





Industry Green Venues / Cultural Buildings: 1 star

Dance City

2012/13

		Industry Green Category: Venue and Cultural Building
		Applicant: Dance City Venue: Dance City
		Julie's Bicycle assessors: Luke Ramsay and Alison Armstrong
		Date: 9th October 2013

**Industry Green Venue/Cultural Building Report
Dance City 2012/13**

Executive Summary.....2

1. Results4

1.1 Commitment.....4

1.2 Understanding.....6

1.3 Improvement.....11

 1.3.1 Data analysis – year on year comparisons.....11

 1.3.2 Benchmark analysis - comparison with Julie's Bicycle benchmarks.....13

 1.3.3 Improvement strategy/action plan14

1.4 Communication16

2. Recommendations18

2.1 Commitment.....18

2.2 Understanding.....18

2.3 Improvement.....18

2.4 Communication19

3. Promoting your IG certification20

4. Future IG certification21

5. Background on Industry Green.....22

5.1 Legislation and science.....22

5.2 Industry Green certification22

References.....23

Appendix 1: Improvement Tips and Further Resources24

Appendix 2: Travel Data27




Appendix 3: Weighting Cultural Activity at Venue/Cultural Building ...28

Appendix 4: Criteria for Industry Green 1-3 stars for Venues and Cultural Buildings29

Executive Summary

Dance City has been rated against the IG criteria based on emissions data and evidence submitted by James Froment, Technical Manager covering 2012/13, with 2011/12 serving as the baseline year. In recognition of successful IG certification, Dance City is awarded the IG mark (1 star) to use in its communications for up to twelve months, or whenever its IG certification results are superseded by a 2013/14 certification.

Dance City is one of over 47 Industry Green certified organisations, and as such forms part of a collaborative sector-wide response to climate change and environmental sustainability. For more information on who is Industry Green certified please visit www.juliesbicycle.com/industry-green/who-igs

Summary of IG rating	
- Commitment	
- Understanding	
- Improvement	
- Communication	
- Overall Industry Green rating	

Your rating explained:

Dance City is awarded 2 stars Industry Green for Commitment and Understanding, and 1 star Industry Green for Improvement, and Communication. The Industry Green process requires consistent achievement across all four criteria, e.g. to achieve 2 stars you must achieve this in all four criteria. In order to achieve 2 or 3 stars, all criteria under 1 or 2 star(s) respectively must have already been achieved. Therefore Dance City is awarded 1 star Industry Green overall for 2012/13.

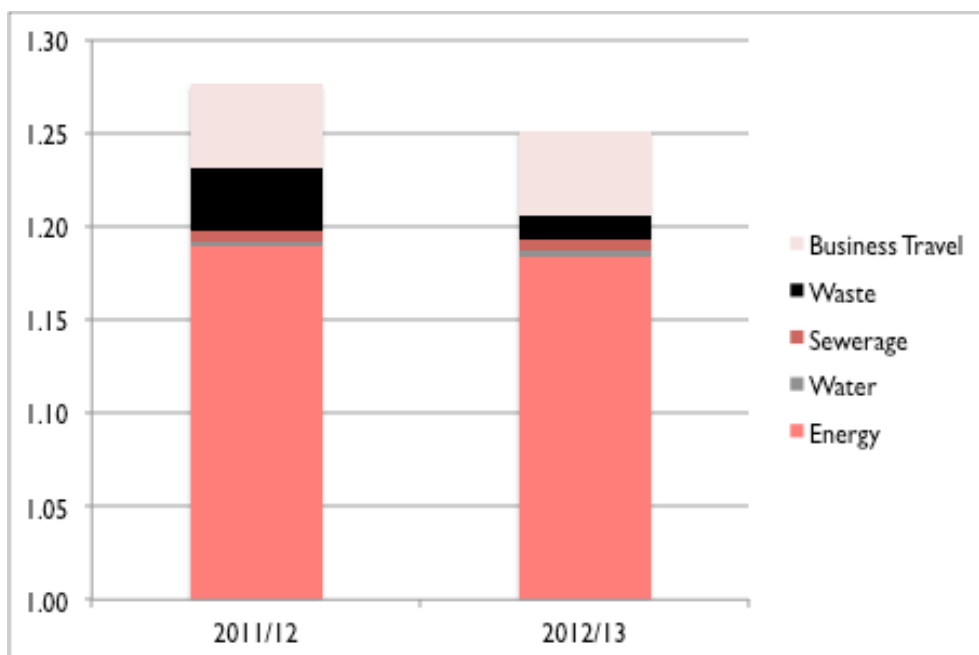
This is the second IG certification for Dance City. In the 2011/12 IG report, Dance City was awarded 1 star Industry Green for all four categories. Dance City has increased to 2 stars in the Commitment and Understanding categories. Dance City is therefore moving in the right direction.

This IG report is based on 2012/13 data, with 2011/12 data used as the benchmark. Dance City is demonstrating its commitment to improving environmental performance by regularly reviewing its Environmental Policy, and by beginning its engagement with visiting production companies. Dance City is measuring environmental impact in 5 areas: energy use, water use, sewerage, waste, and business travel. Comparing 2012/13 with 2011/12, emissions from energy per performance per seat increased by 5%; emissions from waste per performance per seat decreased by 62%; and emissions from water/sewerage increased by 12%. Dance City is communicating its environmental initiatives and performance internally and via the website.

Dance City	2011/12	2012/13
Total GHG emissions (tonnes CO ₂ e) (based on energy, water, sewerage, waste, and business travel):	160	173
Total relative GHG emissions (based on energy, water, sewerage, waste, and business travel) (kg CO ₂ e) i.e. per performance per seat	1.28	1.25

Please note that for the purposes of this report ‘per performance’ refers to the number of (weighted) performances that took place in the venue during 2011/12 (449) and 2012/13 (495), and ‘per seat’ refers to the fixed seating capacity of that venue (i.e. 280). The per performance per seat relative result allows for comparisons with other venues and ensures that a venue is neither rewarded nor penalised because it has had a good or bad season with regards to ticket sales.

Graph Comparison year on year – relative emissions (i.e. per performance per seat) (kg CO₂e)¹



Key strengths

- Reducing emissions from electricity use by 8% per performance per seat when comparing 2011/12 with 2012/13;
- Beginning to engage suppliers and visiting production companies through the introduction of a Green rider in technical specifications;
- Good understanding of environmental impact areas.


Key areas to develop further

- Emissions from gas use increased by 16% per performance per seat when comparing 2011/12 with 2012/13. Gas use should be a target for future improvements and initiatives;
- Instigating a means to collect accurate audience travel data on an ongoing basis;
- Begin formal recycling of waste, including the composting of food waste;
- Further communicate environmental impacts and initiatives with the audience, the supply chain, and with incoming artists and production companies.

¹ Emissions from audience travel are not shown for comparison purposes.

I. Results

I.1 Commitment

Criteria	
<p>- Commitment 2 star: Two people responsible for environmental performance - one board member/ director/ senior staff and one at an operational level AND Environmental/ sustainability policy in place AND under regular review AND Gaining commitments to improving environmental performance from at least one of the following: staff, supply chain organisations, incoming artists.</p>	

Your rating explained:

There are two people responsible for environmental sustainability at Dance City. James Froment (Technical Manager) and Ian McKeown (Finance Director) are both responsible for reducing the environmental impact of Dance City. Additionally, Anthony Baker (artistic director/CEO) is responsible for communicating Dance City’s commitment to Environmental Sustainability. Dance City also has an environmental policy developed in May 2013 which has been ratified by their board. As such, Dance City is awarded 2 stars Industry Green for Commitment. In order to achieve 3 stars Industry Green for commitment Dance City would have to ensure they gain commitment to environmental sustainability from their supply chain organisations, or incoming artists *and* their audience. Or by gaining exceptional commitment to improving environmental performance from at least one of the following: staff, supply chain or incoming artists.

Dance City has recently established a green agenda item in operations meetings. They have also included an IG section in their technical rider to ensure that visiting artists and production companies are aware of Dance City’s commitment to sustainability. This document provides the reader with information about how to reduce their environmental impact whilst working at Dance City. Going forward, Dance City will be giving preference to supply chain organisations that have strong environmental credentials.

