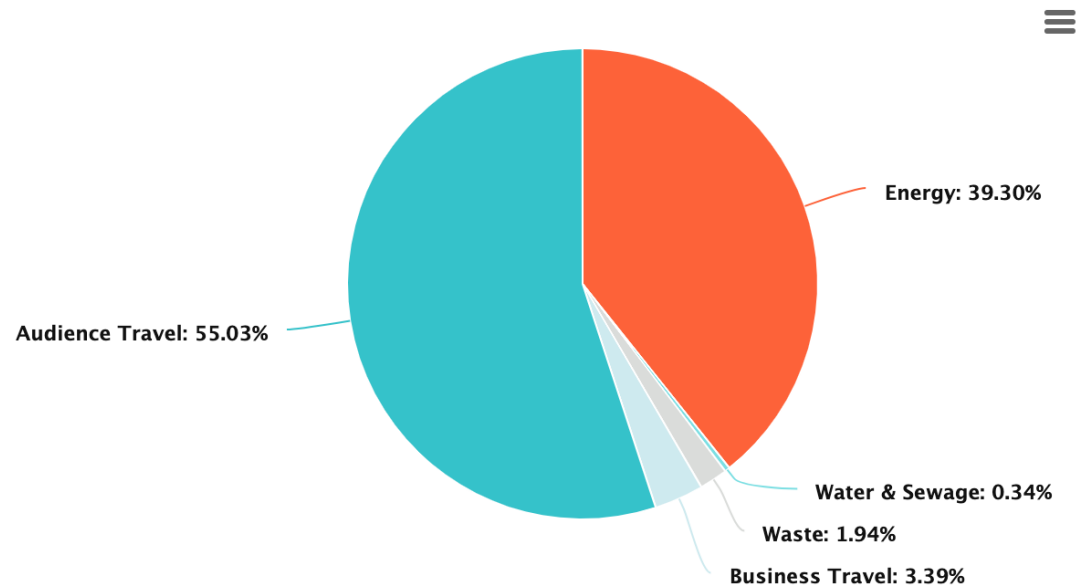


Unicorn Theatre Sustainability Action Plan

1 April 2022 – 31 March 2023

Our Sustainability Action Plan is a detailed, specific document, defining what we will do to live up to our commitment to the environment. Each year, we set targets and timeframes, and allocate responsibility for these to members of our team.

With a small team and limited resources, it's important that we focus our efforts in the right areas. This chart shows our carbon footprint for our last pre-pandemic year 2019 – 2020, and helps us to prioritise. It does not show Scope 3 emissions – that is, emissions from the products we buy and use in our work eg. timber, paint, stationery, IT hardware, and furniture.



Energy Management

We understand that the energy consumption in our building forms a sizeable part of our carbon footprint (39% in our last pre-pandemic year, and 97% during the peak of the pandemic); strong actions relating to energy management must be a priority for us.

Goal	Actions	Responsibilities	Deadline	Progress Report
Continue the journey towards 100% renewable energy	<p>We are committed to a 100% renewable electricity tariff with Ecotricity until Oct 2024.</p> <p>We will explore options for moving to a biogas blend mid-contract with Crown Gas (contract in place till Aug 2023).</p> <p>We will continue to research opportunities with Trusts & Foundations to apply for funds to make the relevant changes to our infrastructure eg. Air source heat pumps, which would switch the heating of our building from gas to electricity.</p>	<p>General Manager</p> <p>Technical & Production Director</p> <p>Development Director</p>	31 March 2023	
All relevant staff aware of monthly electricity and gas usage	We receive monthly reports on our energy consumption (Electricity and Gas) from our broker Cost Advice. These are shared and any anomalies highlighted and discussed. Sharing information from these reports, and our Waste and Recycling Report, is a standing item on the Green Team agenda.	General Manager, Tech Manager, Facilities Manager, Company Stage Manager	31 March 2023	
Assess the kWh contribution of solar panels for first year of use	Monitor output from solar panels installed Nov 21, thanks to a grant from the Theatres Trust. Track whether they meet the expected contribution of 4% of our electricity usage (when we are at peak usage).	Facilities Manager General Manager	30 Nov 2022	17 May 2022 (6 months): 5,110 kWh generated since installation. Highlighted to all staff in Unicorn News that week.
Drive electricity consumption to	We have been given an EIROs chart (Environmental Impact Reduction Objectives) by Julie's Bicycle via the Spotlight programme.	Technical & Production	31 March 2023	Monthly usage: April – 18,905 KWH

