

The Castle Climbing Centre Annual Environmental Report 2009

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Executive Summary

This is the second Annual Environmental Report of The Castle Climbing Centre and fulfils our obligations as set out in our Environmental Policy. The purpose of the report is to analyse our environmental impact for running The Castle for the period between **January and December 2009**. This is the first year our policy became operational and in which we made determined efforts to minimise our environmental impact. The Environmental Policy was published at a Launch Party on the 29th of May 2009.

CARBON FOOTPRINT

One of the outcomes of this exercise is determining our carbon footprint to give a clear measure of reductions that we have made since last year. For consistency, we have used the Carbon Trust's recommended methodology. In 2009 we were directly responsible for **125.07 tonnes of CO₂e¹**. This is 11.68 tonnes less than last year – an 8% decrease. Most of this is due to our electricity (67%) and gas (29%) consumption. This is the equivalent of 44.5 round-trip flights from London to Sydney.² It would take 125 trees 100 years to absorb this much carbon.³

INPUTS

Following the adoption of our Environmental Policy, we began systematically reviewing all of our inputs. In particular, the Cafe changed its menu and suppliers to promote brands and products that were more sustainable. Within this section we have also included the Garden Project as the end goal is to produce local, organic produce for the cafe. We also changed all of our cleaning products over to more ecological brands. A key development in 2009 was building a new training room in the centre using a number of ecological building methods- these are detailed in the relevant section.

OUTPUTS

We conducted landfill and waste audits in 2009 to analyse our outputs. Significantly, we reduced our landfill collection from 2 bins to 1 bin per week. The percentage of our waste being recycled has gone from 57% in 2008 to 71% in 2009. Unfortunately, through these audits we also learned that our rubbish was not being sorted out properly and that nearly 80% of our waste sent to landfill could have been recycled. In total we were responsible for 15.154 tonnes of waste (29% landfill, 71% recycling). This is 2.7 tonnes more waste recorded than in 2008 but this may be due to a discrepancy in the landfill and recycling weight assumptions.

TRAVEL

The Castle logged 24,999 km for business purposes (89% train, 11% by car). This is a 33% increase in distance travelled over 2008, but only a 27% increase in emissions. The increase is largely due to a route setter fact finding trip around the country and an increase in Steve Taylor's travel to London. Our staff climbing trips (all within England and Wales) are not included in this figure but have been reported on as well. Travel represents just 2% of our total carbon footprint.

ENERGY & RESOURCES

Our main impact came from our consumption of Energy & Resources (96% of our carbon footprint). In 2009 we used 154,694kWh of electricity, 5722kWh (3.6%) less than in 2008. All of our electricity is sourced from renewable resources through Green Energy's Deep Green tariff. In 2009, we consumed 197,183kWh of gas for heating, 42,036 (17.6%) less than in 2008. This decrease is more likely to be due to some of our heaters being broken at the end of 2009 than a change in our practices.

CONCLUSION

Our 2008 Environmental Report served as a baseline from where we could improve. The 2009 report outlines what can be achieved in just one year with committed management and staff. Though the carbon bottom line has not changed very much, great strides have been made in our

¹ CO₂e = Carbon Dioxide equivalent and includes other greenhouse gas emissions.

² Based on DEFRA GHG conversion factor of 82.7g CO₂e per passenger km for a long haul flight in economy. Flight distance: 17,013 km each way. The carbon footprint of one return flight (direct) is 2.81 tonnes CO₂e. Note that some figures include radiative forcing (eg www.carbonfootprint.com) include radiative forcing and this would bring the amount up to 5.83 tonnes CO₂e per return trip.

³ Source: <http://www.carbonfootprint.com> On average, one broad leaf tree will absorb in the region of 1 tonne of carbon dioxide during its full life-time (approximately 100 years).

overall goal of minimising the impact of our business. Our targets are listed in our environmental policy. As we've learned more about sustainability we've refined these goals to more accurately reflect our underlying aim. The report concludes with an outlines of areas for improvement.

Audrey Seguy and Efua Uiterwijk
June 2010



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Carbon Footprint

Methodology

The scope of this report is the business that goes on at The Castle Climbing Centre and in the Buxton office on behalf of High Performance Sports Ltd. This includes The Castle Cafe, but does not include separate companies that may operate within the centre such as Urban Rock, Bikemech, Dragon, TAG and Geckos.