NGCV-Wide

The NGCV-wide Green Campaign was established in June 2011 by NGCV facilities managers. Chief Executives at NGCV agreed unanimously to support the Green Campaign, as well as the approach to Industry Green partnership. The Green Campaign started with an event involving 200 staff, they now meet on a quarterly basis. The Green Campaign was developed as a means to improve environmental performance and increase engagement of staff and volunteers. In future the campaign will also focus on the engagement of artists and performers. The Green Campaign also acts as a forum to share resources, policies and information amongst NGCV organisations. NGCV organisations have collectively met with several providers of resource efficiency technologies including: water monitoring providers, voltage optimisation, waste management companies, LED providers and energy brokers.


NGCV CEOs have also developed an NGCV Capital Investment Strategy, which has explored capital projects which would help build a sustainable future for the organisations.

NGCV have a strong commitment to the promotion of sustainable travel to, from and between

venues. Audience and visitor travel was identified as a priority for NGCV in January 2012. NGCV have been working closely with the local authorities and, in March 2012, the NGCV Green Campaign held a sustainable travel workshop to generate discussion about priorities and what could be achieved through collective action. Sustrans (a charity that promotes sustainable transport) has also been involved in this discussion and helped to promote cycling to venues. Through this campaign deals were brokered with the scratch bike scheme so that staff members could get discounted rates for joining and using the scheme. Information on how to encourage more sustainable transport use has been provided on the NGCV ning, whilst maps for walking, cycling and public transport were revised and provided for all the venues. There has also been a thorough review of all transport information on venue and NGCV websites.

To be awarded 3 stars for Commitment, Dance City will need to gain commitment to improving environmental performance at least one of the following: staff, supply chain organisations or incoming artists AND the audience OR gain exceptional commitments to improving environmental performance from at least one of the following: staff or supply chain incoming artists.

I.2 Understanding

Criteria	
- Understanding	
2 stars: Completion of the Industry Green online venue/cultural building tool with two or more year's worth of data and supporting evidence submitted.	

Your rating explained:

Dance City has provided two years of data and supporting evidence to Julie's Bicycle for energy, water, sewerage, waste and business travel. As such Dance City has been awarded 2 stars Industry Green for Understanding. To be awarded 3 stars for Understanding, Dance City must be measuring at least six sources of environmental impact, to include energy use, water use, sewerage, waste and business travel and at least one other source of impact.

IG data and results are summarised below.

Please note that all data submitted for previous years have been re-calculated using the most recent emission conversion factors, and therefore carbon totals might differ from previous Industry Green reports.

Table I Data provided as basis for emissions calculations

Category	Data provided	2011/12	2012/13	
Description of venue	Description of venue	Medium	Medium	
	Venue floor area (m ²)	2,595	2,595	
	Capacity	280	280	
	Number of performances	449	495	
	Number of tickets sold	67,924	58,016	
Energy	Electricity (kWh)	194,407	196,276	
	Gas (kWh)	278,458	449,185	
Water & sewerage	Water (m ³)	967	1,194	
	Sewerage (m ³)	967	1,194	
Waste				
	Landfilled	Landfill (tonnes)	14.6	6.2
	Recycled	Recycling (tonnes)	1.8	0.7
Composted	Composting (tonnes)	0	0	
Business travel	Travel distance data are provided for these transport modes, and are listed in Appendix 2	Car	Car	
		Taxi	Taxi	
		National train	National train	
		Domestic flights	International train	
		Shot-haul flights	Domestic flights Short-haul flights	
Audience travel	Percentage by travel mode, average return distance (miles), and average occupancy for cars for 2012/13 are based on Julie's Bicycle defaults	n/a	See Appendix 2	

Notes:

- The venue floor area is for the theatre space minus the café space;
- Total capacity is the sum of the theatre (250) and non-theatre (30) spaces;
- Performances have been weighted to take into account the different energy requirements of different sized spaces. In 2011/12, there were 122 theatre performances, and 3,174 non-theatre performances; and in 2012/13, there were 205 theatre performances, and 3,747 non-theatre performances. The weighted performance figures used in the analysis are: 449 for 2011/12, and 495 for 2012/13;
- Gas figures have been weather normalised using degree-day data to account for outside weather conditions. The weather normalised gas figures used in this carbon analysis and for comparison purposes are 235,614 kWh for 2011/12, and 301,819 kWh for 2012/13. Please note that your carbon total in this report will differ from your carbon total provided on the IG Tools due to the use of weather normalised gas figures. Non-weather normalised gas figures are used when comparing Dance City's energy consumption per m² and per seat to the Julie's Bicycle industry benchmarks.

Table 2 Absolute impacts – Dance City

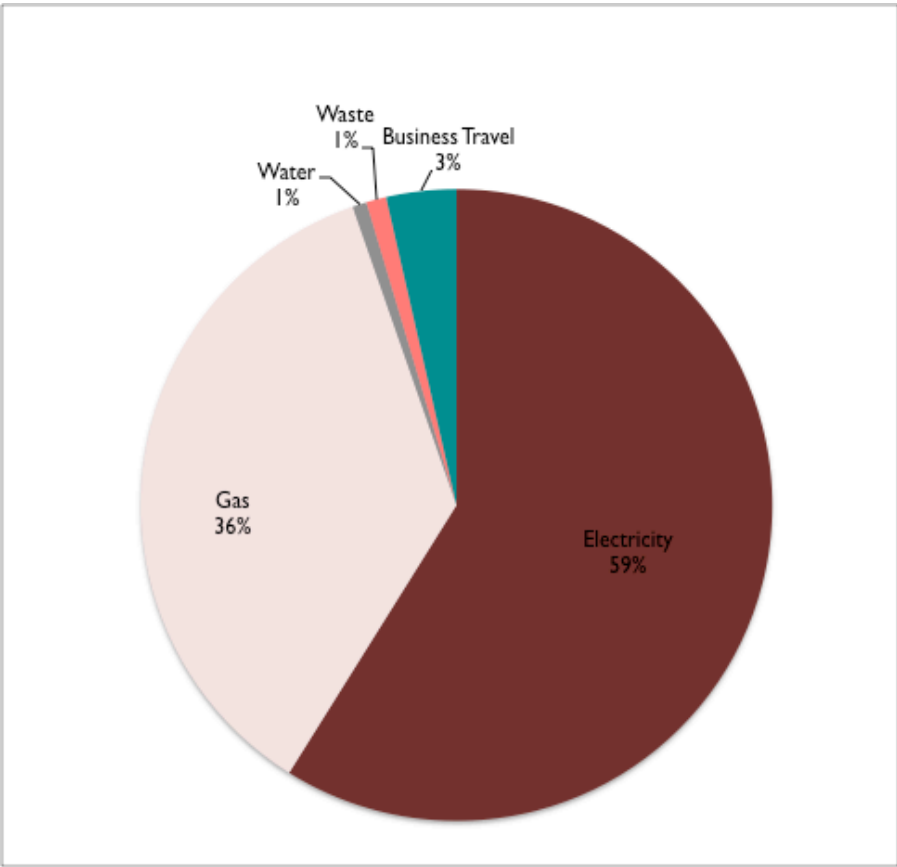
	2011/12	2012/13
Energy (tonnes CO₂e)		
Electricity	101.2	102.1
Gas	48.4	62.0
Water (tonnes CO₂e)	0.3	0.4
Sewerage (tonnes CO₂e)	0.7	0.8
Waste (tonnes CO₂e)		
Landfilled	4.2	1.8
Recycled	0	0
Composted	n/a	n/a
Business travel (tonnes CO₂e)	5.6	6.2
Audience travel (tonnes CO₂e)	n/a	218.2
Total GHG emissions (tonnes CO₂e):	160.5	391.6
Total GHG emissions (from energy, water, sewerage, waste, and business travel) (tonnes CO₂e):	160.5	173.4
Total GHG emissions per performance per seat (from energy, water, sewerage, waste, and business travel) (kg CO₂e):	1.28	1.25
Mitigation cost (£53/tonne CO₂e)²	~£8,500	~£9,200

Notes:

