



Unicorn Theatre
Sustainability Action Plan April 2022 - March 2023

Number	Category	Activity	Who Will Action?	Date planned / achieved
	Commitment	Networks and ideas-sharing: We interface with Julie's Bicycle as part of four different projects: - Spotlight Energy Management Programme - ACE annual reporting - Creative Green via LTC - Accelerate via LTC. Senior staff member to attend meetings relating to these projects wherever possible. If not, delegate to another member of the Green Team.	General Manager and Green Team	Aim: March 2022
	Commitment	Circularity: 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. This principle to be embedded with other departments through consultations with them about what they buy, and how.	General Manager, Production & Technical Director	Aim: March 2022 Marketing: elected not to produce a paper season brochure, nor flyers, nor posters. Freesheets available to download by QR code (some hard copies available). Paperless ticketing. Elected to move to a non-PVC vinyl company for interior and exterior vinyls (foyer decor) Administration: cutlery and crockery for Green Room solely procured from charity shops.
	Commitment	Circularity: The costs and methods of disposal to form part of the design discussion and budget allocation for each production, including digital productions, touring productions, and co-productions.	Production & Technical Director	Aim: March 2022 Every show budget and parameters meeting
	Commitment	Networks and ideas-sharing: Share policy, action plan and approach with Told by an Idiot, another ACE NPO who join us to share our space in Sept 2020.	General Manager	Aim: Jan 2022 Two of their staff members attended the Unicorn's Carbon Literacy Training in Jan 2022. Also separate one-to-ones sharing good practice.
	Commitment	Networks and ideas-sharing: Share policy, action plan and approach with hires joining us at the building, Rose Bruford - send Greening Production, chance to talk to students. Doc shared in advance, induction. Visiting cos and R&Ds.	Production & Technical Director	Mar-22
	Commitment	Networks and ideas-sharing: Senior staff member to attend weekly SIPA Global meetings, quarterly London Bridge City Sustainability Forum, Team London Bridge meetings concerning sustainability, LTC Green Meetings	Production & Technical Director General Manager	Mar 22 1. LBC Sus Forum Meeting AS 16.9.21
	Commitment	Networks and ideas-sharing: Hold quarterly Green Team Meetings, roles include: Senior Producer, Production & Technical Director, General Manager, Development Officer, Facilities Manager, Associate Director. External speakers twice yearly. Prioritise attendance of work experience placements and University placements, while they are with us.	General Manager	Meetings were held on: 11 May 2021 15 Sept 2021 12 Jan 2022 - guest speaker Ed Brewster. March 22.

	Commitment	Networks and ideas-sharing: Sustainability achievements or ideas to be items in at least 10 of our weekly internal newsletters, Unicorn News.	General Manager, Facilities Manager	Mar 22 Progress: 1. 12 Aug - Ecotricity deal 2. 10 Sept - Join the Green Team 3. 23 Sept - call out for benches for Scrunch 4. 1 Oct - paperless ticketing 5. 8 Oct - carbon negative website and non-dairy milk for staff room. 6. 19 Nov - solar panels installed
	Commitment	Networks and ideas-sharing: Sustainability achievements or ideas to be items in at least 10 social media posts (Facebook, Twitter, Instagram; our Twitter presence includes three feeds Unicorn Theatre, UP Club and Unicorn Schools)	Marketing Officer, Producer	Mar 22 1. Elec van tour tweet July 21
	Commitment	Networks and ideas-sharing: Sustainability achievement, idea, or learning to feature in at least 4 All Staff Meetings (held monthly, first Weds of the month)	General Manager and Green Team	Aim: March 2022 1. Recycling talk by Green Team 17 Nov
	Commitment	Networks and ideas-sharing: When it is safe to reopen, we expect to reinstate the postponed production of <i>Wild</i> , based on the book by Emily Hughes, which has themes of human connection to nature.	Artistic Director, Producer	Aim: March 2022 Planned run: 11 March - 17 April 2022
	Commitment	Waste and recycling: 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: - 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. - 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.	Production & Technical Director, General Manager	Mar-22
	Commitment	Circularity: Engage in conversations amongst London theatres (via Production Managers' Forum and other networks) about a central storage space for set and props.	Production & Technical Director	Mar-22
	Understanding	Networks and ideas-sharing: Our Production & Technical Director to speak at 3 industry / educational panels and events about our Greening Production document: SiPA, Production Managers' Forum, drama schools	Production & Technical Director	1. Part of a panel on Sustainability at the Be the Change Virtual Conference, hosted by Guildford School of Acting, April 2021 2. JT and JP spoke as part of Art Marketing Association panel on Sustainability in theatre, October 2021
	Understanding	Energy Management: Knowledge of how to input weekly programming of the building's BMS (Building Management System) to be spread to more staff members, 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). BMS software to be installed on more staff computers, to allow more reactivity.	Facilities Manager, General Manager, Production & Technical Director, Technical Manager	Aim: March 2022 Software now installed on Prod & Tech Director's PC also, to be able to finesse changes during staff absence.
	Understanding	Energy Management: 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, Facilities Manager	Aim: March 2022 Standing item on each Green Team meeting, report circulated in advance.