To determine our carbon footprint we have used the Carbon Trust footprint calculator where possible. This uses the Defra GHG conversion factors. Where data has been unavailable we have used the Defra figures directly from the "2009 Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting: Methodology Paper for Emission Factors" October 2009.

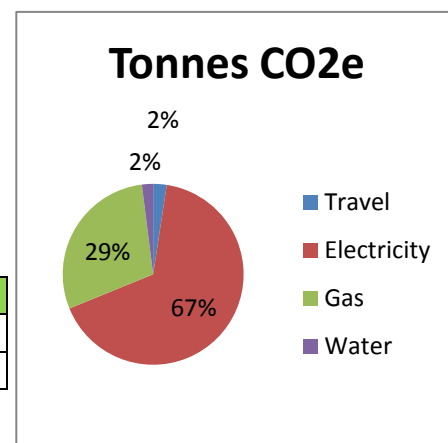
For the purposed of calculating our carbon emissions we have included all Scope 1 and Scope 2 emissions and travel directly associated with the business.

Our Scope 1 and 2 emissions consist of:

- Energy consumption
- Water usage/treatment
- Travel for business use and staff trips

Total CO₂e Emissions

	CO ₂ e - 2009	CO ₂ e - 2008
Total emissions	125.07 tonnes	136.79 tonnes
Per visitor	784g	889g



Inputs: Products purchased

The Castle signed up the Mayor of London's Green Procurement Code (www.greenprocurementcode.co.uk) in April 2009 although we have not yet applied for any of the awards available. Through this network we attended a London Remade Sustainable Procurement workshop in September 2009.

Café

In 2009 we made some substantial changes to the menu and to our supply chain:

- In April we stopped selling **Coca-Cola** and most **Nestle** products as we didn't want to support a company whose ethics so drastically vary from our own. We are instead selling Whole Earth organic drinks including their cola and trialling other snacks.
- In May we started using **organic, high welfare bacon and ham** from a farm in Dorset.
- We stopped getting ready made paninis and sandwiches and started **making all our own sandwiches** on weekends from July 2009.
- We trialled using the Spence Bakery who are both local and organic but the bread did not suit our needs as it went stale too quickly. We then started ensuring that we were getting organic bread from the supermarket. We will be investigating other bread options. Throughout 2009 we also trialled some products from the Celtic Bakers, but this has not worked out yet.
- We also **stopped selling bottled water** and instead began selling Castle-branded re-usable water bottles. These bottles are made in the UK, are dishwasher safe and can be recycled. We wash leftover bottles and leave them in a lost & found box to be re-used. We modified our water fountains to make them easier to refill bottles and added a new water fountain on the mezzanine.
- We stopped selling Lucozade in bottles and sell **Lucozade powder** for those who want it, or Rock's organic cordials for use with re-usable bottles.
- As a direct result of the findings from our recycled waste audit we changed our **milk delivery** from plastic bottles to the dairy's washable glass bottles and we started getting bottles of juice from the dairy too. Our milk is now all organic.
- We started buying **Shaun's nut bars** and are looking for other replacements for the remaining traybakes over time. Shaun makes his bars locally and delivers to all his suppliers by bicycle.
- We also began selling **Pangea Project's** vegan stews and quinoa. These are made in Stoke Newington and delivered by foot, bicycle or bus to The Castle.
- We also began experimenting with **baking our own cakes** on Fridays. These were made using mostly organic ingredients.
- From December 2009 we **stopped using the blue roll** to wipe down and began using tea towels. Thomas is responsible for washing these.

Cleaning

- We discontinued the linen towel service and replaced this with Dyson AirBlade dryers.
- We switched to ecological cleaning products.

Maintenance

We purchased new water fountains in 2009 to encourage our customers to bring in their own water bottles (or buy ours) and re-use them. These water fountains run from mains water with additional filters built in. We also spent some money on refurbishing our older volumes rather than just throwing them away.

Garden

Over the summer we decided that it would fit in better with our sustainability aims to develop the garden into an organic, edible garden. We commissioned a ground contamination survey to ascertain whether we could grow food in the garden.