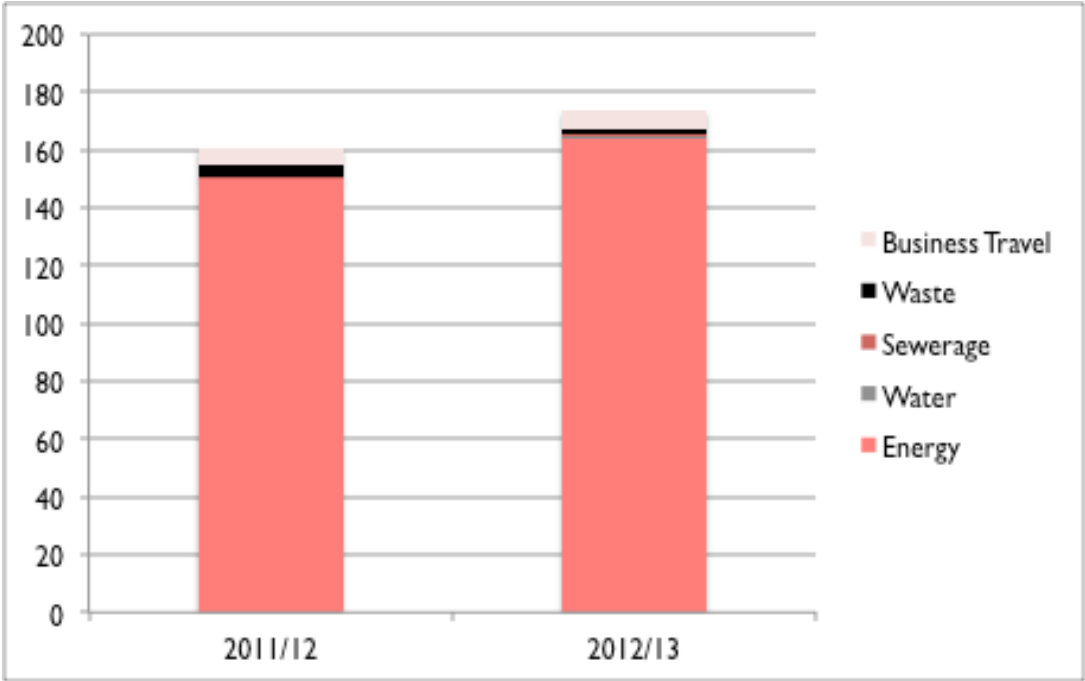
- For the purposes of this Industry Green report waste to recycling is zero-rated in terms of carbon emissions;
- For the purposes of this report 'per performance' refers to the number of (weighted) performances that took place in the venue (i.e. 449 in 2011/12, and 495 in 2012/13), and 'per seat' refers to the fixed seating capacity of that venue (i.e. 280). The 'per performance per seat' relative result allows for comparisons with other venues and ensures that a venue is neither rewarded nor penalised because it has had a good or bad season with regards to ticket sales. The Improvement rating is based on the relative emissions per (weighted) performance per seat.

² Department of Energy and Climate Change (DECC) (2009). Carbon Valuation in UK Policy Appraisal: A Revised Approach. DECC, London.

Graph 1 Emission sources for Dance City 2012/13³



Graph 2 Comparison year on year – total emissions (tonnes CO₂e)

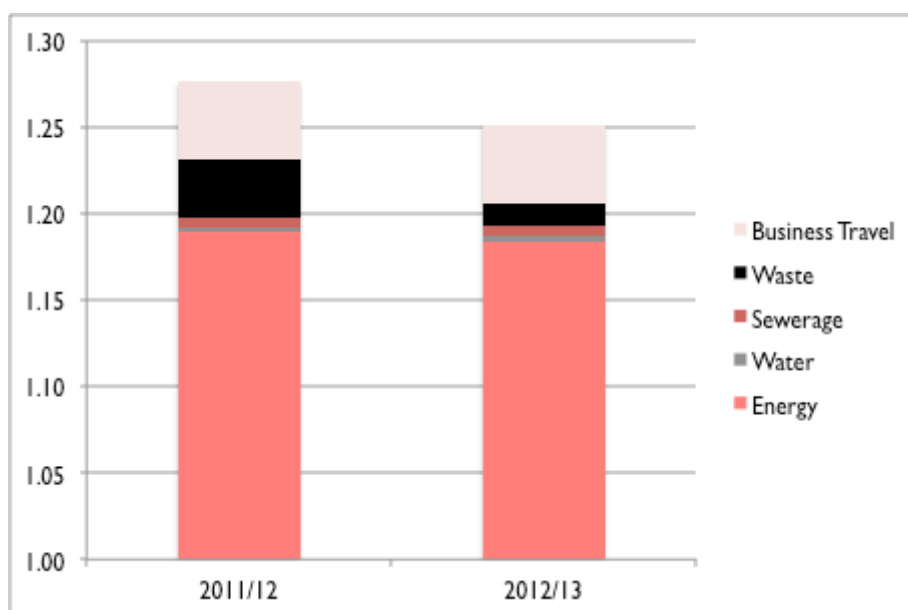


³ Emissions from audience travel are not shown as they are based on Julie’s Bicycle default data.

Table 3 Relative impacts – Dance City

	2011/12	2012/13
kg CO ₂ e per performance per seat from energy, water & waste		
Energy per performance per seat: kg CO ₂ e	1.19	1.18
Water (water use & sewerage combined) per performance per seat: kg CO ₂ e	0.008	0.009
Waste (landfilled, recycled, composted) per performance per seat: kg CO ₂ e	0.03	0.01
Total energy, water and waste per performance per seat: kg CO ₂ e	1.23	1.21
kg CO ₂ e per performance per seat from business travel and audience travel		
Business travel per performance per seat: kg CO ₂ e	0.04	0.04
Audience travel per performance per seat: kgCO ₂ e	n/a	1.57
kg waste per performance per seat		
Waste (landfilled, recycled, composted) per performance per seat: kg	0.13	0.05
litres water per performance per seat		
Water (water use only) per performance per seat: litres	7.69	8.61

Graph 2 Comparison year on year – relative emissions (i.e. per performance per seat) (kg CO₂e)⁴



⁴ Emissions from audience travel are not shown for comparison purposes.


NGCV-wide

An Audience Travel Survey was undertaken in September 2012 with over 7,000 responses received across the NGCV cohort. The travel survey was a strong first step in helping venues better understand their audience's travel habits and motivations.

Following a supplier presentation many NGCV venues have now adopted water monitoring software in order to detect leaks and inefficiencies in water consumption. In addition NGCV venues collectively use sMeasure in order to better understand the energy consumption in their buildings.

To be awarded 3 stars for Understanding, Dance City will need to be measuring at least six sources of environmental impact – this **must** include energy use, water use, sewerage, waste and business travel **and** at least one other source of impact.

I.3 Improvement

Criteria	
- Improvement 1 star: Environmental/ sustainability improvement strategy or action plan in place.	

Your rating explained:

Dance City has reduced its emissions from energy, water, sewerage, waste and business travel per performance per seat by 2% when comparing 2011/12 with 2012/13. Dance City has an action plan in place for improvement. As such Dance City is awarded 1 star Industry Green for Improvement. To be awarded 2 stars for Improvement, Dance City must demonstrate a reduction of at least 4% in annual relative GHG emissions (covering at least emissions related to energy use, but preferably also to water use, sewerage, waste and business travel) from previous year, including a reduction of at least 2.5% in annual relative energy use from previous year, and/or demonstrate a reduction of at least 4% in annual relative audience travel emissions from previous year.

Stars are awarded in the Improvement section based on relative results. For the purposes of this report 'per performance' refers to the number of performances that took place in the venue during all years. Figures for all years were calculated using a weighting calculation, the weighted performances were 449 for 2011/12 and 495 for 2012/13. The 'per performance per seat' relative result ensures that environmental impacts are related to the intensity of building use and cultural activity.

Analysis:

I.3.1 Data analysis – year on year comparisons

Table 4 Progression of relative CO₂e emissions – Dance City

	2011/12	2012/13	% change 2012/13 vs. 2011/12
Total energy, water, sewerage, waste and business travel per performance per seat: kg CO ₂ e	1.28	1.25	-2%
Energy use per performance per seat; kWh	3.42	3.59	+5%
Travel, per performance per seat; kg CO ₂ e	0.04	0.04	0%

Total emissions (absolute and relative):

When comparing 2012/13 with 2011/12, Dance City's absolute emissions (resulting from energy, water, sewerage, waste and business travel) increased by 8%. This increase is predominantly driven by a large increase in emissions from gas usage.

