

NORFOLK N&N NORWICH FESTIVAL



Norfolk & Norwich Festival
Environmental Responsibility Plan 2021

Version 1.5 September 2021

On 9 August 2021 and ahead of the COP26 UN Climate Change Conference, the Intergovernmental Panel on Climate Change (IPCC) launched a major review of the science of climate change. The report, *Climate Change 2021: The Physical Science Basis*, warns human-induced climate change is already affecting many weather and climate extremes in every region across the globe. Global warming of 1.5°C and 2°C will be exceeded during the 21st century unless deep reductions in carbon dioxide (CO₂) and other greenhouse gas emissions occur in the coming decades.

In light of this report Norfolk & Norwich Festival has renewed our commitment to not only reducing our own environmental impacts but to use the platforms available to us to educate and influence the actions of others.

Norfolk & Norwich Festival

Environmental Responsibility Plan 2021

Version 1.01 July 2021

About Norfolk & Norwich Festival

Norfolk & Norwich Festival (NNF) shares exceptional arts experiences across East England. We lead and support celebration, creativity and curiosity in our community to make our part of the world a great place to live, work and play.

Norfolk & Norwich Festival takes place in Norwich and around Norfolk for 17 days each May. The Festival programme encompasses many different artforms, it is contemporary, international and for everybody. The Festival is distinctive because we collaborate with artists – from down the road and around the world – to explore the unique physical and cultural identities of our place and to make art which is meaningful to the lives of our audiences. Our Creative Engagement activity includes our work with volunteers, Norfolk Open Studios, Festival-related schools' activity, and time-limited projects like Common Ground.

Festival Bridge is one of ten National Bridge Organisations supported by Arts Council England, with a mandate to develop arts and cultural opportunities for children and young people in the East of England.

Festival Connect & Create will encompass all our work in cultural education, creative learning and participation. Festival Connect & Create, will take place year-round, foreground creative participation for all, and create and facilitate partnerships and networks that improve the cultural offer for all children and young people across Cambridgeshire, Norfolk, Peterborough and Suffolk.

We will start to put the ideas and structures in place for Festival Connect & Create in 2021 and the programme will reach full stride by the start of 2023 when it becomes our programme building on and extending the relationships, expertise and vision of Festival Bridge (which formally comes to an end in March 2023) and

incorporates the Festival Creative Learning activities including volunteers, Norfolk Open Studios and NNF school engagement work.

Our core values are to be:

Creative	We champion artistic excellence and value creativity in everyone.
Curious	We explore and reflect the changing social and physical contexts in which we live.
Inclusive	We are respectful of the diversity and difference of people and their views and values.
Collaborative	We work with artists, communities, peers, partners and stakeholders to achieve common goals.
Strategic	We balance artistic and social ambition with a sustainable business.

Norfolk & Norwich Festival's goals are:

- to have more people experience and value the arts
- to be a champion for excellence in the arts
- to be valued – locally and internationally – for our unique and distinctive arts festival
- to be embedded in Norfolk and Norwich and to extend our reach and influence across East England and beyond
- to be socially responsible, committed to questions and actions about a changing world including equality, diversity and inclusion; placemaking; environmental sustainability; and technological change
- to have a stable and adaptive business structure with diverse income streams.

All of Norfolk & Norwich Festival's work is underpinned by our 'programme principles' – our embrace of:

- art relevant to today, blurring the boundaries between artforms and between art and everyday life.
- 'festival spirit' which we bring to our work to celebrate, to share cultural experiences and to bring our community together
- questions and actions about a changing world, with a focus on:
 - Equality, diversity and inclusion
 - Placemaking
 - Environmental sustainability
 - Technological change

Norfolk & Norwich Festival is an Arts Council England National Portfolio Organisation; one of ACE's ten National Bridge Organisations; and financially assisted by Norwich City Council and Norfolk County Council. Our annual turnover is around £2.25 million each year. We are a registered Charity.

nnfestival.org.uk

Our Environmental Policy

Norfolk & Norwich Festival recognises the climate and ecological emergency, and we acknowledge that our operations and activities have an impact on the environment.

Norfolk & Norwich Festival recognises the need to respond to climate change and environmental degradation to ensure all aspects of the organisation, and event delivery, are run as environmentally responsibly as possible. We will use our work to explore and communicate what this means with our audiences, peers and funders.