	Understanding	Waste and recycling: On welcoming the team back to the building, hold refresher 'what goes where' sessions on recycling. In particular for Front of House staff, who can then advise our audiences, and sort waste more effectively when they tidy between shows.	General Manager and Green Team	Aim: Dec 2021 Green Team held recycling talk at All Staff on 17 Nov 2021, this learning was then embedded in FOH training for the Christmas shows.
	Understanding	Carbon Literacy Training Production & Technical Director to create a package of training bespoke to our organisation, for delivery to 100% of our salaried staff. In future years, we hope to include casual staff and freelancers in this training.	Production & Technical Director	Aim: Training of core staff complete by Feb 2022 We exceeded our aims in this area, with a Unicorn Trustee and staff members from Told by an idiot joining this training. This training was also delivered to other UK venues: National Theatre of Scotland, National Theatre Wales, and NIE in Cambridge.
	Understanding	Waste and recycling: Rethink positioning and signage of bins Front of House, making it clearer for our audience what goes where - in particular, encouraging children to figure out where things go.	Facilities Manager, Front of House Manager	01/12/2021 Missed Dec target, but hoping to action by Mar 2022.
	Understanding	Energy management: Use our 'Spotlight day' (an allocated day of Julie's Bicycle staff time) to introduce our new Facilities Manager to the team, and enrich understanding of running plant equipment efficiently.	Facilities Manager, General Manager	Mar-22
	Understanding	Energy management: Use flashing lights on the meter to start judging lighting rig draw. Look at the reading at lights up, then again at lights down for each production. Map against the same time period but with no show activity. Start with Rose Bruford and Baby Show. Use this as a first ingredient in setting Show Energy Budgets, which would discourage designers from rigging items they don't need: perhaps with a view to making adjustments during preview if the draw is v high	Production & Technical Director	01/03/2022 Jan 2022 emailed JB asking to use Spotlight Day for this one.
	Understanding	Networks and ideas-sharing: 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, Production & Technical Director	Mar 22 Progress to date: 1. LSE MA Geography Aug 2021
	Improvement	Water management: Hold water consumption to under 1600m3 for the year, matching our lowest pre-pandemic year of consumption achieved in 18/19.	Facilities Manager, Green Team	Mar-22
	Improvement	Energy and Waste management: Continue to research opportunities with Trusts & Foundations to apply for funds to improve sustainability in our facilities. Eg. Kitchen and Green Room refurbishment to include plumbed in hot water, bean to cup coffee maker to reduce buying coffee externally in takeaway cups. 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, Production & Technical Director	Mar-22
	Improvement	Circularity and behaviour change: Arrange one repair café session for staff and companies in 21/22. This would be a lunchtime session including: - advice on clothing eg. alteration and repairs - basic electronics.	General Manager, Production & Technical Director, Technical Manager	Aim: March 2022 In cals for 22 Feb 2022
	Improvement	Circularity and behaviour change: Staff handbook, noticeboards, verbal inductions to signposting people to local initiatives: Discounts on reusable coffee cups, Cauli packaging (due in the area 21/22). Create a spreadsheet in Staff folder of local recommendations, which everyone can edit, add their own. Different colours for sustainable / accessible / friend of the Unicorn / community-led / black-owned etc.	General Manager	Aim: Oct 2021 Created, and signposted in Unicorn News 1 Oct 2021. Underused by staff - still lots of working from home.
	Improvement	Circularity 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.	Production & Technical Manager	Mar-22