Comparing 2011/12 with 2012/13, Dance City's absolute emissions per performance per seat (resulting from energy, water, sewerage, waste and business travel) decreased by 2%.

Energy use and related emissions:

In terms of total consumption (kWh), the venue used 16% more energy (from electricity and weather normalised gas) in 2012/13 as compared to 2011/12. Broken down further, Dance City used 28% more gas and 1% more electricity. Resulting emissions for electricity and gas increased by the same amount. Absolute emissions from energy increased by 10%.

Energy use from electricity and weather normalised gas (kWh) per performance per seat increased by 5% when comparing 2012/13 with 2011/12. Broken down further, electricity use per performance per seat decreased by 8% whilst gas consumption increased by 16% per performance per seat in the same period. Resulting emissions from electricity and gas increased/decreased by the same amount in relative terms (i.e. per performance per seat). Emissions from energy overall per performance per seat remained constant when comparing 2012/13 with 2011/12.

Water and Sewerage and related emissions:

The venue used 23% more water and sewerage (cubic metres) in 2012/13 as compared to 2011/12. Both water and sewerage usage (cubic metres) increased by 23% each. Per performance per seat, both water and sewerage usage (cubic metres) decreased by 12%. Resulting emissions increased by the same amount in absolute and relative terms (i.e. per performance per seat).

Waste production and related emissions:

The theatre produced 58% less waste (tonnage to landfill and to recycling) in 2012/13 as compared to 2011/12. Waste to landfill decreased by 58% whilst waste to recycling decreased by 60%. This meant the proportion of waste to recycling remained roughly constant. Per performance per seat, waste to landfill decreased by 62% whilst waste to recycling decreased by 63%.

In 2012/13 out of a total of 6.9 tonnes of waste, 11% was recycled (0.7 tonnes) with the remaining 89% (6.2 tonnes) being sent to landfill.

Business travel related emissions:

Dance City's business travel related emissions increased by 10%. Per performance per seat, business travel emissions remained constant.

Other:

No complete raw audience travel was provided prior to 2012/13 and so no comparison with earlier years is possible. Additionally, 2012/13 audience travel was based on Julie's Bicycle defaults. Stars cannot be awarded based on default data.

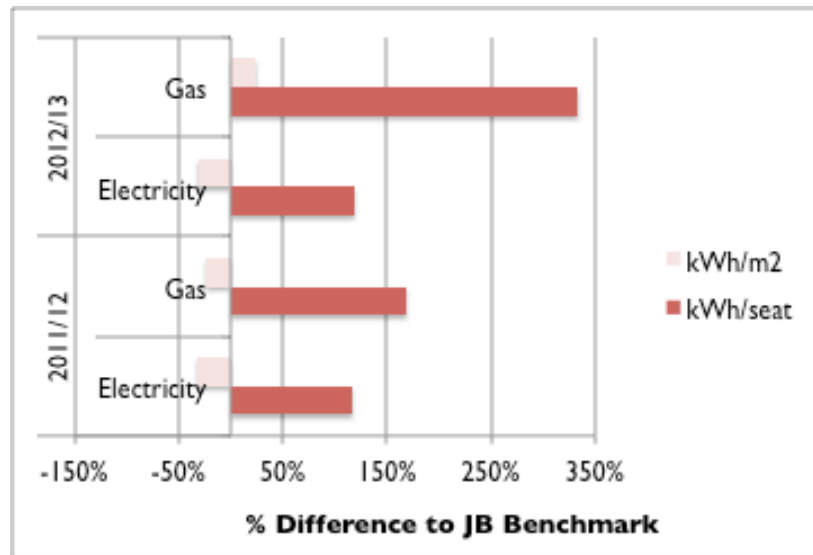
Industry Green stars for improvement are awarded based on relative results (i.e. per performance per seat). The per performance per seat relative result ensures that environmental impacts are related to the intensity of cultural activity within the building.

I.3.2 Benchmark analysis - comparison with Julie's Bicycle benchmarks

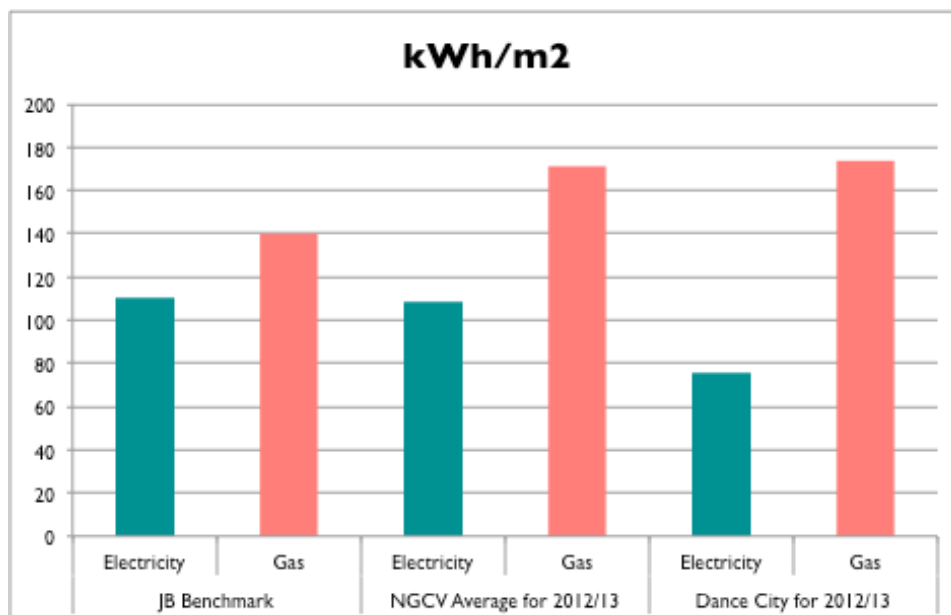
Table 5 Sector comparison – Venues

	Julie's Bicycle Sector Benchmark	Dance City		NGCV Average	
		2011/12	2012/13	2011/12	2012/13
Electricity per seat: kWh	320	694	701	-	-
Gas per seat: kWh	370	994	1,604	-	-
Electricity per m ² : kWh	110	75	76	108	108
Gas per m ² : kWh	140	107	174	162	171

Graph 3 Comparisons with Julie's Bicycle benchmarks (% difference)



Graph 4 Comparisons with Julie's Bicycle and NGCV benchmarks (kWh per m²)



1.3.3 Improvement strategy/action plan

Dance City has an Environmental Action Plan for 2013, which sets target completion dates and allocates responsibilities. The plan covers the following areas:

- Commitment – review/update new Environmental Policy; gain commitment from cleaning contractor; incorporate a Green Rider in technical specifications; present Environmental Policy at company and teaching staff meetings;
- Improvement – improve energy management; review waste management; provide recyclable waste facilities;
- Communication – publish the Environmental Policy and IG report on the website; include a regular green issues/report section on the agenda at staff, company, resident company and board meetings; engage with a record comments on environmental issues from public, artists and companies.

In addition, Dance City intends to continue with the following actions that have already begun:

- Investigate opportunities for brokering savings from the collective actions of resident companies, i.e. less deliveries;
- Choose suppliers with stronger environmental credentials;
- Printing only when necessary, and then double-sided where possible;
- Restrict printing of publicity materials, and recycle any waste. Encourage the use of the website for providing information;
- Consider the environmental impact of all business travel, and ensure domestic flights are only considered as an “absolute last resort”;
- Collect business travel mileage when staff expenses are submitted;
- Provide information in each independent space within Dance City to inform users about the environmental impacts of the services within it;
- Track new ideas, initiatives and targets for inclusion in future policies and plans, and for presenting at board meetings.

Improvements implemented in last 12 months

Dance City has made the following improvements during 2012/13:

- Invested in specialist servicing on boiler plant to improve efficiency, which resulted in a noticeable decrease in electricity consumption;
- Dance City don't recycle most waste, but have been collecting WEEE and waste print for disposal and recycling;
- The BMS schedule has been adjusted to a tighter regime on periods of activity;
- They have installed 160W of LED lighting which they use in preference to turning on the full set of working lights where ever possible;
- They have been closely monitoring business travel - domestic air travel is only considered an absolute last report and for essential use only.