We are committed to measuring and reducing our environmental impacts and, through our artistic and learning programme, working with artists, partners, networks and our audiences to encourage dialogue and inspire change.

Our vision is to be recognised nationally as a leader of exceptional environmentally responsible practice in our work with artists and delivery of an annual regionally based arts festival.

Our mission is to hold environmental responsibility at the heart of everything we do, in all aspects of our work and across our sphere of influence.

We will do this by keeping ourselves up to date with knowledge, good practice and inspiration, and using data to make evidence-based decisions.

We will remain open-minded and will find new ways of inspiring change.

We will drive what it means to be an environmentally responsible organisation.

Being bold and taking risks is in our nature. We are open-minded and will listen to others. If we get it wrong, we will learn and change the ways we do things

Our Framework

We will make a distinction in our work and impacts between;
Internal / Office and External / Delivery

We will break our objectives down in to the following pillars;

- Understand the data
- Plan, Action and Change
- Influence, Education and Advocacy

Our Approach

- We will keep ourselves up to date with knowledge and best practice and use data to make evidence based decision making.
- We will be open minded to finding new ways of inspiring and implementing change.
- We will define what it means to be an environmentally responsible organisation.
- Being bold and taking risks is in our nature. We will evaluate our outcomes and outputs, listen to others and if we get something wrong, we will learn and change the way we do things.

How we work

We are a team of around 25 full-time equivalent staff supplemented by additional fixed-term and freelance contractors as required. Our office base is in central Norwich, and we are due to relocate to The Guildhall, an Ancient Monument and important civic building, by the end of 2021. The Covid-19 lockdown and the following long period of remote working forced us to find new ways of working. We recognised there are both personal and environmental benefits to these changes and so we will continue to draw on them in the future. These include fully online and hybrid meetings, a blended mix of home and office-based working and the reduced use of paper.

Our impacts

Internal / Office

- We work in an office building which uses energy and creates waste.
- The majority, but not all, of our core staff either walk or use public transport to travel into the office. We regularly travel within the region, and occasionally nationally and internationally, to attend meetings and we regularly travel to see artists perform in all sorts of different places.

External / Delivery

- We invite partners and artists to come to Norfolk and Norwich to meet with us, perform at our events, and understand where we are based.
- The festival delivery means we use a variety of different venues (which we do not own/manage) across the City and County and we build temporary venues.
- We move people, sets and equipment around, and our shows and events consume energy and water and create waste.
- We physically create and print things and use digital platforms to share information and promote our work.
- We invite audiences to travel to attend events and outputs of our work and many of those audiences rely on car travel to be able to attend.

Our commitments

We have made environmental sustainability a central concern of the organisation and in 2019 established a staff working group 'The Green Team', which reports to the Board each quarter.

The team seek out local and national initiatives appropriate for us to engage with as well as continually identifying ways in which we as individuals and as an organisation can lessen our environmental impacts.

We are committed to understanding, measuring, improving and communicating our environmental performance and engaging management and staff in this process. Our key areas of focus for reducing our impacts are:

- Working with our office landlord to identify and implement actions to reduce energy and water use, reduce waste and increase recycling. From 2022 our landlord will be Norwich City Council.

- Reducing the impacts of business travel and staff commuting; avoiding travel where possible and encouraging the use of zero or low-carbon travel modes, e.g. walking, cycling, travelling by public transport.
- Integrating environmental and ethical considerations when choosing supplies and services for our business operations, especially stationery, equipment and cleaning.
- Working with suppliers and contractors to reduce the impacts of our publications and events.
- Reducing our digital and ICT impacts.
- Reflecting on our work and focusses, through a series of workshops on Sustainability led by the team at Rock In Rio, as part of the Accelerator Programme.

We are committed to working with our Board, senior management, staff, suppliers, funders and external stakeholders to ensure we consider and communicate the environmental impacts of our activities. We will measure and evaluate our environmental performance and progress using the Industry Green Tools provided by Julie's Bicycle as part of our NPO reporting requirements.

Review

This policy and the targets set out in the Action Plan will be reviewed on an annual basis by our Board. Progress against the following Action Plan will be reported to the board quarterly.

Annual updates to this plan will be based on our environmental monitoring and measurement, a review of progress made in the delivery of the previous year's Action Plan and feedback from engaging with management, staff and stakeholders.

