



Creative Industry Green Venues and Cultural Buildings: 3 stars
Almeida Theatre 2014/15

Creative Industry Green Almeida Theatre, 2014/15

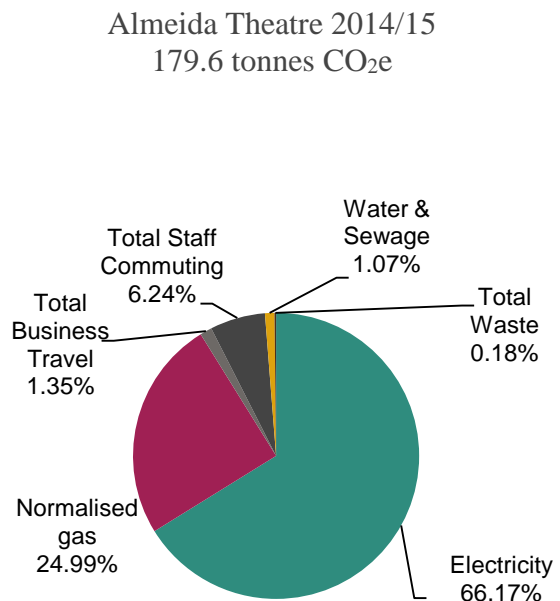
Table of contents

Executive summary	2
1. Overview	3
1.1. Creative Industry Green criteria.....	3
1.2. Organisational overview	3
2. The criteria.....	4
2.1. Commitment.....	4
2.2. Communication.....	7
2.3. Understanding	9
2.4. Improvement	11
3. Industry benchmarks.....	15
Annex 1: Applicant data	18
Annex 2: Environmental impacts	20

Executive summary

Almeida Theatre has been assessed against the Creative Industry (IG) Green criteria based on emissions data and evidence submitted by Tania Clark (Head of Finance) and Jack Haynes (General Assistant and Green Coordinator). This assessment has compared financial year 2014/15 with 2013/14, with 2010/11 serving as the baseline year. Almeida Theatre has been awarded 3 stars in recognition of its efforts to embed environmental sustainability into its operations and activities. This is Almeida Theatre’s fifth Creative Industry Green certification and its first three star rating.

Creative Industry Green certification rating	
<p>Commitment</p> <ul style="list-style-type: none"> Environmental policy in place and under regular review Demonstrating best practice by embedding environmental sustainability within its business plan Responsibilities for environmental performance at a board, senior and operational level Engagement with employees, freelance directors, suppliers, visiting companies, audiences and the theatre community 	***
<p>Communication</p> <ul style="list-style-type: none"> Communicating its environmental impacts and improvements with board members, employees, incoming artists, audiences and suppliers Communicating Creative IG results with board members, employees, incoming artists, audiences, founders and the local authority 	***
<p>Understanding</p> <ul style="list-style-type: none"> Monitoring energy, water, waste and business travel for more than one year Submission of one year’s data for staff commuting 	***
<p>Improvement</p> <ul style="list-style-type: none"> Environmental / sustainability action plan in place Relative energy-related emissions decreased by 18% Absolute emissions related to business travel decreased by 29% Waste volumes decreased by 18% as did absolute waste-related emissions 	***
<p>Overall Creative Industry Green rating</p>	***



Key recommendations

Julie’s Bicycle recommends that Almeida Theatre:

- Builds on and further develops and tailors communications and engagement with incoming artists, visiting companies and audiences;
- Investigates what factors, other than an increase in performances and attendance (8% and 9% respectively), have led to a 47.7% increase in water use, despite the introduction of water-saving automatic taps;
- Investigates what factors, other than an increase in performances and attendance, have led to a 19% increase in waste to energy and 82% reduction of recycling.

1. Overview

1.1. Creative Industry Green criteria

Under Creative Industry Green an organisation's environmental impacts and carbon footprint are established and its environmental management and performance assessed and rated against four criteria - Commitment, Communication, Understanding and Improvement. 1-3 stars are awarded per criterion and an overall rating of 1-3 stars is given.

The overall rating requires consistent rating across all four criteria i.e. to be awarded 2 stars, an organisation must have been awarded 2 stars in all four criteria. In order to achieve 2 and 3-star ratings, requirements relating to 1 and 2 stars must also have been satisfied.

For Commitment the assessment focuses on:

- Environmental/sustainability policy
- Environmental roles and responsibilities
- Stakeholder engagement

For Communication the assessment focuses on:

- Communicating environmental initiatives with stakeholders
- Communicating Creative Industry Green results with stakeholders (where applicable)

For Understanding the assessment focuses on:

- Types and sources of environmental and carbon impacts monitored and measured over time
- Level of understanding of environmental and carbon impacts
- Use of environmental impact data to inform environmental action

For Improvement the assessment focuses on:

- Environmental/sustainability action plan
- Achieving reductions in carbon, energy use and other sources of environmental impact

Find out who else is Creative Industry Green certified [here](#).

1.2. Organisational overview

Almeida Theatre is a small theatre, with a floor area of 1,016 m² and a seating capacity of 329. There is a bar/café with a capacity of 30 people. The theatre put on 388 performances and sold 101,721 tickets in 2014/15 - an 8% and 9% increase respectively on 2013/14. The theatre was open to the public for 300 days and for an average of 72 hours per week. Almeida Theatre has 30 full-time employees.

2. The criteria

2.1. Commitment

Commitment refers to having a formalised organisational commitment to environmental sustainability i.e. having an environmental policy in place and agreed environmental roles and responsibilities. Commitment also refers to leading by example and sharing best practice by engaging with stakeholder groups.