Future plans

Dance City plans to introduce the following improvements:

- Review waste management and service companies and appoint new one if necessary;
- Provide recyclable waste facilities for all users of the Dance City facility;

- Choose supplier with a stronger commitment to environmental sustainability;
- Have a policy of printing only when necessary and always double sided where possible;
- Publicity material will not be printed in excess, there should be no waste print to dispose of. Continue to use the website as a platform for Dance City's resources;
- Information will be provided in each independent space within Dance City which will inform the user of the environmental impact of the services within it, i.e. the energy and CO₂ associated with the lighting and heating use per hour.


NGCV-wide

NGCV continually engage experts, contractors and suppliers in an effort to improve their own knowledge and the contracts which they take out, always with a view to improving environmental performance. Previous service providers have included voltage optimization and more sustainable waste contractors.

NGCV are currently exploring a joint facility which would include production facilities, rehearsal and studio spaces with a pool of technicians for use by NGCV venues, touring companies and others. This may help increase resource efficiency and reduce unnecessary touring travel.

To be awarded 2 stars for Improvement, Dance City will need to demonstrate a reduction of at least 4% in annual relative GHG emissions (covering at least emissions related to energy use, but preferably also to water use, sewerage, waste and business travel) from previous year **INCLUDING** a reduction of at least 2.5% in annual relative energy use from previous year
AND/OR a reduction of at least 4% in annual relative audience travel emissions from previous year.

I.4 Communication

Criteria	
- Communication 1 star: Communicating environmental impacts, improvements and the Industry Green Report with directors and staff.	

Your rating explained:

Dance City has introduced a Green agenda item in operational meetings. They have also included an IG section in their technical rider to ensure that their commitment to environmental sustainability is communicated to incoming artists and production teams. They have therefore been communicating their impacts with incoming artists and production teams. As such, Dance City is awarded 1 star Industry Green for Communication. To be awarded 2 stars for Communication, Dance City will need to also be communicating environmental impacts, improvements and the Industry Green Report with at least two of the following: supply chain organisations, incoming artists/companies, and the audience.

Current communications

Directors and Board members get regular updates of energy consumption using sMeasure data to demonstrate decreases in energy consumption. Dance City staff also get email updates on energy performance with example screenshots from sMeasure. These updates also have recommendations and reminders for staff, for example to remind them to turn off lights. Recommendations also cover other general energy efficiency advice.

The website contains the 2011/12 IG Report and Certificate as downloadable items, along with a description about the IG process and the NGCV collaboration for reducing environmental impact.

NGCV-wide

NGCV established a ning (online forum) which is used, amongst other things, to share resources and information related to sustainability. There are currently 566 members on the ning, which started from an original membership of 75 in early 2010.

Chief Executives also agreed to develop a website to share learning and information about NGCV, specifically for the cultural sector, but it would also be accessible to anyone with an interest. The website has a section on the Green Campaign, including NGCV Green actions, and a list of all their Green awareness campaigns.

NGCV have participated in and helped to shape and pilot new approaches in collaborative working with regional and national organisations on particular themes. For example they liaise closely with ACE regional representatives on the national environmental sustainability group to share information on the NGCV approach to environmental issues.

All frontline staff at the venues have received briefings on sustainable travel and transport options to ensure that they're promoted to audience members. In addition the NGCV-wide audience travel survey helped to identify potential barriers to using more sustainable transport and to gain an understanding of the public perception towards certain travel modes. Campaigns such as the Green Explorer 2012 and 2013 have helped to promote the use of sustainable transport whilst encouraging audiences to visit multiple NGCV venues.

Collaborative approaches are being taken in association with councils and other organisations to campaigning through recognised initiatives such as Earth Hour, Bike Week, Recycling Week, Green Office Week, Car Free Days, to engage staff, the public and artists/cultural professionals.

In the summer of 2012 the NGCV venues had a walking challenge, which encouraged employees to walk to and from work with a £125 prize for the walking team which met the challenge distance. 'Green explorer' was a project that took place in July 2012 where children under 16 and their families were encouraged to walk, bike and scoot or take public transport to cultural venues across Tyne and Wear.

When NGCV achieved the Industry Green Standard in November 2012, this was publicized on the website here: <http://ngcv.tv/news/ngcv-achieve-industry-green->

The ning page enables the group members to communicate with each other, with membership changes updated, so only current members receive messages. Group pages have sub-pages where information of specific issues, such as water monitoring or sustainable travel is held.

Sharing of learning and knowledge with other organisations has taken many forms including collective action on environmental themes. For example NGCV are represented on partnership boards and groups (e.g. Creative Carbon Scotland).

To be awarded 2 stars for Communication, Dance City will need to also be communicating environmental impacts, improvements and the Industry Green Report with at least two of the following: supply chain organisations, incoming artists/companies, and the audience.

2. Recommendations

2.1 Commitment

There are two people responsible for environmental sustainability at Dance City. The venue also has an environmental policy developed in May 2013 which has been ratified by the board. As such, Dance City is awarded 2 stars Industry Green for Commitment.

To be awarded 3 stars for Commitment, Dance City will need to gain commitment to improving environmental performance at least one of the following: staff, supply chain organisations or incoming artists and the audience, or gain exceptional commitments to improving environmental performance from at least one of the following: staff or supply chain incoming artists.

Julie's Bicycle would further recommend that Dance City:

- Engage with visitors regarding reducing their travel impacts and other environmental impacts while at the venue;
- Insert environmental/sustainability clauses in procurement contracts to engage the supply chain in reducing their environmental impacts;
- Engage with visitors, incoming artists and companies regarding minimising their environmental impacts, particularly in regard to their travel to the venue, their use of electricity and water on site, and their disposal of waste.

2.2 Understanding

Dance City has provided two years of data and supporting evidence to Julie's Bicycle for energy, water, sewerage, waste and business travel. As such Dance City has been awarded 2 stars Industry Green for Understanding.

To be awarded 3 stars for Understanding, Dance City will need to be measuring at least six sources of environmental impact – this must include energy use, water use, sewerage, waste and business travel and at least one other source of impact.

Julie's Bicycle would further recommend that the venue:

- Improve the waste data collected by working more closely with the waste contractor to measure waste more accurately and undertake a waste audit;
- Implement a system that enables audience travel data to be collected on an ongoing basis;
- Begin measuring other sources of environmental impact that go beyond the Industry Green scope, such as staff commuting, production transport, paper use, merchandise, catering, climate change adaptation.

2.3 Improvement

Dance City has reduced its emissions from energy, water, sewerage, waste and business travel per performance per seat by 2% when comparing 2011/12 with 2012/13. Dance City has an action plan in place for improvement. As such Dance City is awarded 1 star Industry Green for Improvement.

To be awarded 2 stars for Improvement, Dance City will need to demonstrate a reduction of at least 4% in annual relative GHG emissions (covering at least emissions related to energy use, but preferably also to water use, sewerage, waste and business travel) from previous year, including a reduction of at least 2.5% in annual relative energy use from previous year, and/or a reduction of at least 4% in annual relative audience travel emissions from previous year.

Dance City already has plans to introduce the following improvements:

- Review waste management and service companies and appoint new one if necessary;
- Provide recyclable waste facilities for all users of the Dance City facility;
- Choose suppliers with a stronger commitment to environmental sustainability;
- Have a policy of printing only when necessary and always double sided where possible;
- Publicity material will not be printed in excess, there should be no waste print to dispose of. Continue to use the website as a platform for Dance City's resources;
- Information will be provided in each independent space within Dance City which will inform the user of the environmental impact of the services within it, i.e. the energy and CO2 associated with the lighting and heating use per hour.

Julie's Bicycle would further recommend that Dance City:

- Continue monitoring and measuring its direct impacts to ensure that relevant emissions are reduced;
- Focus on reducing its gas usage, as well as electricity, water and sewerage use;
- Begin collecting food waste for composting, thereby reducing waste going to landfill.

Appendix I provides a range of tips on possible environmental improvement actions, based on Julie's Bicycle experience in working with hundreds of arts and cultural organisations, as well as links to further resources and guidance, which can help in identifying and implementing environmental improvements.

2.4 Communication

Dance City has introduced a Green agenda item in operational meetings. They have also included an IG section in their technical rider to ensure that their commitment to environmental sustainability is communicated to incoming artists and production teams. They have therefore been communicating their impacts with incoming artists and production teams. As such, Dance City is awarded 1 star Industry Green for Communication.