We joined the Capital Growth scheme (www.capitalgrowth.org), a project that aims to create 2,012 new growing sites in London by 2012. We became Capital Growth Site number 102.

In August 2009 we hired Ida Fabrizio on a permanent part-time contract as our Garden Project Co-ordinator. We wanted most of the work to be done by volunteers from our staff and the climbing and local communities. Ida has been blogging about the development of the garden project on the Sustainable Castle blog site - <http://sustainablecastle.blogspot.com/>.



New Assets

Property Development

Training Room 3

We developed 'Training Room 3' aka 'The Tank Room' behind the Bouldering and Roped Quarries. The room was built by Gerry McGonnell and designed by Cook Townsend Architects. We incorporated a number of 'green features' which are listed in our Sustainable Castle blog. These include super-insulation, skylights, low-energy lights, non-toxic paint and recycled carpets.

Climbing walls and climbing equipment

Climbing holds:

In April 2009, our Route Setting Manager Mike Langley researched some of the environmental issues around climbing holds including their production and transport. He requested environmental policies and statements from the climbing hold manufacturers and summarised his findings here:

It's said that the Polyurethane holds are more "environmentally friendly" due to the fact that they use around a fifth less resin to make the holds and this form of the plastic is less toxic in handling etc. The Polyurethane holds are technically stronger and will last longer but are more expensive. However in this country we have had a bad experience with Polyurethane holds. Polyurethane has yet to be a success in the UK and therefore is not being used by the best hold makers. The American market is now purely Polyurethane but getting holds in from the USA does not seem sensible.

Because the technologies are currently not available we will be basing or decision around company location and transport. Companies such as Core, High Noon and Holdz are currently producing holds from factories in UK mostly around Sheffield and collection is a possibility with all of them. HRT has the strongest environmental policy with a written set of guidelines but is based in Bulgaria along with Lapis. HRT is currently using ground cargo whereas Lapis is using shipping and ground cargo.

Other centre equipment

After failed attempts at composting using traditional composters in 2008, we trialled a new compost tumbler. Within a couple of months we needed to buy a second unit to cope with the volume.

We purchased new Dyson Airblade hand dryers for the changing rooms to eliminate laundering the linen towels. These have been awarded a Carbon Reduction Label by the Carbon Trust.

Office equipment and computers

We began implementing a thin-client model of workstations to reduce energy demands and extend the life of the workstations.

In October 2009 we trialled a power management reporting system that logged how much inactive computer time we were responsible for. This resulted in a reduction of inactive hours by 30%. We had intended to roll out a power management programme that would automatically turn off inactive machines, but changes to our network structure have prevented progress in this direction.

Ropes and other climbing equipment

We replace retired and damaged equipment on a regular basis as well as purchase new equipment as needed. Where possible we favour UK manufacturers.

Over the course of the year we replaced 1542m of gym rope, which is about the same as in 2008. Our old rope is cut into pieces to be used by customers for knot-tying practice or given to organisations or individuals for non-climbing use. We were also able to sell off some of our old matting to individuals and organisations. Unfortunately we were not able to get rid of all of it and we had to send some of it to landfill.

Stationery

We are able to report on the number of copies that are printed using the office printer. Our other printers do not have this facility. The office printer is the main one in use.

	2009*	2008
Total B&W pages	46,958	n/a**
Monthly average – B&W	3,913	1,050
Total colour pages	36,077	n/a**
Monthly average - Colour	3,006	2,510

*Data from Admiral meter readings at end Dec 2008 and end Dec 2009

** Incomplete data because we only had printer from August to December.

Stationery/Office supplies:

- In 2009 we started ordering our stationery from suppliers of greener products, including Green Stationery.
- We moved to unbleached recycled paper.
- We also changed our orange plastic pens to ones made from recycled cardboard. Given that we go through thousands of pens each year, this is a significant reduction in our demand for an oil-based (plastic) product.

Publications:

In 2009 we continued to stock our Castle Reference Library on sustainability issues which is available to all staff.

Other

Staff kitchen

In 2009 we supplied the staff kitchen from the cafe supplies which means that we could take advantage of the bulk buy of more environmental products in the cafe. We also supplied the cleaning supplies from the cafe's eco supplies.