Creative Industry Green
Commitment rating

- Environmental policy in place and under regular review
- Demonstrating best practice by embedding environmental sustainability within its business plan
- Responsibilities for environmental performance at a board, senior and operational level
- Engagement with employees, freelance directors, suppliers, visiting companies, audiences and the theatre community

Assessment

Almeida Theatre has an environmental policy which is annually reviewed. It has one individual at a board level, ten at a senior level and two at an operational level responsible for environmental performance. Almeida Theatre is engaging with employees, freelance directors, suppliers, visiting companies, audiences and the theatre community. As such, Almeida Theatre is awarded 3 stars for Commitment.

Environmental Sustainability Policy

Almeida Theatre's Environmental Sustainability Policy was first signed off in May 2013 and last reviewed in March 2015. It states the theatre's commitment to understanding its environmental impacts and acting in a sustainable way, identifying its areas of focus including: energy, water, waste, production materials, procurement, catering, business and audience travel.

Business plan 2015/18

The theatre has formalised its commitment to becoming more environmental sustainable by investing in improved and more efficient plant and equipment in its 2015/18 business plan.

Roles and responsibilities

Mark Matthieu, board member, is responsible for endorsing the environmental policy and establishing overarching environmental priorities. He is responsible for sustainability discussions at board meetings and also advises other members of the Almeida team on sustainability issues.

Tania Clark (Head of Finance) and Lilli Geissendorfer (Producer) are responsible for ensuring the policy is kept up-to-date.

Jack Haynes (General Assistant and Green Coordinator) coordinates and administrates the theatre's environmental action plan, represents Almeida Theatre in external environmental meetings, delivers cross-departmental actions and supports different departments in achieving their environmental targets.

All the heads of department are responsible for environmental performance within their departments and their efforts are coordinated through the Senior Management Team (SMT).

Engagement with employees

Almeida Theatre previously had a Green Team but in 2015 it decided to discontinue it, and instead embed environmental responsibilities within the Senior Management Team (SMT), made up of the following individuals:

- Tania Clark (Head of Finance);
- James Crout (Head of Production);
- Lilli Geissendorfer (Producer);
- Rupert Goold (Artistic Director);
- Robert Icke (Associate Director);
- Jane Macpherson (Director of Marketing & Communications);
- Catherine McKinney (General Manager);
- Sally Noonan (Director of Development);
- Dani Parr (Director of Participation and Work for Young People);
- Denise Wood (Executive Director and Chair of the SMT).

The SMT is now responsible for ensuring that all departments comply with the environmental policy and that its environmental action plan is implemented. All members discuss and update their team on environmental sustainability issues at team meetings, normally every six weeks, and support them to have the capacity and skills to comply with the agreed plan.

The environmental policy is included in the Staff Handbook. Each new staff member receives an induction pack which includes information on recycling, switching-off equipment and saving energy, and is briefed about these actions during their induction. Almeida Theatre also offers employees the opportunity of purchasing a new bicycle via the Cycle scheme.

Engagement with freelance directors

Freelance directors are challenged to create high quality work with limited budgets and are also encouraged to source locally. This approach has reduced expenses and has contributed to the circular economy with, for example, a recent set being reused on a subsequent show.

Engagement with suppliers

A sustainable procurement policy has recently been developed covering:

- The theatre's commitment to procuring products and services with recognised labels and certifications;
- How environmental risks are considered along the supply chain;
- How environmental criteria are embedded in procurement decision-making;
- How important environmental awareness is for staff and suppliers and;
- How to communicate the theatre's ethical standards and codes of conduct with its suppliers.

The bar/café procures from a number of local suppliers, for example fish is procured from James Knight, a nearby fishmonger specialising in sustainably sourced fish. Environmental criteria were also included in a recent tender for new printing equipment.

Engagement with visiting companies

The Green Coordinator does inductions for incoming artists about the theatre's environmental commitment and practices and what the theatre's expectations are in relation to their contribution.

Engagement with audiences

Attendees are encouraged to recycle plastic cups by using the bins provided and not to print confirmation e-mails. Audiences were surveyed about how they travel to the theatre and the website's section 'how to find us' was modified based on these results, which now puts the more sustainable modes of transport first. Audiences are also invited to submit their environmental suggestions and ideas by e-mail.

Engagement with the theatre community

Almeida Theatre is very engaged with the London Theatre Consortium's sustainability group, has attended all meetings and shared best practice. Almeida Theatre has also contributed to the circular economy by donating craft and prop-making materials to the Little Angel theatre.

Recommendations

To maintain 3 stars for Commitment, Almeida Theatre will need to continue demonstrating best practice by embedding environmental sustainability in key roles and responsibilities across the organisation and/or within core business mission, strategy and planning. The theatre will also need to continue engaging and actively involving at least three stakeholder groups (from the following list) in taking environmental action: staff and crew, supply chain organisations, incoming artists, audiences and the theatre community.

- Julie's Bicycle would further recommend that Almeida Theatre develop engagement with incoming artists and visiting companies beyond inductions, for example holding a talk on sustainable production or artistic responses to climate change.

2.2. Communication

Communication refers to how well an organisation communicates its environmental initiatives and Creative Industry Green results with its stakeholders.

Creative Industry Green
Communication rating

- Communicating its environmental impacts and improvements with board members, employees, incoming artists, audiences and suppliers
 - Communicating Creative IG results with board members, employees, incoming artists, audiences, founders and the Local Authority
-

Assessment

Almeida Theatre is communicating its environmental impacts and improvements with board members, employees, incoming artists, audiences and suppliers. The previous Creative IG results were communicated to board members, employees, incoming artists, audiences, founders and the Local Authority. As such, Almeida Theatre is awarded 3 stars for Communication.