To be awarded 2 stars for Communication, Dance City will need to also be communicating environmental impacts, improvements and the Industry Green Report with at least two of the following: supply chain organisations, incoming artists/companies, and the audience.

Julie's Bicycle would further recommend that the venue:

- Improve communication with visitors on how they can help reduce their environmental impacts while visiting the venue;
- Instigate communication with suppliers regarding how they could be reducing their environmental impacts, including in regards to travel and their own supply chain;
- Further communicate environmental impacts, initiatives and improvements with incoming artists and companies.

3. Promoting your IG certification

Dance City has been awarded the IG mark (1 star) based on an assessment of its approach to managing and reducing its carbon and environmental impacts during 2012/13 and developments in its emissions between 2011/12 and 2012/13. It may use the IG mark in its communications for up to twelve months or until the current certification results are superseded by the 2013/14 certification. The IG mark logo files and certificate are provided alongside this report.

Industry Green certification provides a powerful tool for communicating your commitment, achievements and progress to your stakeholders, such as staff, artists, audiences, suppliers, funders, donors and local community.

Julie's Bicycle recommends the following for communicating Industry Green certification, acknowledging Dance City's internal and external environmental communications to date:

- Include the IG mark on marketing and communications tools and materials, e.g. website, event programmes, pre-performance emails, print marketing materials, environmental operations manual, procurement policy, etc;
- Provide an explanation of Industry Green on the organisation website (on a dedicated environmental/sustainability website page if there is one) and a link to the full Industry Green report for download;
- Display the Industry Green certificate in a public place, e.g. in the building reception, throughout the festival site.

Julie's Bicycle recommends the following text for use in communications relating to Industry Green and the IG mark:

“Dance City has achieved Industry Green certification in 2012/13 and is awarded 1 star in recognition of its commitment to managing its carbon and improving its environmental impacts.

Industry Green certification is developed by Julie's Bicycle for music, theatre and the wider creative industries. By achieving Industry Green certification Dance City is joining the UK creative industries' response to climate change and environmental sustainability.

For more information please download the Industry Green report provided here [PROVIDE DOWNLOAD LINK]. The assessment of Dance City's carbon emissions covered data from 2011/12 to 2012/13 and includes emissions from energy, water, sewerage, waste, and business travel. This assessment excludes the emissions deriving from audience travel, production, event logistics, artist travel, staff commuting, catering, concessions and merchandise.

For more information please contact [ORGANISATION NAME contact].

For more information about Industry Green and Julie's Bicycle please visit www.juliesbicycle.com”

Please contact Julie's Bicycle if you wish to discuss how to use your IG mark, Industry Green report or Industry Green certificate to promote your achievements.

4. Future IG certification

The timeline for reporting for the next IG assessment and certification will be:

- April to June 2014 – for Dance City to submit the data, evidence and application form for 2013/14;
- June to July 2014 – for Julie’s Bicycle to deliver the 2013/14 Industry Green report including progress on reductions and Dance City’s Industry Green status for 2013/14.

If data and evidence for 2013/14 is not submitted by end June 2014 (i.e. 3 months following the end of the 2014 financial year), Julie’s Bicycle will be unable to conduct a full Industry Green certification for Dance City for that accounting period. This is in order to ensure that the Industry Green report and its recommendations are as useful and applicable as possible for the organisation and its business cycle, with regards to planning and reporting. We will discuss your reporting cycle with you to agree a satisfactory timeline, as keeping to the time plan is crucial to ensure that the results provided can be useful for informing your action planning, target-setting etc.

5. Background on Industry Green

5.1 Legislation and science

Climate change is the defining environmental issue for the 21st Century. It will require a radical transformation of society's relationship to energy use and resource consumption. The best estimates of action needed to prevent catastrophic climate change require that the UK's CO₂ emissions – the principle greenhouse gas (GHG) – must be reduced by 80-90% by 2030; these emissions are mainly generated by the combustion of fossil fuels.⁵

The United Kingdom has committed to legally binding reduction targets through its Climate Change Act. The UK will reduce emissions by at least 34% by 2020 and 80% by 2050 from 1990 levels. Transforming to a low carbon society will involve:

- Energy conservation and efficiency;
- Switching to renewable/non fossil fuel based energy sources;
- Embracing innovative, low carbon technologies;
- Regulatory and market instruments.

Emerging international and national legislation is clearly signalling a global policy commitment to shift energy use so that citizens from all countries understand the environmental and social costs of GHG emissions. This in itself, however, is unlikely to be radical or fast enough to deliver the scale of emissions reductions needed. Progressive companies are already acknowledging this by taking climate mitigation actions unilaterally and voluntarily.

5.2 Industry Green certification

Industry Green (IG) certification has been developed by Julie's Bicycle for music, theatre and the wider creative industries to recognise commitment and achievement in managing, reducing and improving carbon and environmental impacts.

The Industry Green certification programme as a whole has seen rollout across a wide range of creative organisations - currently 47 organisations hold a valid Industry Green certification - with hundreds more undertaking entry-level use of the online IG tools.

Certification using the Industry Green Framework means using a system designed specifically for music, theatre and the wider creative industries. This system will record your actions relating to GHG emissions Commitment, Understanding, Improvement and Communication. This results in a transparent assessment, enabling comparison with other organisations.

Complying with the requirements for Industry Green certification demonstrates your commitment and achievements, provides recommendations for next steps, can save money and reduce the risk of increased future costs, while protecting company reputation and helping to attract and retain staff and customers.

By working with Julie's Bicycle you also join an industry collaboration that is catalysing a sector-wide strategic response. Julie's Bicycle is working with the creative industries to identify combined actions that will reduce GHG emissions in the quickest and most cost-effective way.

⁵ Climate Safety, Public Interest Research Centre, 2008.

References

Bottrill, C., Lye, G., Boykoff, M., and Liverman, D. (2008). Julie's Bicycle First Step Report: UK Music Industry Greenhouse Gas Emissions for 2007. Environmental Change Institute, Oxford University. See www.juliesbicycle.com/publications

Bottrill, C., Papageorgiou, S. and Jones, M (2009). Jam Packed: Part I: Audience Travel Emissions from Festivals. Julie's Bicycle, London. See www.juliesbicycle.com/publications

Bottrill, C., Heathfield, H. (2012). Benchmarking energy use in performing arts buildings. Julie's Bicycle, London. See <http://www.cibse.org/content/cibsesymposium2012/Paper039.pdf>

Department of Environment, Food and Rural Affairs (DEFRA) (2009) Guidance on how to measure and report your greenhouse gas emissions

Guidelines to DEFRA/DECC's GHG conversion factors for company reporting, updated annually, prepared by AEA for the Department of Energy and Climate change and the Department of Environment, Food and Rural Affairs

Intergovernmental Panel on Climate Change (IPCC) (2007). Synthesis Report. Intergovernmental Panel on Climate Change. www.ipcc.ch

Public Interest Research Council (2008). Climate Safety. See climatesafety.org

World Business Council for Sustainable Development (WBCSD) (2004). Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard – Revised Edition. World Business Council for Sustainable Development, Geneva and World Resources Institute, Washington.

Appendix I: Improvement Tips and Further Resources

Our top three tips for reducing your impact beyond just reducing your direct carbon emissions are:

1. Choose environmental and ethical merchandise;
2. Use sustainable materials and efficient technologies;
3. Build environmental sustainability clauses into contracts.

A range of further options and tips, developed on the basis of Julie's Bicycle's experience in working with hundreds of arts and cultural organisations, is provided below.

Buildings

(i) Heating, cooling and ventilation

- Develop understanding of electricity and gas use by area and end use (e.g. lighting, air-conditioning, heating, hot water, IT) to better identify options for efficiency.
- Reduce excessive heating and cooling by relaxing temperature controls for a wider dead-band (i.e. 18-24°C) and setting fan speeds below 80%.
- Check zonal control and timers are set correctly.
- Replace air conditioning filters regularly and use energy efficient filters.

(ii) Lighting

- Switch to energy efficient light bulbs and LED lighting.
- Install daylight and occupancy sensors or timers on lighting.
- Reduce exterior lighting and consider switching off during the day.

(iii) Equipment

- Switch to rechargeable batteries.
- Turn off appliances whenever you can, especially fridges.