Guidance underpinning the Environmental Responsibility Plan

NNF acknowledges existing national and international frameworks and initiatives that support and underpin our action planning. Including;

- United Nations Sustainable Development Goals
- ISO 20121 - a voluntary international standard for sustainable event management, created by the International Organization for Standardization. [iso.org/iso-20121-sustainable-events.html](https://www.iso.org/iso-20121-sustainable-events.html)
- Julie's Bicycle - a not-for-profit mobilising the arts and culture to take action on the climate and ecological crisis. juliesbicycle.com
- Vision 2025 - a growing network of over 500 outdoor events and businesses taking climate action. vision2025.org.uk
- Culture Declares - a growing international movement of individuals and organisations in the cultural sector declaring climate and ecological emergency. culturedeclares.org

Arts Council England's Environmental Responsibility Principle

Norfolk & Norwich Festival's Environmental Responsibility Plan responds to Arts Council England's Environmental Responsibility Principle.

The Environmental Responsibility Principle is based on three pillars, each with an attached Arts Council England ambition:

Understand the Data

- We (ACE) want the sector to be an exemplar at the collection, reporting and understanding of its environmental data. This data should clearly inform environmental planning and initiatives and will play a demonstrable role in decision and policy making.

Plan, Action and Change

- We (ACE) want the organisations and individuals we support to forefront their commitment to environmental responsibility through considered planning and actions. We expect this to result in continued carbon reductions and to also highlight the potential of culture to connect, mobilise and inspire places and communities, and champion cultural leadership.

Influence, Educate and Advocacy

- We (ACE) want the organisations and individuals we support to lead by example, promoting the need for environmental responsibility in the

communities in which they work, within partnerships and with audiences and stakeholders. There will be an increased awareness of the cultural sector's role in catalysing change, demonstrating how culture can influence and inspire action locally, nationally and internationally.

<https://www.artscouncil.org.uk/publication/essential-read-environmental-responsibility>

Previous guidance from the ACE 'Great Art and Culture for Everyone Strategy' (2010-2020) cited:

WHAT WILL SUCCESS LOOK LIKE?

- The cultural sector embraces environmental sustainability and has reduced its carbon footprint.

What will we do?

- Work with partners to support arts and cultural organisations to understand and reduce their environmental impact.

How will we know whether we are making progress?

- We will track the carbon footprint of our funded organisations through an annual survey and work with organisations on environmental sustainability.

Progress

In recent years Norfolk & Norwich Festival has made great strides towards being a more Environmentally Responsible organisation. We have developed strategies to help us understand our impact as an organisation and make positive changes, as well as through our partnerships and networks. Key impacts include:

Understanding the data

Since 2015/16 NNF has been collecting data on our water and power consumption and waste. We have also been collecting our organisational travel data since 2016/17 for Office business travel (not Festival)

This data is submitted to Julie's Bicycle as part of NNF's annual survey and gives us useful data to be able to plan and strategise from.

We survey our audiences to find out where they have travelled from to attend a festival event, and by which means they have travelled.

Plan, Action and Change

Norfolk & Norwich Festival created an Environmental Policy and Action Plan in 2015 and it has been updated annually and reported to Julie's Bicycle.

The Environmental Action Plan identified specific areas for action in both the organisation's office function and the organisation's work with artists and the delivery of our annual festival. Each action was given a timescale and individual with responsibility for it. Since 2017 the Action Plan has also identified a specific overarching principal for each festival - for example 'end sale of single use plastic drinks bottles on site' and introduction of drinking water on site for staff and audiences in 2019 and 'end use of diesel generated power' in 2021.

Alongside the creation of the initial documentation, the 'Green Team' was established within the organisation. This team was made up of representatives from each department at NNF, who meet quarterly to feed back on, review, and adapt the Environmental Action Plan. The findings from the group are then reported quarterly to the Board. Environmental Responsibility is therefore a standing board agenda item.

Examples include office-based initiatives:

- Moving to a 100% green energy provider and LED lightbulbs
- Raising awareness of paperless working and working closely with teams to put measures in place to aid the transition through 'paperless month'

- Considering environmental impact when procuring supplies
- Increasing our breadth of recycling beyond the local authority collections
- Joining Norfolk Recycles' Business Litter Pledge
- Embedding environmental and access considerations into the early stages of the programming process
- Prioritising European travel by train rather than plane

The creation of this document aims to pull together our journey to date, and to lay out our plans for the future.