Clothing

We purchased Staff T-shirts and Hoodies in 2009. These were all from the Continental 'Earth Positive' range which uses organic cotton. This is a 100% organic cotton range with 90% reduced CO₂.



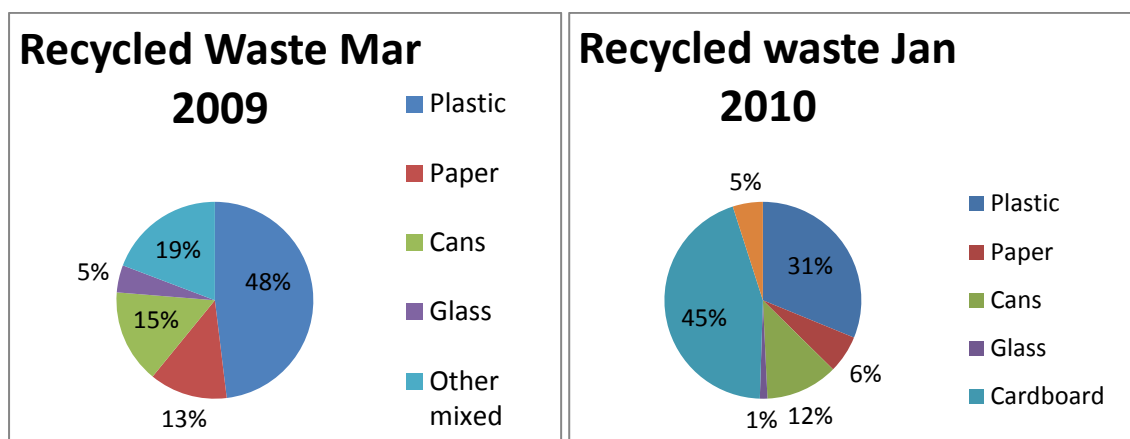
It has been calculated that a single EarthPositive T-shirt saves around 7 kilograms of CO₂, whereas a hooded sweatshirt saves up to 28 kgs of greenhouse gases.

These are actual reductions achieved in the manufacturing, without any carbon offsetting.

Source: http://www.continentalclothing.com/page/carbon_footprinting

Outputs: Waste produced

Waste audits



Hackney Rubbish collection audit August 2009.

We conducted a review of what was going in the landfill bin over 2 days. There were a total of 9 partially full bags. This was sorted into correct waste streams and it was found only one full bag was waste destined for landfill, the rest was made up of recyclable material. As a result of this survey we are developing ways to decrease the amount of recycling that ends up in the landfill bin.

Rubbish, recycling and composting amounts

Stream	Amount/description	CO ₂ e
Rubbish – Hackney Council collection	3600 kg	0.341
Recycling – Greener World	750kg cardboard 10,070kg mixed recycling	-19.14
Skip hire – BKS Skips	Average weight of waste: 40 kg per cubic metre Total m ³ : 18.36m ³ Total waste = 734 kg	0.35
Composting	1542.75 kg	.04 tonnes
2009 Totals	16,696.75kg	-18.67 tonnes
2008 Totals	12,496 kg	-15.24 tonnes

Re-using schemes (donations, freecycle, etc.)

We donated old rope to various people who have requested it, including an artist who creates new chair seats for old chairs out of rope. We were also able to donate some of our old matting. We have been able to re-use a lot of material in the garden including building wood and cardboard.

Unclaimed lost property goes to charity.

Other disposal (WEEE)

We did not dispose of any electrical or electronic equipment in 2009. All of our light fittings are collected by City & West and disposed of according to WEEE.