<p>below 302,000 kWh</p>	<p>We know now how many tonnes of carbon we need to reduce by each year to keep inline with Science Based Targets for controlling climate change. Our baseline year is 2018/19. Our switch to a 100% renewable electricity tariff in April 2019 means our targets for electricity have been met, but we would like to go further and set targets of our own.</p> <p>Our lowest pre-pandemic year of usage was 19/20, when we achieved annual usage of 352,163 KWh. We have a new Facilities Manager in post who is ambitious, and highly motivated to reduce consumption. Our strategic direction has also changed, and we will produce fewer shows per year than we did pre-pandemic. Our target for 22/23 is to outstrip 19/20, and use no more than 302,000 KWh of electricity.</p> <p>We would also like to commit to the target of using no more than 30,000 KWh of electricity in any given month.</p>	<p>Director</p> <p>Facilities Manager</p> <p>General Manager</p>		<p>May – 25,686 KWH</p> <p>June</p> <p>July</p> <p>August</p> <p>Sept</p> <p>Oct</p> <p>Nov</p> <p>Dec</p> <p>Jan</p> <p>Feb</p> <p>March</p>
<p>Drive gas consumption to below 160,000 kWh</p>	<p>We have been given an EIROS chart (Environmental Impact Reduction Objectives) by Julie's Bicycle via the Spotlight programme.</p> <p>We know now how many tonnes of carbon we need to reduce by each year to keep inline with Science Based Targets for controlling climate change. Our baseline year is 2018/19 - we know we need to reduce our gas consumption by 8.3% in 22/23, compared to that year. That year we used 271,316 KWh of gas, so our EIROS target usage for 22/23 is 248,797 KWh of gas.</p> <p>We know that we can be more ambitious than this, based on a year of pre-pandemic usage in 19/20 when we achieved annual usage of 178,166 KWh.</p> <p>We have a new Facilities Manager in post who is ambitious, and highly motivated to reduce consumption. Our strategic direction has also changed, and we will produce fewer shows per year than we did pre-</p>	<p>Technical & Production Director</p> <p>Facilities Manager</p> <p>General Manager</p>	<p>31 March 2023</p>	<p>Monthly usage:</p> <p>April – 4,685 KWH</p> <p>May – 2,294 KWH</p> <p>June</p> <p>July</p> <p>August</p> <p>Sept</p> <p>Oct</p> <p>Nov</p> <p>Dec</p> <p>Jan</p> <p>Feb</p> <p>March</p>

	pandemic. Our target for 22/23 is 160,000 KWh; we aim to use less than in any pre-pandemic year.			
No aircon or heating on in unused rooms	<p>CSM and Tech & Prod Director to be inducted in how to programme our BMS (Building Management System), to create a more responsive approach to the heating and cooling of the auditoria and rehearsal rooms (ie. when the Facilities Manager is on holiday). Access to the BMS to be arranged for more PCs: Stage Door, General Manager, Tech & Prod Director, CSM.</p> <p>Stage management to be given more responsibility for passing on schedule changes so heating / cooling schedules can be adjusted.</p>	<p>Facilities Manager</p> <p>Company Stage Manager</p> <p>Technical & Production Director</p>	30 June 2022	
Maintain average overnight electricity usage at 10 kWh	In 21/22, we lowered our overnight power draw from around 20 KWh to around 10 KWh. We aim to maintain this rate of overnight usage throughout 22/23.	<p>Facilities Manager</p> <p>Technical & Production Director</p>	March 2023	
Reduce the draw on electricity consumption created by our white goods in staff areas	<p>If replacing white goods in staff areas with new products, select only products holding an A+ rating or higher.</p> <p>Devices switched off at the socket during evening lock up.</p> <p>Insulated Vektra kettles keep water hot for two hours after boiling.</p>	General Manager	31 March 2023	
Reduce the draw on electricity from lighting	<p>Conduct a review of light fittings across the building, and create a staged plan to switch to LED.</p> <p>Prioritise maintained emergency lighting, and 'first man in / last man out' lighting (a panel of switches at Stage Door), as they are on for the longest stretches each day.</p>	Facilities Manager	March 2023	
Reduce the draw on electricity from lighting	From this year onwards, when theatre lights need replacing they will be replaced with LED alternatives. The cost will be borne by show budgets, over time replacing budget usually held for items hired in for shows.	Tech & Prod Director	March 2023	

Staff and Audience Travel

We understand that the way our audiences travel to us forms the largest portion of our carbon footprint (55% in our last pre-pandemic year). However we also understand that as a venue in London's Zone 1, the vast majority of our audiences already use public transport to get to us. Groups that do travel by car or by minibus often do so for access reasons.