Immediate plans include:

- Understanding the environmental impact arising from our digital activity
- Researching the viability of purchasing refurbished IT equipment rather than new
- Aligning the messaging of the Green Team and the Equality, Diversity and Inclusion group to our audiences, possibly encompassing under the heading of Our Social Responsibility
- Developing website content to articulate the NNF journey including the challenges faced and lessons learned as well as celebrating the successes.

In our event delivery we continue to make practical changes, such as limiting single-use plastic at Festival Gardens and introducing Greener Trading Standards of all stallholders at Festival Gardens.

Working with Norwich City Council to install mains power in Chapelfield Gardens (thus eliminating the need for diesel generated power on site) to power our festival and the presentations of up to 6 other events in the city centre annually.

In 2019 we worked with our festival volunteer team to create our 'Green Volunteer Team' who communicate our intentions to our audiences. For example, to discuss in person why we are asking audiences to separate their waste in to separate bins and sell reusable aluminium drinking bottles. This has proved highly effective and goes so much further than signage alone.

We work with artists to encourage them to consider Environmental Sustainability at all stages of our work with them. From site visits (we support European based artists to travel to Norwich by train) to presentations (where we support artists to supply their requirements locally where possible).

With 30 years of support from our regional train franchise Great Anglia, we have been able to provide train passes for artists to travel on the network, reducing the amount of travel by road, and encouraging artist to use and support public transport.

For the 2021 festival, we partnered with Beryl Bikes, the city bike scheme for Norwich. Together we provided city bike transportation for festival staff, crew, volunteers and artists – as well as audiences for our presentation of Rider Spoke from Blast Theory. This provided an excellent alternative to road travel for short, city centre-based travel.

NNF has joined Vision:2025, formerly, Festival Vision:2025 and signed up to its pledge. The aim of which is to achieve a 50% reduction in festival related Greenhouse Gas emissions by 2025.

We introduced a Greener Trading Standards of all stallholders at Festival Gardens – supporting our plans for 100% compostable serveware, water, energy use and waste.

We continue to find innovative new ways to develop the organisations approach to sustainability, reduce our impact, and share and communicate our vision and aspirations.

Influence, Educate and Advocate

NNF has presented many projects within the festival programme that thematically relates to the Climate and Ecological Emergency and the natural environment including;

Wired Aerial Circus - As The World Tipped (2011), Robert Wilson - Walking (2012), The Voice Project - Ideas of Flight (2013), AndNow - Wayfaring (2018), A Bird In The Hand Theatre – The Bewonderment Machine (2018), Curious - Wild Longings (2019), Motionhouse – Wild (2019), Beady Eye – Mearth MOthers (2021), I Fagiolini – Rewilding The Wasteland (2021)

NNF's Head of Production & Programme (HOP) is a Without Walls Board and Environmental Action Group member.

In 2019 NNF's HOP was engaged to research and share best sustainability practice to outdoor arts companies through a Without Walls special initiative.

<https://www.withoutwalls.uk.com/strategic-projects/mapping-sustainability-challenges-in-outdoor-arts/>

In 2021, NNF's HOP worked with Without Walls to promote sustainability best practice for outdoor arts Production and Technical Managers through a series of online facilitated workshops and discussions, the Green Production Lab provided a forum for production managers to connect with peers, share knowledge and examples of best practice, and feel inspired and empowered to take positive and proactive steps to address the climate emergency through their work.

<https://www.withoutwalls.uk.com/oc-green-production-lab-2021/>

In 2020, NNF's HOP presented as part of the Without Walls Sustainability Lab webinar, to over 100 individuals and organisations about our work on environmentally sustainable creation, touring of outdoor arts, about the progress NNF has made in recent years and of the challenges that remain and also participated in the Without Walls Sustainability Lab workshops working with industry leaders and a varied group of outdoor artists to embed sustainable practice in their work.

NNF's HOP is a Vision2025 and Powerful Thinking Steering Committee Member. This makes connections between city-based arts festival networks and green field festivals through regular conversation and shared aspirations.

NNF's HOP is bringing together organisations and practitioners who create and stage work in cities, to share knowledge and build learning to help reduce environmental impacts. The network will comprise of events who work with a range of stakeholders – local authorities, suppliers, artists, audiences to create experiences. Confirmed partners to date include Manchester International Festival, Cheltenham Festivals and Brighton Festival. Other potential partners are currently being approached.