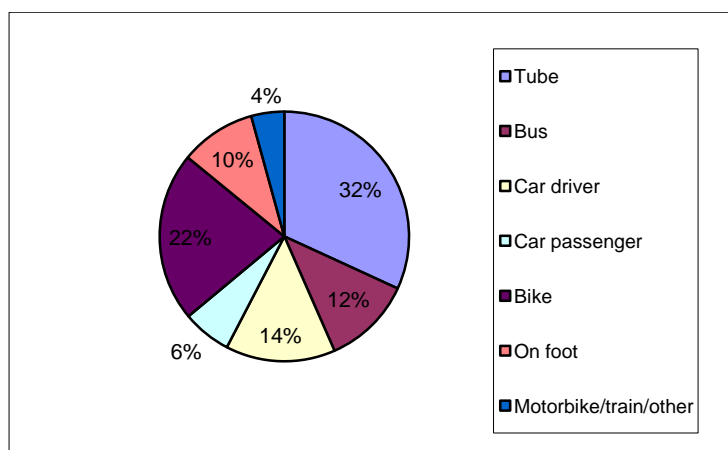
Travel

Summary of Business travel

Method of travel	Total distance (km)	Total CO ₂ e	% of total km	% of CO ₂ e
Train	21,999km	1.32 (+65%)	80%	44%
Underground	209km	0.01 (+270%)	0.01%	0.01%
Car (business)	2791.3km	0.96 (-3%)	10.1% (down from 29% in 2008)	32%
Car (staff trips)	2654 km	.72 (-4%)	9.6%	24%
2009 Totals	27653.30 km	3.01 tonnes		
2008 Totals	23061.40 km	2.55 tonnes		

Castle customers' modes of transport

We conducted a customer 'modes of transport' survey over a two week period in March 2009. We questioned 5959 customers about how they travelled to the centre and these were the results:



We will be conducting this survey annually which will give us an idea of changes, if any, that occur in our customers' modes of transport. Currently 76% of our customers arrive by public transport, bike or on foot.

Energy & Resources

As our use of electricity and gas is the biggest contributor to our carbon footprint we commissioned a specialist firm to do a feasibility study on our ability to become a low-energy, sustainable business. One of the key findings is that we are using far more electricity than a business our size should be.

As the business currently stands we will not be able to produce enough electricity to meet our needs.

As a result we have asked staff to prioritise any low-energy options when making purchases of electrical appliances. We also commissioned a complete monitoring survey (electricity, gas, water, temperature and wind) to understand this problem better. As of the publication of this report, the system was not yet in working order.

A number of passive design measures were suggested to improve the building. These included insulation of the external walls and the roof, adding skylights, triple glazed windows and draught-proofing corridors. The model indicated that this could result in a reduction of 66% of our energy demands. The study went on to explore active design features that could be incorporated and gave an initial outline of the renewable energy possibilities.

This survey has also prompted us to review and refine the original brief which was to make the building zero carbon, zero water and zero waste and as self-sufficient as possible. The study highlighted conflicts that are inherent in this such as the question of zero water. First, using the mains system is the most environmentally responsible solution in an urban environment. Second, we would need energy to store, move, purify and treat water to an acceptable standard. This would place a further load on our electricity needs.

We've also decided that we want to use our land to grow food which limits our ability to use it to generate electricity- for example by coppicing timber for a biomass boiler. Full energy self-sufficiency will also require a form of storage (usually batteries) or a generator. Neither of these feels very ecological. We will need to refine our thinking in this matter as well.

Electricity use and source

We have opted for Green Energy's Deep Green tariff which claims to have zero carbon emissions. However, the Carbon Trust insists that unless renewable energy comes direct from source it should be counted as grid power, effectively counting for the same carbon emissions as electricity from non-renewable sources. The current mix of Deep Green energy sources are: 55% waste, 24% hydro, biomass 12%, wind 7% and other 2%.

Castle Climbing Centre and Buxton office

Source	kWh	CO ₂ e ⁴
Green Energy (Castle)	154289	82.85
Eon	208	0.22
Green Energy (Buxton)	<u>197</u> 405	
	Total 2009	83.07
	Total 2008	86.15

Gas consumption

Castle Climbing Centre and Buxton

Source	kWh	CO ₂ e ¹⁸
Eon (Castle)	190456	35.23
(Buxton)	6727 estimated	1.25 tonnes
	Total 2009	36.48
	Total 2008	44.26

⁴ As per the Carbon Trust's Carbon Footprint calculator.

Water use

Following up on the initial Fulcrum Feasibility Study we commissioned Es Tresidder of Lean Green Consulting to prepare a Water Requirements Study. This clarified the standards of water that we would require for the different operations within the centre. We also looked at the requirements for storing mains water. These considerations will inform our water policy.