Business travel formed about 4% of our pre-pandemic carbon footprint.

Goal	Actions	Responsibilities	Deadline	Progress Report
Keep our audiences travelling by public transport	<p>Clear and up-to-date information on public transport options available on our website (https://www.unicorntheatre.com/visit/getting-here) and in pre-show emails.</p> <p>We also encourage our audiences to 'make a day of it' and explore the local area on foot (https://www.unicorntheatre.com/visit/the-local-area)</p>	Marketing Assistant Box Office Manager	March 2023	
Increase the amount of cycle commuting undertaken by staff	<p>Now it is safe for the majority of staff to work on-site, support new cycle-commuters by:</p> <ul style="list-style-type: none">- Promoting membership of Cyclescheme, a bike loan scheme we joined in Jan 2022.- signposting free bike maintenance / marking sessions arranged by Team London Bridge- experienced cycle commuters to 'buddy' up with new cycle commuters to travel together- spare dressing room to be allocated for bike storage if the high rate of local bike theft continues.	General Manager Cyclists on the staff team	March 2023	May 2022 - All Staff email outlining Cyclescheme
Reduce staff commuting into Central London by	New Flexible / Hybrid Working Policy to allow one day a week working remotely without the need to submit a Flexible Working Request, where your role and schedule allows. This offer is extended to part-time staff,	Co-Executive Directors	March 2023	May 2022 – All Staff email outlining new policy

up to 20%	where the reduction in the commute is greater than 20%.			
-----------	---	--	--	--

Waste and recycling
 We understand that waste and recycling form a very small portion of our carbon footprint – just 2%. We understand that lessening waste, especially single-use plastics, is a crucial change we need to make that sits separately from our carbon footprint. We also know that recycling is important to our audiences, our staff, and freelance creative teams; it creates moments of tangible choice and change, and moments to discuss or introduce other ideas that might further reduce our carbon footprint.

Goal	Actions	Responsibilities	Deadline	Progress Report
Maintain a recycling rate of 56% - 59% Drive waste-to-energy down to 8.1 tonnes or below Drive waste-to-recycling down to 8.1 tonnes or below Drive food waste down to 2.1 tonnes or below	Maintain a recycling rate with First Mile of 56% - 59%. Work to ambitious targets based on a hybrid working model (staff working at home for part of the week), and a less dense performance schedule as we recover from the pandemic. - We aim to keep our First Mile waste to energy below 675 kg per month, our recycling below 675 kg per month, and our food waste below 225 kg a month. Our annual waste to energy target for 22/23 is 8.1 tonnes (675 kg x 12 months) (down from 21 tonnes in our last pre-pandemic year of 19/20). Our annual waste to recycling target for 21/22 is 8.1 tonnes (675 kg x 12 months) (down from 22.5 tonnes in our last pre-pandemic year of 19/20). Our annual food waste target for 21/22 is 2.1 tonnes (225 kg x 12 months) (down from 4 tonnes in our last pre-pandemic year of 19/20).	General Manager Facilities Manager	March 2023	
Drive skip collections down to 5 or below	Aim for 5 annual skip collections (the lowest target we've ever set for skip usage). One of these 5 will be smaller than usual – 8 cubic yards instead of 12 cubic yards.	Technical & Production Director Technical	March 2023	