NNF's HOP is attending the Accelerator Programme (ACE, Julies Bicycle) to develop leadership skills and network with a focus on driving change in relation to sustainability within the cultural sector and to share experiences of a city based cultural organisation working with a local authority to promote sustainable action.

In the spring of 2021, the entire NNF staff team undertook a coaching programme, led by Rock In Rio (Brazil, Portugal) focussing on cross organisational sustainability action planning. The impact of this programme

will be reflected in the organisation's ongoing commitment to sustainability planning over the coming years.

The Festival Production Team are currently working with Norwich City Council's Events Team to install power and water in Chapelfield Gardens to end the need for diesel powered generators and establish the park as a cultural green event space.

We are developing an organisation wide approach to establishing and communicating our organisational values with our audiences and partners.

Timeframe

This plan is written for the 2022 financial year (April 2022 to March 2023). It replaces the 2021 Environmental Action Plan dated October 2020. This document is intended to lay the groundwork ahead of an updated 2023-25 plan.

Scope

Norfolk & Norwich Festival currently has two National Portfolio agreements with ACE, which have been extended to March 2022 and are likely (subject to application) to be subject to a further extension year up to March 2023. Our business plan outlines our ambition to operate as 'one organisation' with one funding agreement with ACE.

This plan covers all initiatives of Norfolk & Norwich Festival including Norfolk Open Studios, Festival Bridge and Common Ground.

Deliverable	Success criteria	Current position and notes	Actions	Timescale	Sign off	Quarterly reporting commentary	Date Updated
Norfolk & Norwich Festival will ...	The deliverable is a success if ...	Current position refers to September 2021		We aim to achieve this deliverable by ...	The deliverable will be signed off by ...		
Understand the data							
Internal / Office + External / Delivery							
Deliverable: Create a process whereby the environmental impact of our work can be recorded, measured, understood, and analysed. This includes information about our office, our events and programmes and our audiences.	Success criteria: Completion of the process, and an understanding of it across the organisation.	As at Sept 2021: NNF currently measures the energy consumption, water consumption and waste creation from our office function, and from our festival delivery. We also measure travel details for the staff team. This data is not used beyond a recognition of any changes.	Action: To develop a framework, process and criteria for measuring and analysing environmental data. Including scope 1, 2, 3 emissions and including reduction targets.	Timescale: First draft completed by Spring 2022. Annually reviewed and updated.	Sign off: By GM, HOP		
Deliverable: Identify the process by which the results of the environmental data capture analysis are used in business planning activities and influences programming and operational decisions	Success criteria: Meaningful representation of results is developed and outcomes agreed and met.	As at Sept 2021: Environmental considerations are taken seriously at all levels of the organisation, but no formal process has been established in order to find a consistent approach to this.	Action: <ul style="list-style-type: none"> To develop and implement a plan which provides strategy and structure for environmental considerations across: Business Planning Programming Operations 	Timescale: Implemented in Autumn 2022. Annually reviewed and updated.	Sign off: By AD, GM, HOP		
Deliverable:	Success criteria:	As at Sept 2021:	Action:	Timescale:	Sign off: AD, HOP, HOCD		

Share data and understanding with key stakeholders such as; <ul style="list-style-type: none"> Audiences Peers Funders 	Data is easily accessible and openly shared with key stakeholders. Through organisational website and reporting.	Whilst NNF doesn't hold back in terms of talking about the significance of understanding the data in relation to Environmental Sustainability in our work, we currently don't share that information on our website, and only to a limited degree in our reporting.	Create a space on the organisational website that reflects our values, and reports on our data. Create a template for sharing this information with peers and funders too.	Ready to align with the 2022 programme launch in November 2021			
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Plan, Action and Change