	Improvement	<p>Pilot / Implement The Green Book</p> <p>This industry-wide document will be published in 3 sections. We have access to draft content, and we plan to implement this advice immediately. Our Green Team will take part in Sustainable Operations focus groups, to feed into the extensions of the Green Book.</p>	Production & Technical Manager, Green Team	<p>March 22</p> <p>In Summer 2021, different Green Team members attended: FOH and Catering Subgroup, Building Sustainability Subgroup, Rehearsal Rooms Dressing Rooms and Travel Subgroup, Green Book for Production Intro Session.</p> <p>Green Book case studies provided for The Bolds and for Scrunch.</p>
	Improvement	<p>Circularity:</p> <p>Look to the second-hand market to replace end-of-life office furniture; join https://relievetofurniture.com/</p>		6 office chairs purchased second-hand April 2021.
	Improvement	<p>Waste and recycling:</p> <p>Procure rechargeable batteries and charging units for use across all Sound and Lighting equipment. Esp for our Christmas show, where we are anticipating high battery usage due to mics.</p>	Production & Technical Director	<p>Aim: Jan 2022</p> <p>Stock issues with chargers over Christmas 2021 meant purchases not possible then. Ikea now identified as best option, planned purchase Spring 2022.</p>
	Improvement	<p>Waste and recycling:</p> <p>Maintain a recycling rate with First Mile of 56% - 59%. Continue to set targets for low-occupancy months, as well as regular usage months:</p> <ul style="list-style-type: none"> - in months of regular activity, we aim to keep our First Mile waste to energy below 700 kg per month, our recycling below 700 kg per month, and our food waste below 250 kg a month. - If we are obliged to return to low-occupancy months, eg. small crews are in filming, we aim to keep our First Mile waste to energy below 100 kg per month, our recycling below 100 kg per month, and our food waste below 20 kg per month (4 months of 20/21). <p>Our annual waste to energy target for 21/22 is 8.5 tonnes (700 kg x 12 months) (down from 21 tonnes in our last pre-pandemic year of 19/20).</p> <p>Our annual waste to recycling target for 21/22 is 8.5 tonnes (700 kg x 12 months) (down from 22.5 tonnes in our last pre-pandemic year of 19/20).</p> <p>Our annual food waste target for 21/22 is 3 tonnes (250 kg x 12 months) (down from 4 tonnes in our last pre-pandemic year of 19/20).</p>	Green Team and all staff	Mar-22
	Improvement	<p>Energy management:</p> <p>Rolling replacement of lights with LEDs</p>	Facilities Manager	<p>As existing lights require replacement</p> <p>Jan 2022: A staff change here meant some problems were identified in this area. LEDs have been incorrectly used in fittings which do not house them. A review required of this work.</p>
	Improvement	<p>Circularity:</p> <p>Continue the rearrangement of our storage methods, storing materials by their purpose rather than by show. Eg. trucks, flats, masking, grating. This should maximise the reuse of items.</p>	Production & Technical Director, Facilities Manager	<p>Aim: March 2022</p> <p>Alternate storage found for the Bolds set, to maintain the good levels of visibility / access at the existing storage unit.</p>
	Improvement	<p>Travel:</p> <p>When returning to work at the theatre is safe, join a Cycle to Work scheme to support employees who want to start commuting by bike.</p>	General Manager, Finance Manager	<p>Aim: March 2022</p> <p>Joined Cyclescheme Jan 2022.</p>