Castle Climbing Centre and Buxton office

Source	m ³	Million litres ⁵	CO ₂ e ⁶
Thames water (Castle)	2563 (supply)	2.563	707.39kg
	2563 (waste)	2.563	1776.16kg
(Buxton)	29 (supply)	.029	8kg
	29 (waste)	.029	20kg
Total 2009			2.51 tonnes
Total 2008			2.07 tonnes

The Castle's Environmental Management System (EMS)

Our Environmental Policy was officially published in May 2009. This document will be reviewed annually and sets out some clear targets for us to achieve by 2015. The responsibility for implementation of this policy lies with the Managing Director and Chief Executive working within the Core Management Team. An Environmental Action Plan for each of the targets was put together and is reviewed regularly at Core Management Meetings. The Castle aims to have external accreditation through the Acorn scheme and some initial progress was made on this front in 2009.

Personal trips by staff

We have not recorded personal trips by staff but we are encouraging staff to use more environmentally friendly methods of transport. Salaried staff can also take additional paid holiday if they are travelling to destinations by train or car that they would normally fly to. In 2009 we had two 'eco-days' taken by staff. Sophie Charles went to climb the Old Man of Hoy in the Orkney Islands by train and ferry. Tumble Bone went to Southern France by train.

We have implemented the government Cycle to Work Scheme to allow staff to purchase a new bicycle and we continue to ensure that we have a working bike pump and effective bike storage.

The Environmental Award Scheme

When the government reduced the VAT by 2.5% from 1 December 2008 to 31 December 2009, we decided to keep our prices the same, but put the money aside to fund environmental awards. Staff and customers applied to the Environmental Awards Scheme for projects that tackle the issue of climate change and provide positive examples of sustainability. A panel made of 7 people who work at the Castle scrutinised more than 20 applications and selected 7 projects to be awarded £29,500 in total. These projects were presented at an Award Ceremony on the 2nd of November. The event was attended by Diane Abbott MP.

- **Community Action Nepal – Ghap Health Post.** (£6000)
- **Beekeeping in North Wales.** (£2000)
- **Growing Communities- signs for organic gardens.** (£3000)

⁵ 1m³=1000 litres

⁶ As per DEFRA's GHG conversion factors at 276 kg CO₂e per million litres for water supply and 693 kg CO₂e per million litres for water treatment.

- **Saha Astitva Foundation- solar panels for Indian organic farm.** (£6000)
- **Greenpeace Internship.** (£6000)
- **Magnificent Revolution- container office at Hackney City Farm.** (£6000)
- **Pangea Project- bicycle for deliveries.** (£500)

Minimising the impact of Castle events

Over the course of the year we held three major events open to the public, at each of these events we tried to minimise the waste that we generated and energy that was consumed.

The Environmental Policy Launch – 29 May 2009

- We served organic beer and ale;
- Pangea Project provided vegan kebabs;
- Salvaged doors and wood from the skip to make tables for stalls;
- Magnificent Revolution provided a pedal-powered sound system and film.

The Environmental Awards Ceremony – 2 November 2009

- Organic, English sparkling wine and juice served;
- Vegan catering from Pangea Project;
- Real cutlery and glasses used for zero-waste.

The Castle Xmas Party – 16 November 2009

- Organic beers, ciders and ales sourced;
- Vegan catering by Pangea Project;
- Real cutlery used for buffet dinner to avoid unnecessary waste;
- Biodegradable, recyclable plastic glasses used.

Conclusions - Areas for development and future plans

Our 2008 Environmental Report served as a baseline from where we could improve. The 2009 report outlines what can be achieved in just one year with committed management and staff. Though the carbon bottom line has not changed very much, great strides have been made in our overall goal of minimising the impact of our business.

In our Environmental Policy we state that

Our aim is to make the Castle Climbing Centre a benchmark for environmental and economic sustainability and to demonstrate that there is a place for sport and commerce in a sustainable future without compromising financial success and high standards.

Cafe

In December 2009 we appointed a new Cafe Manager and gave him the brief to make the Cafe as environmentally friendly as possible. As the garden begins to yield food we will need to learn new skills and recipes to incorporate the food into the cafe. We have committed ourselves to going down the road of being a vegan cafe, though at this stage we are still serving milk, fish and dairy products. Future developments at The Castle will include creating a kitchen which will enable us to prepare more food in-house and take advantage of the harvest from the garden.