Communicating with board members

Board members are updated on environmental improvements at quarterly meetings and through the Board Digest report. They all received a copy of the previous Creative Industry Green report.

Communicating with employees

Almeida Theatre communicates its environmental sustainability updates to SMT members through the monthly Executive Report. This includes information about environmental sustainability workshops, updates on the environmental sustainability policy and action plan, and the Creative Industry Green certifications. SMT members share this information with their teams. During inductions, the Green Coordinator explains the environmental practices which new employees are expected to follow and also tells them about Creative Industry Green.

Communicating with incoming artists

Inductions for incoming artists, done with the Green Coordinator, include information on environmental sustainability aspects of the theatre and the latest Creative Industry Green certification.

Communicating with audiences

Almeida Theatre’s website has a section called ‘Greening the Almeida’ where its Environmental Sustainability Policy and the current Creative IG certification (reports, results, logo, etc.) are uploaded. The Creative IG certificate is also shown in a visible place of the building (Image 1). Printed programmes have a page dedicated to the theatre’s environmental commitment.

Image 1: Creative IG certificate on display



Communicating with suppliers

The theatre has recently communicated its environmental commitments when going through a tender process for a new printer and office supplies provider. Environmental sustainability was one of the criterion applied when the theatre was changing its energy supplier.

Communicating with funders

The theatre sent a copy of the Creative IG report to the Arts Council England (ACE).

Communicating with the Local Authority

During a meeting with the Zero Emissions network of the Local Authority (Islington Council), the Green Coordinator talked through the previous Creative IG results.

Recommendations

To maintain 3 stars for Communication, Almeida Theatre will need to continue communicating environmental impacts and improvements and Creative Industry Green results with at least three stakeholder groups and continuing demonstrating best practice with tailored stakeholder communications. Julie's Bicycle would further recommend that Almeida Theatre build on what it is currently doing with audiences and in-coming artists to develop more tailored environmental communications with these two groups.

2.3. Understanding

Understanding refers to an organisation’s awareness of its main environmental impacts; as evidenced by monitoring and analysing qualitative and quantitative information, and using this analysis to inform environmental action setting.



Creative Industry Green Understanding rating

- Monitoring energy, water, waste and business travel for more than one year
- Submission of one year’s data for staff commuting

Assessment

Almeida Theatre is measuring five sources of environmental impact and has provided five years’ data for energy, four years’ for water, three years’ for waste and business travel, and one year’s for staff commuting. It has also measured audience travel and used this information to update its website. As such, Almeida Theatre is awarded 3 stars for Understanding.

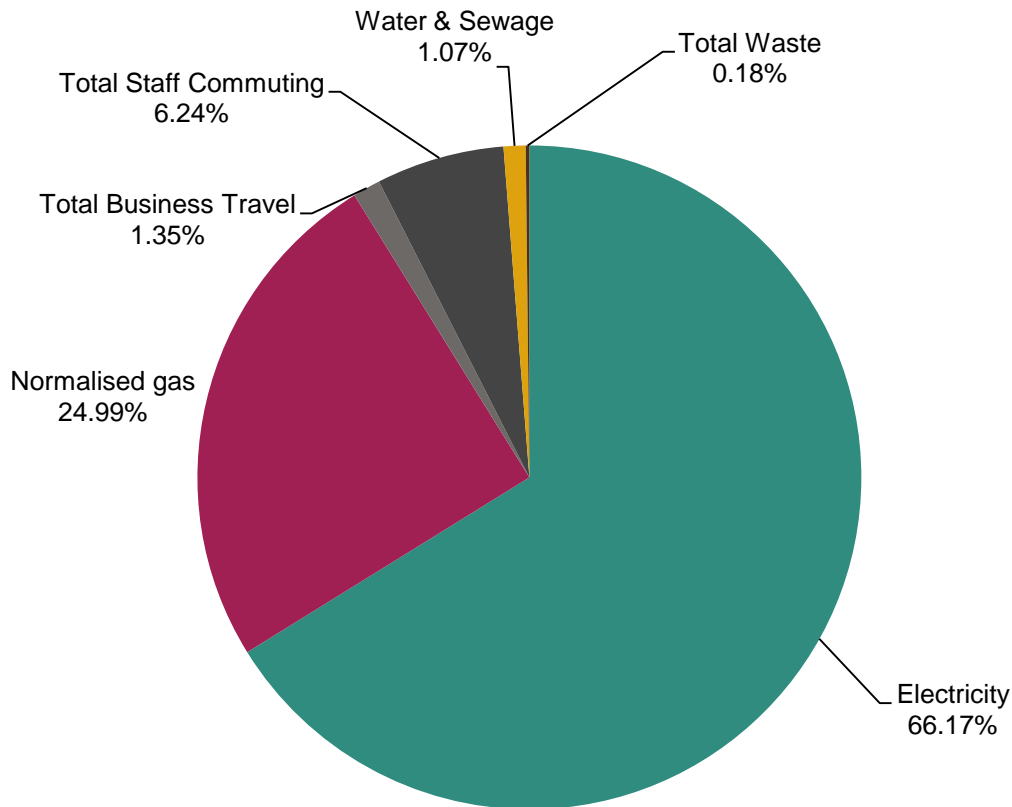
Table 1. Sources of environmental impacts measured by Almeida Theatre

Impact being measured	2010-11	2011-12	2012-13	2013-14	2014-15
Energy	Y	Y	Y	Y	Y
Water		Y	Y	Y	Y
Waste			Y	Y	Y
Business Travel			Y	Y	Y
Audience Travel					Y
Staff commuting					Y

See Annex 1 for all data submitted by Almeida Theatre and used by Julie’s Bicycle for this assessment. Although audience travel data was provided as it did not include average distances travelled it could not be used to accurately calculate emissions and therefore audience travel was not included in the footprint.