		Manager		
Maintain a wide variety of 10 recycling streams	<p>Offer a wide variety of recycling streams, reminding staff often where they are located, and that they are welcome to bring items in from home to recycle with us:</p> <ul style="list-style-type: none"> - Batteries - Lamps and lightbulbs - Coffee cups - Flexible plastics - Printer cartridges - Confidential paper waste - Crisp packets (via the Walkers scheme) 	<p>Facilities Manager</p> <p>General Manager</p>	March 2023	
Ensure we respond to the demands of Covid-safe working as sustainably as possible	<p>We acknowledge that the pandemic is a setback to the reduction of single-use plastics and other disposable items. Whilst remaining Covid-secure, we will aim to:</p> <ul style="list-style-type: none"> - encourage more sustainable options eg. Fabric face coverings. Highlight in the Stage Three Reopening Guidance circulated to visiting companies and staff attending the building during lockdown. - continue to use Bio Hygiene hand sanitiser and hand soap, procured as a lower carbon alternative. - continue to use Sterizar fogging solution, manufactured entirely in the UK. We looked at other fogging options that branded themselves as environmentally-friendly, but couldn't confirm their Health & Safety credentials. - Biodegradable anti-bac wipes DETTOL procured - Remaindered items taken from other projects and repurposed. Donor offered us anti-bac gel and masks. 	<p>Technical & Production Director</p> <p>Facilities Manager</p>	March 2023	

	<ul style="list-style-type: none"> - PPE specific disposal bags procured from our waste manager, First Mile. - signpost waste-free options eg. coffee shops accepting reusable cups - commit to making sustainable choices where possible eg. microfibre cloths which are laundered regularly for cleaning, rather than disposable paper towel. 			
Use rechargeable batteries for mics in performances wherever possible	Continue use of rechargeable batteries for mic packs.	Technical Manager Technical & Production Director	March 2023	
Order no more than 10 boxes of A4 paper Continue with paperless marketing and ticketing	<p>Continue to run with radically lower paper consumption:</p> <ul style="list-style-type: none"> - Paperless Finance (invoice coding is done by email instead). - Freesheets by QR code (a few hard copies are available for people who want them) - Paperless ticketing (tickets can be scanned from a phone screen). This saves on postage stock and carriage as well as tickets themselves. - No brochures or leaflets printed for 22-23 season. This saves on postage stock and carriage as well as the items themselves. <p>In 21/22 we purchased 7 boxes of A4 paper for office use, down from 50 boxes in the last pre-pandemic year 19/20. We will set a target to order no more than 10 boxes of paper for use in our building in 22/23.</p>	Finance Manager Director of Comms General Manager	March 2023	
Secure Print set as default for all staff	Encourage all staff to adjust their settings to Secure Print as a default on the main office printer; this should reduce printing errors, saving paper and toner (this needs to be set up by each user, and can't be done at a	General Manager	March 2023	

system level).				
----------------	--	--	--	--

Circularity and Repurposing				
We understand that our consumption of materials is not yet part of the way we record our overall carbon footprint. We know we have to form our own benchmarks when we think about what we use, and how to use less of it in the future. We will use the Green Book as a key learning resource, and work to Green Book Standards wherever possible.				
Goal	Actions	Responsibilities	Deadline	Progress Report
Work towards Green Book Standards for sustainable productions.	4 of the 9 shows we produce in our 2022 / 2023 season (September – July) will work to the Green Book Baseline standard. 1 of the 9 shows we produce will work to the Green Book Intermediate standard.	Technical & Production Director Technical Manager Company Stage Manager	March 2023	
Continue to work within our 'procurement hierarchy' for Production purchases	Our Greening Production working document outlines that we prioritise other ways of procurement ahead of buying online: we borrow or hire, we buy local, and only if these options aren't available do we look to online.	Technical & Production Director Company Stage Manager	March 2023	
Withhold certain disposable items from the Design process	Implement ideas from our Greening Production document: certain items withheld from Design process - balloons etc. Where they must be used to maintain the artistic integrity of the piece, extra budget will be committed to sourcing the most sustainable option eg. biodegradable. Continue to research new alternatives for traditional materials.	Technical & Production Director	March 2023	
Extend 'procurement hierarchy' used	Incorporate a sustainability clause into organisation-wide procurement policy, extending principles currently applied by Production to every department: prioritise reuse, borrow and hire, then buying locally /	Co-Executive Directors	March 2023	