Internal / Office

Deliverable: Create a travel policy for all staff and artists that rewards low carbon options such as walking, cycling and public transport, and discourages driving and flying	Success criteria: Reduction in staff mileage claims and flights. Note: it is currently not possible to undertake year on year comparisons due to the impact of COVID on both UK and international travel.	As at Sept 2021: Collect travel data for Julie's Bicycle reporting. We encourage artists to take trains.	Action: Review the data we currently collect, work out how to collect any missing/further data that we deem important and relevant. Create a cross organisation travel policy to encourage and support low carbon transport with the aim of reducing year and year.	Timescale: 2023	Sign off: AD, GM, HOP		
Deliverable: Create a sustainable procurement policy that covers; <ul style="list-style-type: none"> Contracting & tendering Waste Equipment (including digital) Printed materials 	Success criteria: Policy in place for the organisation to refer to when sourcing goods/services. Positive sustainable impact on our supply chain.	As at Sept 2021: Recognised by staff but happening in isolation rather than across the organisation.	Action: Green Team subgroup to research procurement policies including Julie's Bicycle resources and report back to the group.	Timescale: Elements start to be defined for NNF22 procurement	Sign off: AD, HOP, HOCD, GM		

<ul style="list-style-type: none"> • Accommodation • Catering and food <p>*This will cover external / delivery as well</p>							
<p>Deliverable: Investigate carbon offsetting and create a policy that considers the needs of the whole organisation as well as meaningful and effective measures to off-set carbon.</p>	<p>Success criteria: Ethical, rigorous carbon offsetting initiative agreed upon and included in the organisations travel policy.</p>	<p>As at Sept 2021:</p>	<p>Action: Green Team subgroup to research carbon offsetting.</p>	<p>Timescale: 2023</p>	<p>Sign off: AD, GM, HOP</p>		
<p>Deliverable: Investigate an artistic commissioning policy that prioritises artists creating work that has thoroughly considered its environmental impact and future sustainability.</p>	<p>Success criteria: Commissioned works are environmentally conscious and sustainable. Communicating this with our peers, partners and stakeholders.</p>	<p>As at Sept 2021: Talking to commissioned artists about the environmental impact of their work.</p>	<p>Action: Production and programme team research best practice in this area and create a framework to be able to articulate this clearly.</p>	<p>Timescale: Ongoing and developing</p>	<p>Sign off: AD, GM, HOP</p>		
<p>Deliverable: Develop an Environmental Responsibility training programme for existing and newly recruited staff, trustees and volunteers</p>	<p>Success criteria: All staff, trustees and volunteers are well trained on environmental responsibility and can apply their knowledge across their roles in the organisation.</p>	<p>As at Sept 2021:</p>	<p>Action: Research external training options for staff, trustees and volunteers including options to train an internal staff member to be able to deliver future training.</p>	<p>Timescale: 2022</p>	<p>Sign off: AD, GM, HOP</p>		
<p>Deliverable: Create a framework for the Development team to be able to assess the environmental credentials of existing and prospective corporate sponsors of the organisation.</p>	<p>Success criteria: We can guarantee our corporate sponsors are in line with our environmental responsibility values.</p>	<p>As at Sept 2021:</p>	<p>Action: Development team to research the work of other organisations and to create our own framework in terms of corporate sponsor ethics and values. Consider this framework for existing sponsors.</p>	<p>Timescale: Summer 2022 ready for 2023</p>	<p>Sign off: AD, GM, HOP, HOCD</p>		

<p>Deliverable: Create an action plan for environmentally sustainable use of the office.</p>	<p>Success criteria: Reduction in energy usage leading to net zero carbon and zero waste.</p>	<p>As at Sept 2021 Work is ongoing to reduce the environmental impact of our current office and how we use it.</p>	<p>Action: Consider all aspects of the new office and create a plan to reduce environmental impact of the building and how we use it. Plan to include: -Discussion with Norwich City Council [NCC] the option of using 100% renewable energy if not already. -Discuss with NCC changing radiators to those which can be controlled independently. -Work with architects to install more energy efficient lighting. -Ensure any new appliances have good efficiency ratings. -Continue to research new recycling options in the local area, implement and inform the team of new processes. Encourage and educate staff on ways they can reduce their impact at work and personally / any spare or redundant equipment is donated or recycled / % reduction targets.</p>	<p>Timescale: Summer 2022 ready for 2023</p>	<p>Sign off: AD, GM, HOP, OM</p>		
<p>Deliverable: Communicate our actions to our audiences and stakeholders</p>	<p>Success criteria: NNF website to include a page where we share our sustainability journey (including data) with audiences, peers and funders.</p>	<p>As at Sept 2021:</p>	<p>Action: Comms team to create a schedule of communications year-round to disseminate. To include: 2-3 blogs p/a</p>	<p>Timescale: 2022</p>	<p>Sign off: AD, GM, HOP, HOCD</p>		