Almeida Theatre’s 2014/15 carbon footprint was 179.6 tonnes CO₂e which corresponds to 7 coach journeys and 24 car journeys around the world.

Graph 1. Almeida Theatre 2014/15 carbon footprint by source of impact



Recommendations

To maintain 3 stars for Understanding, Almeida Theatre will need to continue monitoring and measuring at least one further source of impact (beyond energy, water and waste) for at least one year e.g. business travel, production, travel, audience travel, touring, commuting, other relevant key sources of impact such as materials use, merchandise, food/catering. The theatre will need to demonstrate best practice by continuing to obtain a more in-depth understanding of one or more areas of impacts e.g. energy end use audits, building user audits, regular water monitoring and measurement, waste audits, audience travel surveys, and using this data to inform and prioritise actions. Julie’s Bicycle would further recommend that Almeida Theatre include a question in the audience travel survey to find out average distance travelled by audiences.

2.4. Improvement

Improvement refers to the reduction of environmental impacts and improvement of environmental performance e.g. through emissions reductions, as well as the management of environmental impacts through strategic action plans. For the purposes of this report, improvements are always calculated in relative terms, i.e. per performance. Annex 2 provides the absolute emissions for reference only; it also provides the emissions per performance that are used in this section for assessing improvement overall, relative to the baseline year and the previous year.

Creative Industry Green
Improvement rating

- Environmental / sustainability action plan in place
 - Relative energy-related emissions have decreased by 18%
 - Absolute emissions related to business travel decreased by 29%
 - Waste volumes decreased by 18% as did absolute waste-related emissions
-

Assessment

Almeida Theatre has an environmental action plan in place and has decreased its energy-related carbon emissions per performance by 18% comparing 2014/15 with 2013/14 and by 24% compared with its baseline year, 2010/11. It has also reduced absolute emissions related to business travel by 29% (and by 65.5% per performance). Waste volumes have decreased by 18% overall as have waste-related emissions. As such, Almeida Theatre is awarded 3 stars for Improvement.

Looking at energy-related emissions per performance and comparing 2013/14 with 2014/15:

- Emissions related to total energy decreased by 18%;
- Emissions from electricity decreased by 9%;
- Emissions from normalised gas¹ decreased by 33%.

Looking at other sources of impact and comparing 2013/14 with 2014/15:

- There was a decrease in business travel which saw a 29% decrease in absolute emissions;
- Water use (m³) increased by 47.7%. Although water-saving automatic taps were installed, the increase was due to faulty taps running continuously - this has now been fixed;

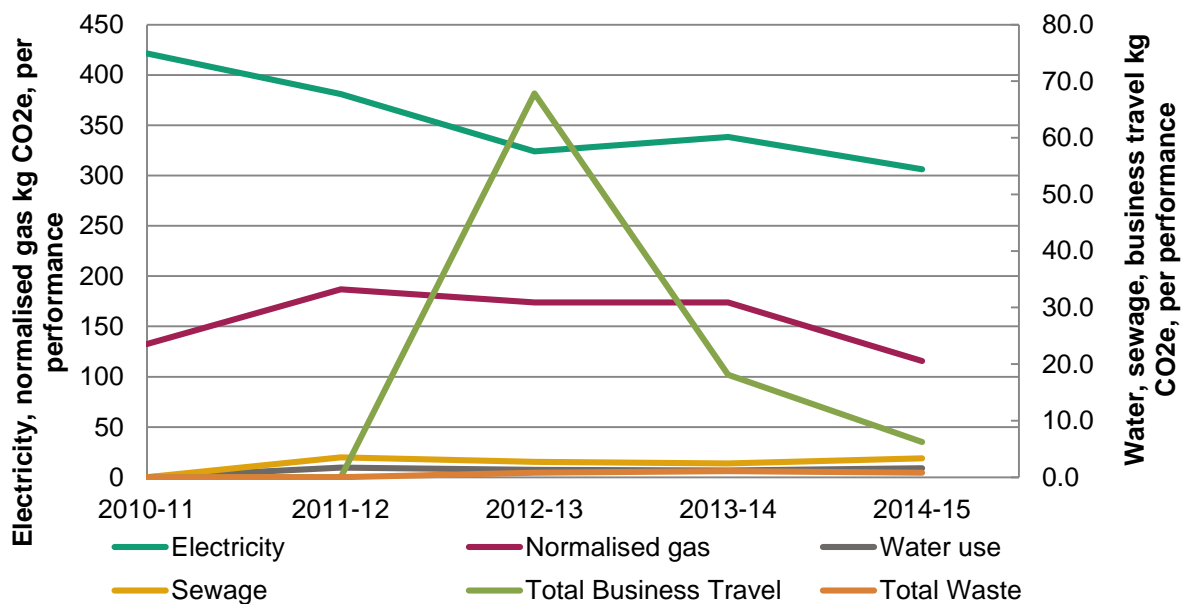
¹ Gas consumption has been weather normalised by applying heating degree-days to factor out the variations in outside air temperature

- Total waste volumes (tonnes) decreased by 18.6%, from 18.4 to 15 tonnes:
 - waste to energy increased from 11.6 tonnes in 2013/14 to 13.8 tonnes in 2014/15
 - recycling decreased from 6.8 to 1.2 tonnes, this was as a result of reduced printing and a reduction in waste paper
- Absolute waste-related emissions decreased by 18.6% between 2013/14 and 2014/15.