Maintenance

Our maintenance department is a key part of our environmental policy as we continue to undertake many physical changes. Major areas for improvement, although they more accurately fall within 'Energy and Resources', include changing our lighting system over to a more efficient system and improving the insulation properties of the building. We should also look at improving our laundering systems so they can be done in house.

Garden

The Garden is the area that will be seeing the most development in 2010. It exemplifies our holistic approach to sustainability. One of the inspiring aspects of the garden is that so much was achieved by volunteers and a real community has developed around it. The entire project will take years to fruition but The Castle is committed to this project for the long-run.

Office / IT

As our administrative needs continue to grow, we need to find a flexible system that will adapt. We want to buy machines that will last us for long periods of time so that we don't have to worry about their disposal. We want the most efficient workstations to minimise our electricity requirements. To this end, we are continuing to develop the virtual infrastructure described earlier. We also need to make it easier for staff to not waste resources such as paper and other stationery by making it easy to reuse scrap paper, folders and other items.

Waste

Initially we felt that becoming zero-waste would be the hardest of all of our targets. However, we now realise that this is within our reach before the 2015 target date. Our garden has been able to absorb a large amount of cardboard and building materials. The changes we've made to our events showcases the change in our thinking- we're now considering what happens the morning after. The key to continuing progress in this area is to raise awareness with staff and customers about how waste must be disposed of. The 'leave no trace' policy is well known to climbers and we hope to be able to bring this into the centre too.

Travel

We can do more to encourage our staff and customers to travel to The Castle in more sustainable ways (public transport, on bicycle or on foot). As of June 2010 only one staff member took advantage of the Cycle2Work scheme and only 22% of our members cycle to the centre. We need to spend more time and resources promoting sustainable travel.

Energy & Resources

As stated above, changes to our lighting and heating systems will make a major difference to our carbon footprint. This, however, is a major undertaking as we need to factor in the environmental cost of getting rid of our fluorescent lighting. We should also, at this stage, rewire the centre so that we are able to adjust the intensity to account for daylight. We were hoping to have made more progress in understanding our energy and resource needs but have been let down by data corruption within the monitoring system installed. We aim to have a fully functioning system by summer 2010.

During the first growing season we will be using mains water in the garden. By 2011 we hope to be able to water the whole garden without use of mains water with a combination of rainwater and greywater harvesting and filtration.

Raising Awareness

A key part of our aim is to raise awareness about sustainability and encourage customers and other business to make changes to minimise their own impacts. We are very fortunate to have Ray Eckermann on board who can translate our efforts into engaging and accessible pictures. We have also used our blog to record our progress and inform our customers about what's been happening. The summer EP Launch Party (renamed 'Garden Party' in 2010) has become an annual fixture as well.

We will seek to attract positive media attention to our sustainability goals, not necessarily to promote The Castle but because we genuinely feel that these are important issues that need to be discussed. In our exploration of these areas we have benefited from and been inspired by the

experience of other organisations that have published their journeys and we hope to continue this chain.

Looking forward to 2010

For 2010 we will continue the Environmental Awards Scheme but on a smaller scale. Staff will be invited to apply for up to £6000 per year to work on a scheme of their choice.

From 1 August 2010, The Castle will take over the running of the climbing shop. We aim to use this shop to promote sustainable products, inform customers about the environmental impacts of their choices and positively influence our supply chain.

And finally...

It is sometimes difficult to step away from the 'acting' part of what we're trying to do to write reports, tick boxes, revise action plans and do all the tedious work that needs to be done to become accredited. So why did we specify accreditation as one of our goals? Surely the paperwork involved is counterproductive. Well, it has given a structure to what we do, objective standards by which we measure ourselves and timelines that we try to adhere to. I like to think that though not an end in itself, the process has opened up new avenues, made us be- at times painfully- honest about our shortcomings and also proud of what we have achieved to date.

The story that hasn't been told throughout this report is that all this was achieved during the greatest recession of the last 30 years. The Castle not only was able to progress towards many of its sustainability goals, but we also continued to grow as evidenced by the increased number of visits and a 6% increase in turnover in 2009.