	Plan established as to what is included, and how regularly updated A regular blog post or similar from team members about our work, progress, and challenges in this area		Page in brochure Page(s) in Snapshot A pre or post-festival email to database Aim for 1 piece of PR each year Social campaign				
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External / delivery

Deliverable: Programming decisions to include understanding of any touring. For example, organisation to prioritise international artists who are performing multiple dates in the country, or national artists who are performing multiple dates in the region.	Success criteria: No artist is being brought to Norwich for a solo performance.	As at Sept 2021:	Action Every artist under consideration for future festival programme – touring schedule is and environmental impact of their travel and freight is considered.	Timescale: Ongoing	Sign off: AD, GM, HOP		
Deliverable: NNF to review viability of performance exclusion clauses in our contracts with an aim to promote sustainable routing of performances.	Success criteria: Artists can be more environmentally sustainable in their tour planning.	As at Sept 2021:	Action: Production team to review viability of the exclusion clause with a view to removing it altogether.	Timescale: 2022	Sign off: AD, GM, HOP		
Deliverable: Organisation to promote the sharing and pooling of resources with other local organisations, to reduce the need to buy the same equipment multiple times.	Success criteria: Simple and effective process of sharing event resources regionally.	As at Sept 2021: Ad hoc sharing with select partners.	Action: Simple, open system to be able to store, book and promote sustainability through sharing and pooling resources to be established.	Timescale: 2023	Sign off: AD, GM, HOP		
Deliverable: Continue to rationalise the use of printed materials and monitor sales against digital and printed marketing.	Success criteria: Informed thinking when it comes to marketing across all outputs with a view to reducing the environmental impact.	As at Sept 2021:	Action: Understand the environmental impact of print vs. digital marketing. Analyse sales to inform	Timescale: 2023	Sign off: AD, GM, HOP, HOCD		

			future need for either option.				
Deliverable: Net Zero Carbon	Success criteria: NNF events at Chapelfield Gardens use mains power from a renewable source.	As at Sept 2021: Expected to be installed in January 2022.	Action: Power – work with Norwich City Council to install mains power in Chapelfield Gardens to power our venues and events. Mains power to be provided by a vetted sustainable power provider.	Timescale: 2022	Sign off: AD, GM, HOP		
Deliverable: Create a methodology and template for power and water budgets for incoming artists, suppliers and caterers.	Success criteria: Enables the organisation to understand power and water requirements and to restrict use of unnecessary power and to ensure water waste kept to a minimum.	As at Sept 2021:	Action: Technical Manager to research and create framework and template for establishing incoming power and water requirements and arrange clean power supply and water for the required needs.	Timescale: 2022	Sign off: AD, GM, HOP, TM		
Deliverable: Power, water and waste usage to be measured across entire festival programme in order that full impacts can be understood.	Success criteria: Full understanding of power consumption at all NNF external venues.	As at Sept 2021: Power usage measured at Chapelfield Gardens.	Action: Start discussing this with external venues.	Timescale: 2024	Sign off: AD, GM, HOP		
Deliverable: Create environmental standards for caterers – meat and fish free, compostable servicewear, power budget, food miles, waste and water usage.	Success criteria: Clear policy and procedure in relation to all of these areas for incoming caterers that is adhered to.	As at Sept 2021: We have a green standards document for caterers.	Action: Review the green standards document and embed this within the organisation of all events.	Timescale: 2022	Sign off: AD, GM, HOP		
Deliverable: International travel – create a template to assess viability of international travel of artists – including touring considerations and duration of time in location.	Success criteria: No international artist is being brought to Norwich for a solo performance.	As at Sept 2021:	Action: Create a template to assess the impact of artists travel in relation to the length and duration of their touring commitments. Use this	Timescale: 2023	Sign off: AD, GM, HOP		

			template to make programming decisions.				
Deliverable: Green Team volunteer roles to be defined.	Success criteria: Our audiences at our events are more informed and NNF's sustainability goals are supported at our events.	As at Sept 2021: Green Team volunteers have been present at one Festival.	Action: Green Team and internal Volunteer team to define clear purpose for the role to support Festival messaging and action around environmental sustainability.	Timescale: 2022	Sign off: AD, GM, HOP, CLM		