Table 2. Percentage change in carbon emissions per performance

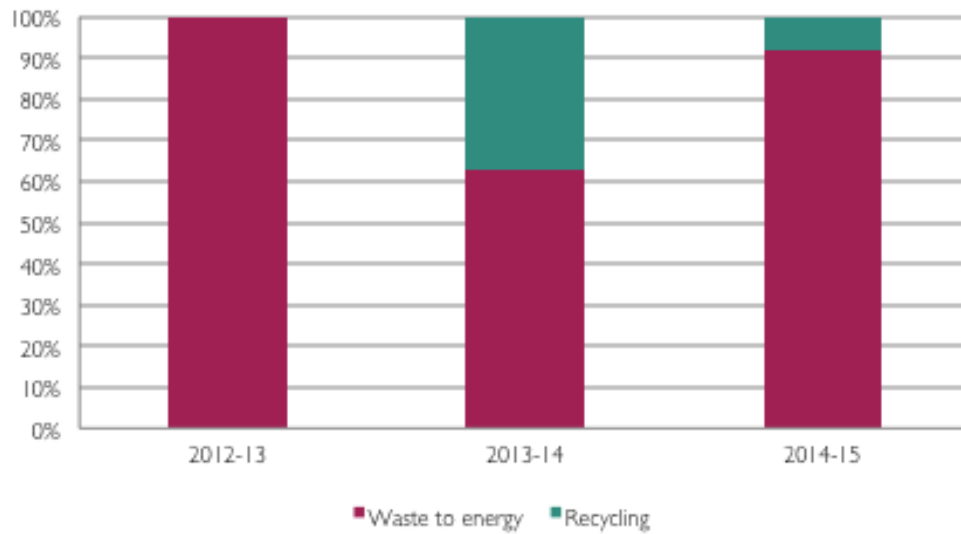
	2014-15 v 2010-11	2014-15 v 2013-14
Electricity	-27%	-9%
Normalised gas	-13%	-33%
Total Energy	-24%	-18%
Water use	n/a	+37%
Sewage	n/a	+37%
Waste to energy	n/a	+18.7%
Recycling	n/a	-83.7%
Total waste	n/a	-18.6%
Total Business Travel	n/a	-65.5%

Graph 2. Year on year emissions comparison (kg CO₂e per performance)



These relative results are based on changing numbers of performances, which can make a marked difference to the relative carbon emissions. See Table 1-2 in Annex 1 for the performance and attendance data.

Graph 3. Percentage change in proportion of waste to energy and recycling



Environmental Sustainability Action Plan (2015/18)

Almeida Theatre has a very detailed action plan which comprises the following seven objectives:

1. To minimise waste sent to landfill;
2. To improve communications about sustainability issues internally and externally;
3. To reduce energy-related carbon emissions and water usage;
4. To encourage sustainable behaviour in staff, board members, suppliers, funders/donors and audiences;
5. To reduce environmental impact of business travel and staff commuting;
6. To monitor and improve supply chain;
7. To create sponsorship and development opportunities to support environmental sustainability initiatives.

Each objective has KPIs and responsibilities assigned.

The theatre envisages investing in new software for the Building Management System (BMS) to control the heating and cooling which will result in an improvement to manage energy more efficiently. They also plan to improve the lighting system.

Recommendations

To maintain 3 stars for Improvement, the theatre will have to show a decrease of 6% in energy-related carbon emissions compared to the previous year, providing the energy-related emissions are lower than the baseline year (i.e. 2010/11) and, in addition, achieving at least one of the following:

- A decrease in total tonnes of waste going to landfill or an increase in percentage of waste to recycling as compared to the previous year and baseline year;
- A decrease in total litres of water and wastewater as compared to the previous year and baseline year;
- Being below the Julie's Bicycle benchmark for Venues and Cultural Buildings;
- A decrease in any other relevant sources of impacts as applicable, compared to the previous year and baseline year (e.g. business travel, production etc.).

Julie's Bicycle further recommends that Almeida Theatre:

- Investigates what factors, other than an increase in performances and attendance (8% and 9% respectively), have led to a 47.7% increase in water use, despite the introduction of water-saving automatic taps;
- Investigate what factors, other than an increase in performances and attendance, have led to a 19% increase in waste to energy.

3. Industry benchmarks

Julie's Bicycle has developed a set of benchmarks to help organisations compare their environmental performance against the industry average for venues/cultural buildings, offices and outdoor events. All benchmarks have been developed using data collected by Julie's Bicycle through Creative Industry Green certifications, Creative IG Tools accounts, and partner organisations from across the cultural sector.