(iv) Explore alternative energy sources

- Consider options for on-site renewable or low-carbon energy installations
- Explore options for linking with existing district or community renewable or low-carbon energy schemes, if relevant.

(v) Reduce waste, reuse and recycle

- Focus efforts on monitoring and measuring waste and introduce targets for reducing the volume of waste and for increasing recycling e.g. by increasing recycling skips on site and reducing general waste skips on site.
- Introduce composting of food waste.
- Work with contractors to audit waste, including the quantities being recycled, composted and incinerated, if applicable.
- Require caterers to only use reusable, recyclable or compostable supplies.
- Work actively with contractors such as catering and cleaning on identifying and implementing waste prevention and recycling measures

(vi) Reduce water use

- Ensure that all toilets, sinks and urinals are up to date to minimise water use.

Business travel

(i) Reduce travel

- Reduce the use of taxis and cars where possible.
- Actively promote the use of virtual communications e.g. Skype, tele-conferencing, video-conferencing, webinars.
- Allow mobile working arrangements, such as allowing staff to work while on the move and from home, or to work flexible hours.

(ii) Reduce impact of travel

- Encourage switching to rail from air or car.
- Encourage switching to economy from business or first class.
- Encourage switching to public transport from cars.
- Provide season ticket loans to encourage staff to use public transport for meetings.
- Encourage staff to walk.
- Make it easy for staff to cycle by installing secure cycle storage and provide shower facilities.

Reduce impact of freight and touring

- Use a JB Green Rider for touring productions, with environmental guidelines to host venues and festivals to reduce environmental impacts.
- Opt for less carbon intensive modes of freight, such as sea or rail as opposed to air.
- Embed environmental sustainability into planning early on to allow for touring schedules that follow a logical order across the country and internationally, to minimise need for travel.

Audience travel

- Educate audiences about their own impacts and why they matter.
- Carry out audience travel surveys to find out how they travel, where they come from, why and what might make them travel differently.
- Encourage walking and cycling.
- Use websites and ticketing to offer incentives/rewards to those using lower carbon travel options e.g. public transport, car or lift-sharing, travelling with a full car occupancy.
- Work with travel operators to promote sustainable transport options.

Incoming events and shows

- Share environmental commitments and information with the teams of incoming productions, and encourage them to use the IG Tool for Production; Office; Venue; and/or Touring, if relevant to their activity.
- Work with incoming productions to reduce their environmental impacts and support productions with a demonstrable commitment to sustainability and to the monitoring and reduction of their emissions as much as possible.

Suppliers and procurement

- Choose suppliers and products with strong social and environmental credentials.

- Encourage suppliers to embed environmental considerations into their operational activities e.g. work with caterers to promote food composting, sustainable food sourcing, using filtered water in jugs or glass bottles instead of plastic bottles, etc.
- Consider developing an ethical procurement policy.
- Check out the Food Sustainability Guidelines from Sustain at: <http://www.sustainweb.org>

Awareness-raising and communication

- Create a green team to to engage staff and implement environmental policy and actions;
- Initiate staff competitions on environmental issues, to raise awareness and engagement
- Develop staff campaigns such as 'switch off' to reduce impacts.
- Integrate information on your environmental impacts, policy and initiatives into existing communication channels, which work well e.g. social networking sites.
- Exchange environmental experience and learnings with wider networks.

The following guides found on our website (www.juliesbicycle.com) can help you and your supply chain go further towards reducing your impact:

- Audience travel including incentives to promote public and active transport choices: <http://www.juliesbicycle.com/resources/practical-guides/audience-travel>
- Communicating with your audiences: <http://www.juliesbicycle.com/resources/practical-guides/communicating-with-audiences>
- Communicating with your staff: <http://www.juliesbicycle.com/resources/practical-guides/communicating-with-your-staff>
- Communicating with your supply chain: <http://www.juliesbicycle.com/resources/practical-guides/communicating-with-your-supply-chain>
- Production: <http://www.juliesbicycle.com/resources/practical-guides/production>
- Sustainable Merchandise: <http://www.juliesbicycle.com/resources/practical-guides/sustainable-merchandise>
- Sustainable purchasing: <http://www.juliesbicycle.com/resources/practical-guides/sustainable-purchasing>
- Touring: <http://www.juliesbicycle.com/resources/practical-guides/touring>
- Greening your Building: <http://www.juliesbicycle.com/resources/practical-guides/green-your-building>
- Greening your Outdoor Events: <http://www.juliesbicycle.com/resources/practical-guides/outdoor-events>
- A Guide to Future Energy of Cultural Buildings (2012): [Energising Culture](#)
- The Independent Street Arts Network (ISAN) Environmental Sustainability Toolkit for the Outdoor Arts Sector: <http://www.juliesbicycle.com/resources/green-guides/isan-environmental-sustainability-toolkit>
- [Guardian Sustainable Business' Communication Hub](#)
- [Futerra's 10 Tips for Sustainability Communication](#)
- [DEFRA Green Claims Guide](#)

If you are interested in joining the following campaigns (found on our website at: <http://www.juliesbicycle.com/about-jb/campaigns>) please contact us:

- Replacing disposable with rechargeable batteries across the creative industries: [Better Batteries](#)
- Understanding and improving uptake of renewable power use at festivals and events: [Powerful Thinking](#)

Appendix 2: Travel Data

The following travel data were provided for use in the analysis:

Table 2-1 Business travel data

Data provided	2011/12	2012/13
Car (miles), average occupancy 2	6,803	7,122
Taxi (miles)	248	371
National rail (miles)	15,016	23,472
International rail (miles)	0	410
Domestic flights (miles)	5,539	2144
Short-haul flights (miles)	2,985	6,424

Table 2-2 Audience travel data

Data (from Julie's Bicycle defaults)	2011/12	2012/13
Car (percentage and distance)	n/a	70%, 30 miles
Car average occupancy		2
National rail (percentage and distance)		30%, 20 miles

$$= \frac{\text{Capacity of space I} \times \text{Performances (or any other cultural activity) in Space I}}{\text{Total capacity for all spaces}}$$

Total capacity for all spaces

Appendix 3: Weighting Cultural Activity at Venue/Cultural Building

In order to fully represent all cultural activity taking place in a venue or cultural building, Industry Green applicants can provide Julie's Bicycle with the number of performances and/or events and/or workshops, etc. taking place across different performance spaces in the venue, for each assessment year. Relevant cultural activity that should be included in the performance figures is detailed in the table below.

Applicants must provide the number of performances (or other measures of cultural activity such as workshops, events, etc.) by performance space, and provide the seating capacity of each space. This allows Julie's Bicycle to apply a weighting formula to the activity numbers which gives greater weighting towards activities that take place in larger capacity room, recognising that generally larger occupied rooms will have a greater energy demand than smaller capacity rooms. This also ensures that all cultural activity within your building is captured such as hires and educational workshops.

Table 2-1 What is considered as cultural activity

Included	Excluded
Concert	Meetings (board meetings, team meetings)
Exhibitions	Residential rehearsals
External conferences	Your production performances that take place in external venues
External company rehearsals	
Events (incl. private hire)	
Presentation	
Productions	
Public Performance	
Readings for young people	
Workshops (educational)	

Weighting formula:

The result of this calculation is then summed for each individual performance space to give an overall weighted performance/ cultural activity figure for the venue.

Worked example:

Space	Capacity	Performances/ Activities	Calculation
Theatre	250	105	$(250 \times 105) / 280 = 94$
Non-theatre	30	3,747	$(30 \times 3747) / 280 = 401$
Total	280	3,852	Weighted total $94 + 401 = 495$

Appendix 4: Criteria for Industry Green 1-3 stars for Venues and Cultural Buildings

Last updated: 5th November 2012

The following tables cover the criteria and evidence required to reach each star level of Industry Green for Venues and Cultural Buildings. To achieve each star level, the venue or cultural building must provide evidence for:

- (i) all data entered into the IG Tools (**Table 1**);
- (ii) its approach to and progress on commitment, understanding, improvement and communication as per the defined criteria (**Table 2**).