by Production across the organisation	second-hand, then online purchase.	Technical & Production Director		
Design Engagement Projects sustainably	<ul style="list-style-type: none"> - Use a request form which promotes sustainability and uses a timeframe that allows for responsible sourcing. - Describe and explain sustainable practices to project participants, eg. explain that materials have been repurposed, or will be recycled at the end of a project. - Design a carbon scoring system to assess project design, and the impact of each project. - 'Carbon Reduction' to become a budget line in departmental budget, to support carbon-saving choices when there is a cost-differential. 	<p>Director of Engagement</p> <p>Engagement Producer</p> <p>Engagement Assistant</p>	March 2023	
Insist Designers consider the future life of the materials used in their designs	The costs and methods of disposal form part of the design discussion and budget allocation for each production, including digital productions, touring productions, and co-productions.	Technical & Production Director	March 2023	
3 set / props items per production given away at the end of each show	Increase the amount of materials given away on Freecycle and Set Exchange; we're confident at sourcing items via these routes, but we feel we could use them more to give items away. A minimum of three items per show to be given away via these networks.	<p>Company Stage Manager</p> <p>Technical & Production Director</p>	March 2023	
1 repair café session for staff	<p>Arrange one repair café session for staff in 22/23. This would be a lunchtime session including:</p> <ul style="list-style-type: none"> - advice on clothing eg. alteration and repairs - basic electronics. 	<p>General Manager</p> <p>Green Team</p>	March 2023	
Source office and staff room supplies second-hand	<p>Look to the second-hand market to replace end-of-life office furniture, via https://relieveturniture.com/ and neighbourhood networks.</p> <p>Source Green Room cutlery and crockery from charity shops.</p>	General Manager	March 2023	April 2022: 5 office chairs collected (free) from a local business via Team London Bridge
Reuse what we have in storage	Continue the rearrangement of our storage methods, storing materials by their purpose rather than by show. Eg. trucks, flats, masking, grating.	Technical & Production	August 2022	

	This should maximise the reuse of items. Hire additional staff in August 2022 to empty the store, and repack it in a more practical way.	Director		
Reuse / share what we have in storage	Undertake costume store inventory and databasing. Incoming freelancers and other theatres will be able to check the database before buying new items.	Company Stage Manager	March 2023	
Reuse / share what we have in storage	Move a large number of fabric samples from the Props and Costumes Store up to the Wardrobe room, using shelving made from repurposed wood. This will create more storage for props, and more capacity for the reuse of items.	Tech & Prod Director	Sept 2022	
Majority of staff using Ecosia as their web browser	Continue to encourage staff to install Ecosia as their default browser on personal laptops and phones, and to use whilst working for us from home. Installed as default on the return to the building. Ecosia is a social business that donates 80% or more of its profits to reforestation.	General Manager	March 2023	

<p>Water consumption</p> <p>We understand that our water consumption forms a very small portion of our carbon footprint – less than 1%. We understand that tight control of water consumption is an important thing to maintain that sits separately from our carbon footprint; availability and the fair distribution of clean water will be key factors as we experience the effects of climate change.</p>				
Goal	Actions	Responsibilities	Deadline	Progress Report
Drive water consumption down to 1600m3 or below	Hold water consumption to under 1600m3 for the year, matching our lowest pre-pandemic year of consumption achieved in 18/19.	Facilities Manager	March 2023	
Switch to sensor taps	Continue to research opportunities with Trusts & Foundations to apply for funds to improve sustainability in our facilities. Eg. Switch to sensor taps in our FOH toilets; our existing taps are prone to be left on, especially by young audience members.	Director of Development	March 2023	

Networking and Ideas Sharing

We understand that theatres hold a unique set of tools with which to communicate new ideas to the public. We understand that we hold a key place in our neighbourhood, our city, and our sector, and that we have a moral obligation to share our knowledge, ideas, experiments, successes and failures with other people who can learn from them.

Goal	Actions	Responsibilities	Deadline	Progress Report
100% of staff trained in Carbon Literacy	All salaried staff received CLT training in 21-22. In 22-23 we plan to offer the training to casual staff, as well as any new joiners.	General Manager	31 March 2023	
30% of Trustees trained in Carbon Literacy	In 21-22, one of our Trustees joined our Carbon Literacy Training and achieved certification. In 22-23, we aim for two more Trustees to join this training.	General Manager Co-Executive Directors	31 March 2023	
Share knowledge and ideas with our peers	Continue to share policy, action plan and approach with Told by an Idiot, another ACE NPO who share space with us in our building. In 21/22, two of their team attended our Carbon Literacy Training.	General Manager	March 2023	
Share knowledge and ideas with the next generation of arts workers	Share policy, action plan and approach with the largest hire joining us at the building, Rose Bruford: <ul style="list-style-type: none"> - 1.5 hour Zoom session on working sustainably between Production & Technical Director Jenn Taillefer and Rose Bruford students - Inductions and 'toolbox talks' to include practical methods of working more sustainably. 	Production & Technical Director Technical Manager Technicians	May 2022	
Share knowledge and ideas with our audience	Foreground our focus on sustainability in the 'About Us' section of our website, creating transparency and accountability by having our Sustainability Action Plan available as a download (https://www.unicorntheatre.com/about/sustainability) Explore the idea of 'show notes' on our website accompanying each production, explaining the decision-making / procurement process for items - what was kept in, what was left out and why, different	Director of Comms Schools Officer Technical & Production Director	March 2023	