Influence, Education and Advocacy

Internal / Office + External / Delivery

Deliverable: NNF to sign up to Culture Declares Emergency	Success criteria: Declaration is made and communicated out.	As at Sept 2021:	Action Comms team to sign NNF up to Culture Declares Emergency.	Timescale: Before November 2021	Sign off: AD, GM, HOP, HOCD		
Deliverable: NNF HOP participating in Julie's Bicycle Accelerator Programme.	Success criteria: Completion of the programme. Report written up to summarise findings for distribution amongst networks.	As at Sept 2021: Programme ongoing	Action Completion of the programme and report written to include working with local authority and Rock in Rio.	Timescale: Ongoing	Sign off: HOP		
Deliverable: Investigate partnership with Beryl Bikes – the city bike scheme for Norwich to encourage bike usage for city centre travel for staff, volunteers, artists and audiences	Success criteria: Year-round usage for NNF staff, and event usage for volunteers, artists and audiences.	As at Sept 2021:	Action: Make contact with Beryl Bikes to discuss the opportunity.	Timescale: 2022	Sign off: AD, GM, HOP		
Deliverable:	Success criteria:	As at Sept 2021:	Action:	Timescale: Ongoing	Sign off: AD, GM, HOP		

HOP to work with Akademi to develop a mid-scale outdoor dance performance that tracks and understand its true footprint and questions what the environmental cost is to actually create a piece of touring performance.	A piece of work which actively seeks to measure and understand the environmental cost of a mid-scale outdoor touring dance performance.	Initial conversations have been had and first rehearsal period is in January 2022.	Ongoing meetings and planning conversations.				
Deliverable: Create network of city centre-based events producers to share experiences and expertise and inspire change amongst the group and their individual networks.	Success criteria: Meaningful input and sharing from partners.	As at Sept 2021: Ongoing meetings to set up the network.	Action: Ongoing work to establish the first meeting and regularity of meetings.	Timescale: In place by end of 2021	Sign off: AD, GM, HOP		
Deliverable: Continue to develop the Green Production Lab model with Without Walls to share skills, knowledge and thinking amongst a cohort of outdoor arts production managers nationally.	Success criteria: Completion of the course (20 individuals including NNF's Technical Manager).	As at Sept 2021: In person sessions taking place in November.	Action: TBC if future legacy of the model.	Timescale: November 2021	Sign off: HOP		
Deliverable: Work with Norwich City Council Events Team to explore the ways in which the local authority and NNF can collaborate on environmental sustainability at a city level together.	Success criteria: Being connected and representing the Festival.	As at Sept 2021: Ongoing, application process is coming up.	Action: Meet with Norwich City Council Sustainability Manager to initiate discussion. HOP to join the Sustainability Subgroup of the 2040 Norwich Vision Board.	Timescale: End of 2021	Sign off: HOP		
Deliverable: Audiences are encouraged to walk, cycle, use public transport or offset travel.	Success criteria: Audiences are well-informed of environmentally friendly ways to travel to NNF events.	As at Sept 2021: Ad hoc at the moment.	Action: Communicate (through online 'Your visit' on website and physical channels) different public transport options and cycle	Timescale: 2022	Sign off: AD, GM, HOP, HOCD		

			routes to any venue / performance space.				
Deliverable: Work with Norwich City Council to establish city wide event reusable plastic cups that can be used at multiple events across the city.	Success criteria: Reduction in plastic waste across in the city.	As at Sept 2021:	Action: Start discussion with Norwich City Council to assess whether this might be achievable.	Timescale: 2022	Sign off: AD, GM, HOP		

Monitoring and evaluation

Internal / Office + External / Delivery

Deliverable: Undertake to update this plan quarterly considering outcomes and how to progress actions.	Success criteria: This plan is updated quarterly by the HOP and the Green Team, and we keep track of any progress, challenges and actions that have been met.	As at Sept 2021:	Action: The Green Team continue to meet regularly and update this plan in order to report to the Board on a quarterly basis.	Timescale: Quarterly review	Sign off: By Bd.		
Deliverable: Monitor and evaluate our outcomes against our stated aims and against our own, our partners, and our funders' expectations.	Success criteria: The plan is updated in line with our partners and funders expectations.	As at Sept 2021: Annual reporting to Julie's Bicycle submitted Sept 2021.	Action: The Green Team continue to meet regularly and consider any updated information received from partners and funders. We report regularly to ACE about our progress.	Timescale: Green Team meets every 2 months.	Sign off: By Bd.		