Table 1: IG Tool data requirements and evidence required

	Information to be supplied on IG tool	Evidence examples to be sent to Julie's Bicycle
Size	Floor area, capacity, performances, tickets sold	Show diary, floor plans, ticket sale reports
Energy performance	Gas and electricity (in kWh) Oil, diesel, biodiesel (all in litres) Onsite renewables data (in kWh) if relevant	Invoices and metering data
Waste performance	Weight of waste to landfill, recycling and composting (in tonnes)	Waste management invoices or estimates
Water efficiency	Volume of water used and sewerage produced (in m ³)	Invoices
Business travel	Distance travelled by car, taxi, rail and air	Expenses data, travel agent records
Audience travel	Average audience modal split and distance travelled. If data is unavailable, defaults will be applied.	Car parking data, audience travel survey results, ticket geo-data

Table 2: Industry Green criteria and evidence required

	COMMITMENT		UNDERSTANDING		IMPROVEMENT		COMMUNICATION	
	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples
I*	Two people responsible for environmental performance - one board member/ director/ senior staff and one at an operational level AND Environmental/ sustainability policy under development	<u>Responsibilities:</u> Meeting minutes, emails, newsletters, organisation charts, environmental team members list or terms of reference evidencing environmental responsibilities <u>Policy:</u> Draft or signed policy Meeting minutes, emails, newsletters evidencing policy communication and distribution (May overlap with communication evidence)	Completion of the Industry Green online venue/cultural building tool with one year's worth of data (the baseline year) and supporting evidence submitted OR Data collection plan and timescale submitted	See Table I. IG Tool data requirements and evidence required OR Data collection plan	Environmental/ sustainability improvement strategy or action plan in place	Improvement strategy or action plan Meeting minutes, emails, newsletters evidencing communication and distribution of improvement strategy or action plan Meeting minutes, emails, photos, posters, contracts, instructions, reports relating to environmental actions, plans or strategy	Communicating environmental impacts and improvements with directors and staff AND Communicating the Industry Green Report with directors and staff Industry Green report communication only necessary for organisations renewing certification	Meeting minutes, emails, website pages, intranet pages, surveys, leaflets, posters, press releases, articles Documents evidencing distribution and communication of the Industry Green report Official responses and examples of feedback (May overlap with commitment evidence)

	COMMITMENT		UNDERSTANDING		IMPROVEMENT		COMMUNICATION	
	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples
2*	<p>Two people responsible for environmental performance - one board member/ director/ senior staff and one at an operational level AND Environmental/ sustainability policy in place AND under regular review AND Gaining commitments to improving environmental performance from at least one of the following:</p> <ul style="list-style-type: none"> • staff • supply chain organisations • incoming artists 	<p><u>Responsibilities:</u> Meeting minutes, emails, newsletters, organisation charts, environmental team members list or terms of reference evidencing environmental responsibilities</p> <p><u>Policy:</u> Signed policy and evidence of distribution</p> <p>Meeting minutes, emails, newsletters evidencing policy communication and distribution</p> <p><u>Engagement:</u> Materials prepared by, for or with staff champions, supply chain organisations or incoming artists (contracts, emails, events, posters etc.) and evidence of feedback (May overlap with communication evidence)</p>	<p>Completion of the Industry Green online venue/cultural building tool with two or more year's worth of data and supporting evidence submitted</p>	<p>See Table 1. IG Tool data requirements and evidence required</p>	<p>Environmental / sustainability improvement strategy or action plan in place AND Reduction of at least 4% in annual relative GHG emissions (covering at least emissions related to energy use, but preferably also to water use, sewerage, waste and business travel) from previous year INCLUDING Reduction of at least 2.5% in annual relative energy use from previous year AND/OR Reduction of at least 4% in annual relative audience travel emissions from previous year AND Comparison to Julie's Bicycle benchmarks as they emerge</p>	<p>Improvement strategy or action plan Meeting minutes, emails, newsletters evidencing communication and distribution of improvement strategy or action plan Meeting minutes, emails, photos, posters, contracts, instructions, reports evidencing environmental actions, plans or strategy IG tool results</p>	<p>Communicating environmental impacts and improvements with directors and staff AND at least two of the following:</p> <ul style="list-style-type: none"> • supply chain organisations • incoming artists • audience <p>AND Communicating the Industry Green Report with directors and staff AND at least two of the following:</p> <ul style="list-style-type: none"> • supply chain organisations • incoming artists • audience <p>Industry Green report communication only necessary for organisations renewing certification</p>	<p>Meeting minutes, emails, website pages, intranet pages, surveys, leaflets, posters, press releases, articles Documents evidencing distribution and communication of the Industry Green report Official responses and examples of feedback (May overlap with commitment evidence)</p>

	COMMITMENT		UNDERSTANDING		IMPROVEMENT		COMMUNICATION	
	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples
3*	<p>Two people responsible for environmental performance - one board member/ director/ senior staff and one at an operational level AND Environmental/ sustainability policy in place AND under regular review AND Gaining commitment to improving environmental performance at least one of the following:</p> <ul style="list-style-type: none"> • staff • supply chain organisations • incoming artists <p>AND the audience OR Gaining exceptional commitments to improving environmental performance from at least one of the following:</p> <ul style="list-style-type: none"> • staff • supply chain • incoming artists 	<p><u>Responsibilities:</u> Meeting minutes, emails, newsletters, organisation charts, environmental team members list or terms of reference evidencing environmental responsibilities</p> <p><u>Policy:</u> Signed policy and evidence of distribution Meeting minutes, emails, newsletters evidencing policy communication and distribution</p> <p><u>Engagement:</u> Materials prepared by, for or with staff champions, supply chain organisations or incoming artists (contracts, emails, events, posters etc.) and evidence of feedback Materials evidencing initiatives to gain commitment from audiences and audience feedback and involvement (May overlap with communication evidence)</p>	<p>Measuring at least six sources of environmental impact – this must include energy use, water use, sewerage, waste and business travel and at least one other source of impact</p>	<p>See Table 1. IG Tool data requirements and evidence required</p> <p>Data on energy use, water use, sewerage, waste and business travel and at least one other source of impact, for example:</p> <ul style="list-style-type: none"> • audience travel • production • production transport • touring • commuting • paper use • merchandise • catering • climate change adaptation 	<p>Environmental / sustainability improvement strategy or action plan in place AND Reduction of at least 6% in annual relative GHG emissions (covering as a minimum emissions related to energy use, water use, sewerage, waste and business travel) AND Comparison to Julie’s Bicycle benchmarks as they emerge</p>	<p>Improvement strategy or action plan Meeting minutes, emails, newsletters evidencing communication and distribution of improvement strategy or action plan Meeting minutes, emails, photos, posters, contracts, instructions, reports relating to environmental actions, plans or strategy IG tool results</p>	<p>Communicating environmental impacts and improvements with directors and staff AND at least two of the following:</p> <ul style="list-style-type: none"> • supply chain organisations • incoming artists • audience <p>INCLUDING Exceptional communication with at least one of the following:</p> <ul style="list-style-type: none"> • directors and staff • supply chain organisations • incoming artists • audience <p>AND Exceptional communication of your Industry Green report with at least one of the following:</p> <ul style="list-style-type: none"> • directors and staff • supply chain organisations • incoming artists • audience <p>Industry Green report communication only necessary for organisations renewing certification</p>	<p>Meeting minutes, emails, website pages, intranet pages, surveys, leaflets, posters, press releases, articles, social media campaigns, films, interactive events Documents evidencing distribution and communication of the Industry Green report Official responses and examples of feedback (May overlap with commitment evidence)</p>

COMMITMENT		UNDERSTANDING		IMPROVEMENT		COMMUNICATION	
Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples	Criteria	Evidence examples
Exceptions	For organisations with fewer than 10 staff, one person with responsibility will be sufficient, as long as they can demonstrate they have a role both in senior level decisions and in operations.	Incomplete data (for example water or waste missing) can be submitted to gain 1* or 2*, as long as energy data is complete.		Emissions based on default or estimated data, or unverified, poor quality data which Julie's Bicycle assessors deem unreliable are not considered when calculating overall reductions and awarding the Improvement rating. If 2* and 3* criteria for Improvement, Industry Green have already been met, 3* can be awarded for stabilisation of relative emissions. Extenuating circumstances can be taken into account if activities and investment have not resulted in measurable improvements through no fault of the organisation. Such circumstances should be explained, e.g. using the notes on the IG tool. Purchasing green tariff electricity or carbon offsets will not constitute a measurable improvement in emissions, unless there are changes to the regulation of these markets.		None	