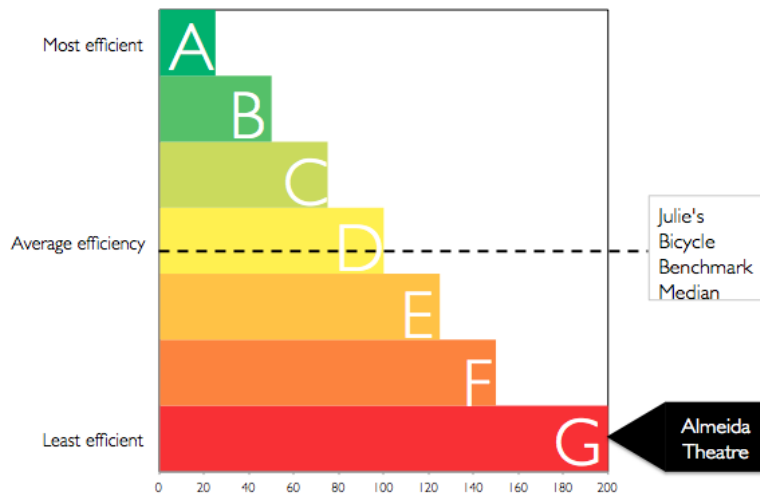
The benchmarks have been created using appropriate 'relative' metrics to make them more easily comparable to an organisation, whatever its size and scale. These metrics are applied per m² and per year for buildings. For a meaningful comparison, 12 months of data across a full year for electricity and gas is divided by the floor area, defined as the gross internal floor area, i.e. all spaces and floors within buildings.

Those results are compared with the following benchmarks for performing arts venues (comprising theatres and concert halls):

- 101 kWh per m² for electricity
- 139 kWh per m² for gas
- 645 litres per m² for water

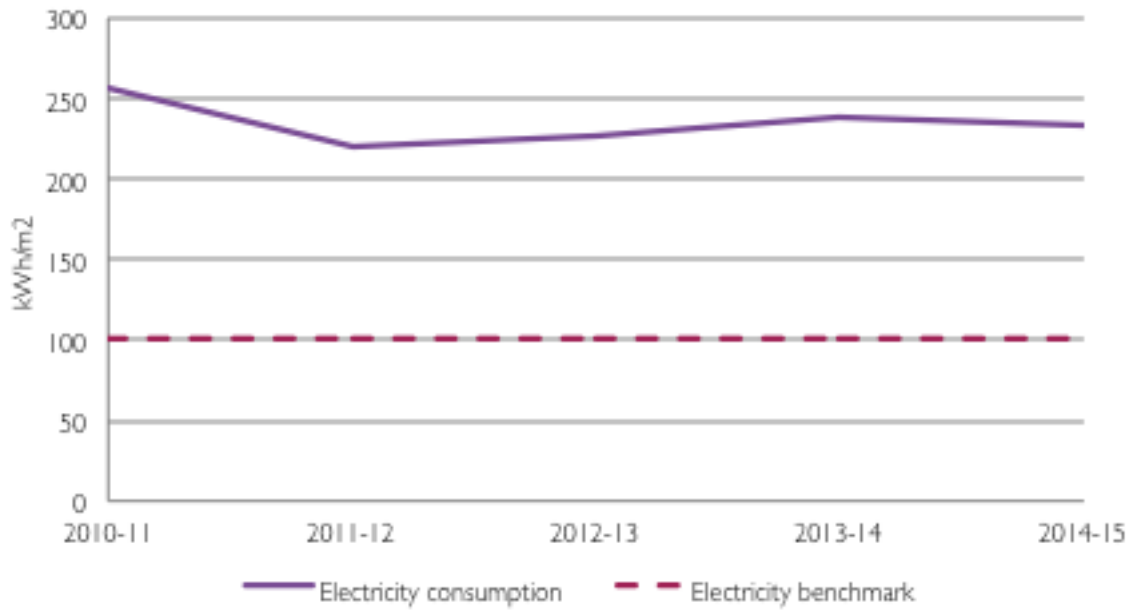
More information about Julie's Bicycle benchmark can be found in the following address: <http://www.juliesbicycle.com/services/ig-tools/julies-bicycle-benchmarks>

Graph 4. Almeida Theatre' comparison with Julie's Bicycle benchmarks – overall rating

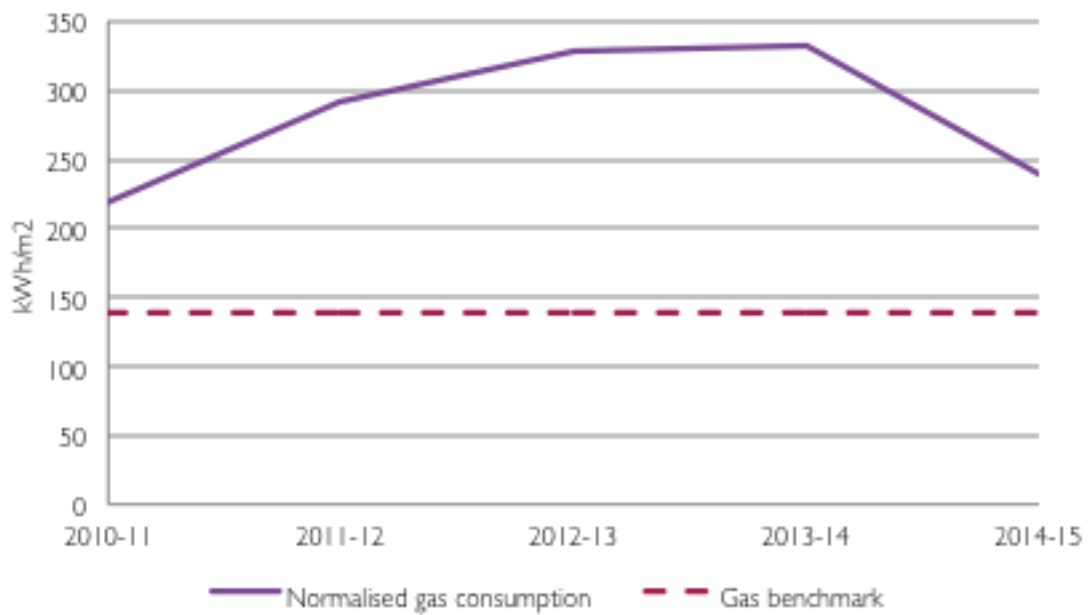


In 2013/14, Almeida Theatre was 138% more energy intense than the benchmark. In 2014/15, the theatre was 112% more energy intense than the benchmark. This means that the theatre has improved from last year and it is now 26% more energy efficient than last year.