	Improvement	<p>Travel: When returning to work at the theatre is safe, support new cycle-commuters with:</p> <ul style="list-style-type: none"> - 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 and Green Team	Sep-21
	Improvement	<p>Energy management: Using:</p> <ul style="list-style-type: none"> - our monthly energy reports from CostAdvice - Pilio - new knowledge acquired as we closed the building down in March 2020 (eg. that a dimmer power down can be more comprehensive than we thought) - our dedicated support day with an energy expert via the Spotlight Programme <p>get our night-time electricity usage down from 20 KWh down to 10 KWh.</p>	Production & Technical Director, Technical Manager, Facilities Manager, General Manager	<p>Aim: March 2022</p> <p>Pilio suggests we have dropped to an average of 5 KWh during overnight periods. Confirm.</p>
	Improvement	<p>Energy management: Installation of solar panels on our roof, thanks to a grant from the Theatres Trust. They are expected to contribute 4% of our electricity usage (when we are at peak usage).</p>	Production & Technical Director, Facilities Manager	<p>Aim: Nov 2021</p> <p>Install took place Nov 2021. Activated and output monitoring set up by Dec 2021. New estimates suggest 5% of electricity usage will come from solar.</p>
	Improvement	<p>Circularity: Undertake costume store inventory and databasing when it is safe to do so. Incoming freelancers and other theatres will be able to check the database before buying new items.</p>	Production & Technical Director	Aug-21
	Improvement	<p>Waste and recycling: Aim for 6 annual skip collections (matching 6 in 19/20, and 10 in 17/18 and 18/19). We know that two will be used due to additional maintenance in April 2021, as we prepare to reopen; we don't think fewer than 6 is feasible in 21/22.</p>	Production & Technical Director, Technical Manager	Mar-22
	Improvement	<p>Energy management: 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 6.1% in 21/22, compared to that year. That year we used 271,316 KWh of gas, so our EIROS target usage for 21/22 is 254,766 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. Our target for 21/22 is to match 19/20, and use no more than 180,000 KWh of gas.</p>	Facilities Manager, General Manager	Mar-22
	Improvement	<p>Energy management: 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. 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. Our target for 21/22 is to match 19/20, and use no more than 352,000 KWh of electricity.</p>	Production & Technical Director, Technical Manager, Facilities Manager, General Manager.	Mar-22

	Commitment	<p>Procurement: As we source a new partner for Foyer refreshments (switching away from running our own café, and instead working with a local supplier (a coffee cart), we are asking questions about sustainability when we meet new suppliers. We are asking about Fairtrade and ethical sourcing, disposable catering supplies, and staff wages.</p>	Director of Marketing & Comms	<p>Aim: Dec 2021</p> <p>In Nov 2021, we welcomed Haven coffee in to run their social enterprise from our foyer.</p> <p>Although we're proud to be working with a social enterprise that supports refugees and asylum-seekers, and recognise that equality is integral to climate justice, we have seen the reintroduction of single-use plastics.</p>
	Improvement	<p>Lower consumption: As we return to the building, the paperless process initiated by the Finance Department as a reaction to lockdown will remain in place. Invoices are no longer printed off; they are coded and authorised by email, saving paper and toner.</p> <p>Marketing & FOH are not planning to print freesheets in bulk this next season. A QR code will be available to bring up freesheet information on mobile devices, with a small number of hard copy freesheets made available to people who need them.</p> <p>To be able to set a target for paper usage in 21/22, we audited our stationery usage in the last pre-pandemic year. In 19/20, we ordered 50 boxes of A4 paper. In 21/22, we are setting a target that we will order no more than 30 boxes of paper.</p> <p>As we reopen, we will make the switch to paperless ticketing, instead scanning codes on mobile devices. This will zero out our need for ticket stock, ticket holders, and the kind of envelopes we used to post tickets to customers.</p>	Finance Manager, Interim Box office Manager, Front of House Manager	<p>01/10/2021</p> <p>Jan 2022 - 11 boxes of paper ordered so far in 21/22.</p>
	Improvement	<p>Waste and recycling: 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 system level).</p>	General Manager	Sep-21
	Improvement	<p>Circularity: 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.</p>	General Manager	Sep-21
	Improvement	<p>Energy management: We are committed to a 100% renewable electricity tariff with Good Energy until Oct 2021. We know a renewable electricity tariff is key in meeting our goals under the Spotlight programme. As the renewal date approaches, we will instruct our broker to focus on renewable tariffs / renewable tariffs with companies that have control over their supply as they broker our next electricity contract.</p>	General Manager	<p>Aim: October 2021</p> <p>New 36 month deal with Ecotricity dates from Oct 2021</p>
	Understanding	<p>Networks and ideas-sharing We're building a new website in 2021. We'll look at ideas to make sustainability comms more intrinsic to the website experience, embedding new ideas into its design:</p> <p>Eg. 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 compromises that had to take place.</p> <p>Eg. Green Book and Green Riders available in an intranet section of the website</p>	Production & Technical Director, Director of Marketing & Comms	<p>Aim: Nov 2021</p> <p>Delighted that the new website was completed as a carbon-negative project by Supercool.</p> <p>Redesign includes a foregrounding and centralising of our sustainability work: https://www.unicorntheatre.com/about https://www.unicorntheatre.com/about/sustainability</p>
	Improvement	<p>Waste and recycling: 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.</p>	Production & Technical Director	Mar-22