	<p>compromises that had to take place.</p> <p>Develop the use of the intranet area to foreground sustainability with show staff: Green Book and Green Riders available here.</p>			
Learn from our peers	Invite Zoe Svendsen, Climate Dramaturg at the Donmar Warehouse, to join two of our Artistic Planning meetings. In these meetings, we research and define our artistic programming for the year ahead; we're keen to explore climate change as context for programming choices in our 23-24 season.	<p>Associate Director</p> <p>Artistic Director</p>	March 2023	
Learn from our audiences	Our Summer Engagement Project, scheduled for two weeks in the Summer Holidays, will explore young people's perspectives on the climate crisis. Participants will be young carers from Lambeth, working in our building with our Engagement Producer and Facilitators.	<p>Director of Engagement</p> <p>Engagement Producer</p>	August 2022	
Share ideas and values with our funders	Develop a Gift Acceptance Policy that ensures our values match with our funders' values, and our organisational commitments to young people.	<p>Development Director</p> <p>Co-Executive Directors</p>	August 2022	
Learn from other institutions	Engagement Team to attend seminar on Eco-Anxiety and Pedagogy, held by UCL.	<p>Director of Engagement</p> <p>Engagement Producer</p> <p>Engagement Assistant</p>	April 2022	Attended April 2022
Share knowledge and ideas with our peers	<p>We interface with Julie's Bicycle as part of four different projects:</p> <ul style="list-style-type: none"> - Spotlight Energy Management Programme - ACE annual reporting - Creative Green via LTC - Accelerate via LTC. <p>Senior staff member to attend meetings relating to these projects</p>	<p>General Manager</p> <p>Green Team</p>	March 2023	

	wherever possible. If not, delegate to another member of the Green Team.			
Share knowledge and ideas with our peers and our neighbours	Senior staff member to attend weekly SIPA Global meetings, quarterly London Bridge City Sustainability Forum, Team London Bridge meetings concerning sustainability, LTC Green Meetings	Technical & Production Director General Manager	March 2023	April 2022 – Unicorn selected as one of London Bridge’s Net Zero Champions. 4 May 2022 – Amy Smith attended Team London Bridge’s Decarbonisation Route Map session.
Share knowledge and ideas with our peers and our neighbours	Senior staff member to speak at three industry / educational panels / events about our work in sustainability	Technical & Production Director General Manager	March 2023	30 June 2022 – Amy Smith to speak at Carbon Net Zero session for Team London Bridge
Share knowledge and ideas within the staff team	Hold quarterly Green Team Meetings, roles include: Senior Producer, Production & Technical Director, Engagement Producer, Director of Marketing & Comms, General Manager, Facilities Manager, Associate Director, Producing Assistant and Marketing Assistant. External speakers twice yearly.	General Manager Green Team	March 2023	
Share knowledge and ideas within the staff team	Sustainability achievements or ideas to be items in at least 10 of our weekly internal newsletters, Unicorn News.	General Manager Director of Comms	March 2023	1 April – 50 GB digital storage cleared 19 May – solar panels generate 5110 kWh elec 27 May – paper usage down by 86%

Share knowledge and ideas within the staff team	Sustainability achievement, idea, or learning to feature in at least 4 All Staff Meetings (held monthly, first Weds of the month). One to be 'what goes where' recycling reminders.		March 2023	25 May - solar panels generate 5110 kWh elec, paper usage down by 86%
Share knowledge and ideas with the next generation of arts workers	Continue to support University students studying cultural sector's approaches to the climate crisis with Q&A sessions and interviews. Will be based on demand, but we hope to support at least 5 students over the coming year with at least one hour's contact time with one member of staff.	General Manager Technical & Production Director	March 2023	