Graph 5. Comparisons with Julie's Bicycle benchmarks - Electricity (kWh per m²)

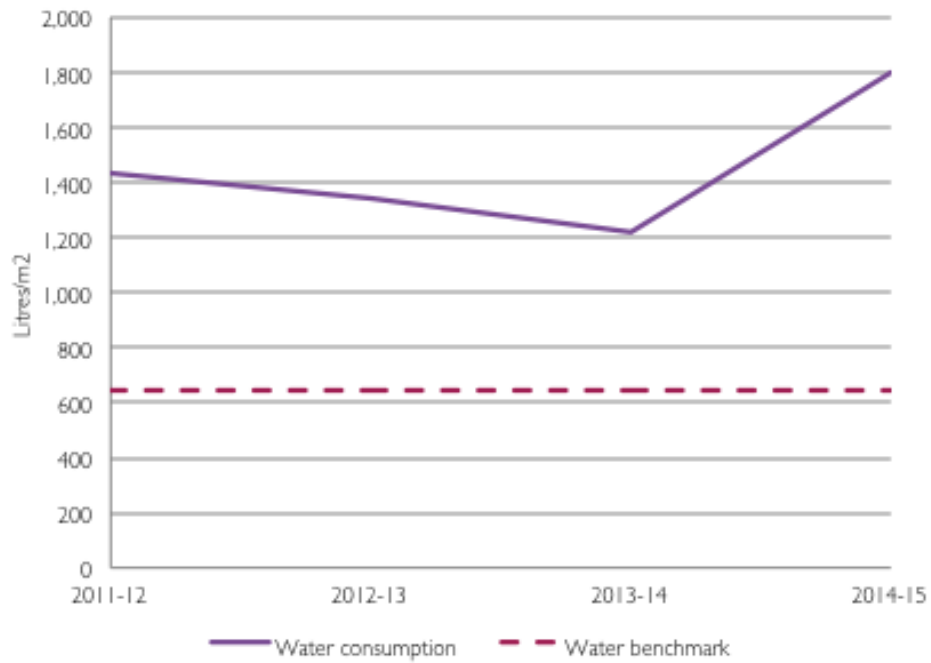


Graph 6. Comparisons with Julie's Bicycle benchmarks - Gas (kWh per m²)



Graph 7 shows how Almeida Theatre compares to the benchmark showing that the theatre has always been above the benchmark but it has had a large increase in water consumption over the last year

Graph 7. Comparisons with Julie’s Bicycle benchmarks - Water (Litres per m²)



Annex 1: Applicant data

Table 1 summarises all data supplied to Julie’s Bicycle by Almeida Theatre used for emissions calculations.

Tables 1-1. Applicant data provided for emissions calculations

Venue Details	Unit	2010-11	2011-12	2012-13	2013-14	2014-15
<i>Venue Floor Area</i>	m2	1,016	1,016	1,016	1,016	1,016
<i>Capacity</i>	seats	321	321	321	329	329
<i>Spaces</i>		1	1	1	1	1
<i>Performances per year</i>	Performances	310	293	355	359	388
<i>Attendance</i>	persons	90,123	89,385	86,512	93,000	101,721

Energy	Unit	2010-11	2011-12	2012-13	2013-14	2014-15
<i>Electricity</i>	kWh	261,157	223,178	229,878	242,763	237,555
<i>Gas consumption</i>	kWh	225,582	233,358	350,742	308,489	196,169
<i>Normalised gas</i>	kWh	222,499	296,614	334,521	338,100	243,375

Water and Sewage	Unit	2011-12	2012-13	2013-14	2014-15
<i>Water use</i>	m3	1,459	1,365	1,240	1,832
<i>Sewage</i>	m3	1,459	1,365	1,240	1,832
<i>Water & Sewage</i>	m3	2,918	2,730	2,480	3,663

Waste	Unit	2012-13	2013-14	2014-15
<i>Waste to energy</i>	Tonnes	14.0	11.6	13.8
<i>Recycling</i>	Tonnes	0.0	6.8	1.2
<i>Total Waste</i>	Tonnes	14.0	18.4	15.0

Business Travel	Unit	2012-13	2013-14	2014-15
<i>Car (Diesel)</i>	km	7,488	7,281	11,583
<i>Taxi (Black cab)</i>	km	0	526	187
<i>Taxi (Hybrid cab)</i>	km	0	238	0
<i>Train (National)</i>	km	1,287	3,176	2,549
<i>Train (International)</i>	km	991	0	0
<i>Shorthaul flight (Business)</i>	km	0	1,118	624
<i>Longhaul flight (Economy)</i>	km	0	22,172	0
<i>Longhaul flight (Economy plus)</i>	km	66,405	0	0
<i>Longhaul flight (Business)</i>	km	11,067	2,237	0
<i>Domestic flight (Average)</i>	km	0	898	0
<i>Total Business Travel</i>	km	87,238	37,646	14,943

Staff commuting	Unit	2014-15
<i>Walking</i>	km	9,625
<i>Cycling</i>	km	9,493
<i>Bus (London)</i>	km	3,076
<i>Train (Underground)</i>	km	25,783
<i>Train (National)</i>	km	146,801
<i>Car (Average)</i>	km	15,531
<i>Total Fleet Travel</i>	km	210,309

Annex 2: Environmental impacts

Table 2-1 lists the absolute emissions for all years, and Table 2-2 shows the relative emissions for all years, i.e. per performance/audience day. Table 2-3 shows the percentage change in relative emissions for the years relating to the Creative Industry Green assessment i.e. the baseline year 2010/11 (the first year Almeida Theatre submitted data to Julie's Bicycle), the current year (2014/15) and the previous year (2013/14).

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 Creative Industry Green reports.

Tables 2-1. Absolute Environmental Impacts (tonnes CO₂e)

Energy	2010-11	2011-12	2012-13	2013-14	2014-15
<i>Electricity</i>	131	112	115	121	119
<i>Normalised gas</i>	41	55	62	62	45
Total Energy	172	166	177	184	164

Water and Sewage	2011-12	2012-13	2013-14	2014-15
<i>Water use</i>	0.5	0.5	0.4	0.6
<i>Sewage</i>	1.0	1.0	0.9	1.3
Water & Sewage	1.5	1.5	1.3	1.9

Waste	2012-13	2013-14	2014-15
<i>Waste to energy</i>	0.3	0.2	0.3
<i>Recycling</i>	0.0	0.14	0.025
Total Waste	0.29	0.39	0.31

Business Travel	2010-11	2011-12	2012-13	2013-14	2014-15
<i>Car (Diesel)</i>	0.0	0.0	1.4	1.3	2.1
<i>Taxi (Black cab)</i>	0.0	0.0	1.6	0.1	0.0
<i>Taxi (Hybrid cab)</i>	0.0	0.0	0.0	0.0	0.0
<i>Train (National)</i>	0.0	0.0	0.1	0.1	0.1
<i>Train (International)</i>	0.0	0.0	0.0	0.0	0.0
<i>Shorthaul flight (Business)</i>	0.0	0.0	0.0	0.3	0.2
<i>Longhaul flight (Economy)</i>	0.0	0.0	0.0	0.3	0.2
<i>Longhaul flight (Economy plus)</i>	0.0	0.0	16.1	0.0	0.0
<i>Longhaul flight (Business)</i>	0.0	0.0	4.9	1.0	0.0
<i>Domestic flight (Average)</i>	0.0	0.0	0.0	0.3	0.0
Total Business Travel	0.0	0.0	24.1	3.4	2.4

Staff commuting	2014-15
<i>Walking</i>	0.0
<i>Cycling</i>	0.0
<i>Bus (London)</i>	0.2
<i>Train (Underground)</i>	1.5
<i>Train (National)</i>	6.6
<i>Car (Average)</i>	2.9
<i>Total Staff Commuting</i>	11.2

Tables 2-2. Relative Environmental Impacts (kg CO₂e per performance)

Energy	2010-11	2011-12	2012-13	2013-14	2014-15
<i>Electricity</i>	421.5	381.1	324.0	338.3	306.3
<i>Normalised gas</i>	132.4	186.7	173.8	173.7	115.7
<i>Total Energy</i>	553.9	567.8	497.8	512.1	422.0

Water and Sewage	2011-12	2012-13	2013-14	2014-15
<i>Water use</i>	1.7	1.3	1.2	1.6
<i>Sewage</i>	3.5	2.7	2.4	3.4
<i>Water & Sewage</i>	5.2	4.0	3.6	5.0

Waste	2012-13	2013-14	2014-15
<i>Waste to energy</i>	0.8	0.7	0.7
<i>Recycling</i>	0.0	0.1	0.1
<i>Total Waste</i>	0.8	1.1	0.8

Business Travel	2012-13	2013-14	2014-15
<i>Car (Diesel)</i>	3.8	3.7	5.4
<i>Taxi (Black cab)</i>	4.6	0.3	0.1
<i>Taxi (Hybrid cab)</i>	0.0	0.1	0.0
<i>Train (National)</i>	0.2	0.4	0.3
<i>Train (International)</i>	0.0	0.0	0.0
<i>Shorthaul flight (Business)</i>	0.0	0.8	0.4
<i>Longhaul flight (Economy)</i>	0.0	0.8	0.4
<i>Longhaul flight (Economy plus)</i>	45.4	0.0	0.0
<i>Longhaul flight (Business)</i>	13.7	2.7	0.0
<i>Domestic flight (Average)</i>	0.0	0.7	0.0
<i>Total Business Travel</i>	67.8	18.1	6.2

Staff Commuting	2014-15
<i>Walking</i>	0.0
<i>Cycling</i>	0.0
<i>Bus (London)</i>	0.6
<i>Train (Underground)</i>	3.7
<i>Train (National)</i>	17.1
<i>Car (Average)</i>	7.5
<i>Total Staff Commuting</i>	28.9

Table 2-3. Percentage change in relative emissions: current year to baseline year, and current year to previous year

	2014-15 v 2010-11	2014-15 v 2013-14
<i>Electricity</i>	-27%	-9%
<i>Normalised gas</i>	-13%	-33%
<i>Total Energy</i>	-24%	-18%
<i>Water use</i>	n/a	+37%
<i>Sewage</i>	n/a	+37%
<i>Waste to energy</i>	n/a	+18.7%
<i>Recycling</i>	n/a	-83.7%
<i>Total waste</i>	n/a	-18.6%
<i>Total Business Travel</i>	n/a	-65.5%