PETUS description of tool in use	
Name of the case	Environmental management Control Panel, the experience of the Royal Theatre "La Monnaie" (Theatre Royal de la Monnaie : TRM)
Name of the tool	Environmental management Control Panel
Country	Belgium
City / region Total area (km2) Population Density (people/km2)	Brussels/ Brussels' Capital Region (19 municipalities) 162km2 992.041 (9,58% of the Belgian population) 6123
Tool user's profile a. Organisation name (municipality, NGO, national or regional department, company, etc.) b. Field of activity c. Detailed contact/feedback (project website, e-mail, address, tel., fax) _The Royal theatre "de la Monnaie", Brussels_	**a.** The Royal Theatre "La Monnaie" based in Brussels. Various members of the staff have been involved in the experience. **b.** Organisation of cultural events. Theatre **c.** **Theâtre Royal de la Monnaie** ● Ariane Bosquet (environment advisor) 23, rue Leopold-1000 Bruxelles tel:+32 2 229 12 00 –http://www.lamonnaie.be **ABECE** (Belgian Association of Eco-advisers) ● Marcel van Meesche (environment expert that worked with TRM staff) 35, rue van Elewyck-1050 Bruxelles tel :+32 2 644 96 66 –fax :+32 2 644 94 20- e-mail: abece@skynet.be http://www.abece.be/
Reviewer, date	Veronica Cremasco, December 2003

Short description of the case

abstract up to 300 words

The *Environmental management Control Panel* tool has been developed to better understand, know, manage and minimise the different impacts of buildings housing specific activities. The considered activities, even often forgotten, play a decisive role in the economic development of cities' centers : services, SMEs, Microbusinesses, Public sector, etc.

For them, standard eco-management procedures (EMAS, ISO 14001, etc) are deemed too demanding to be used. Thanks to the accessible features of the *Management Control Panel*, the public cultural institution Royal Theatre "La Monnaie" in Brussels has made the first step, towards a more sustainable management. This tool is seen to be practical as it implements standard procedures into a more adapted form: indicators express the institution's operation as simple and compacts data. This tool also promotes a holistic vision of sustainable management defining performance indicators (operational, management and economic, etc.) in various domains (air, refuse, energy, noise, complaints, transport, etc.)

An argument that motivated the Royal Theatre to use the tool is the fact that this tool does not stand alone. Other policies support it and offer guarantees. The *Control Panel* has been developed within a larger applied research project funded by the federal government and moreover, the project provides participating businesses with free environmental consultancy services and help. This tool was also chosen as practically pertinent as it aims to change the routine, not asking radical new development, modifying day-to-day behaviour, via performance indicators and public awareness. Comparisons with well-known and contextual references (benchmarking) also work in this way. The *Control Panel* is also a pertinent mean of promotion because it is conceived as a management and communication tool.

Why was the case chosen? To which PETUS key-problem is this case study related?

Sector	Waste	Energy	Water	Transport	Green/blue	Building & Land Use
						X
Scale of project	Component	Building	Neighbourhood	City		Region
		X				
Status of project	Starting up	Ongoing	Finished	Start date		End date (exp.)
		X		End 2000		Public report published in 2001

Key words
Public Sector, Services, SMEs, Eco-management, Sustainable management, Control panel, monitoring, savings,

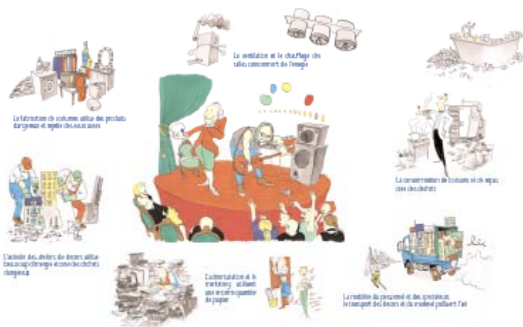| **Project** a. Object (building, city park, wind farm, etc.) b. Type of activity (regeneration, renovation, new development, etc.) c. Type of product (plan, scheme, design project, etc.)	a. Building - cultural establishment b. Day-to-day functioning- in operation c. Consumption reduction – Sustainable-management
Tool a. Character (according to WP3final0704.doc) b. Benchmarks (qualitative or quantitative) c. Availability (paid/ free)	a. Eco-managerial practice, monitoring b. Mainly quantitative c. Free
Decision-making process a. Stage of the tool implementation (preliminary, midterm, etc.) b. Level (political, technical, etc.) c. Public participation	a. Continuous assessment b. Day-to-day management c. Staff involvement (this sustainable management process need the participation of many employees of different departments,)
Other *(optional, if needed)*	Public-sector institutions- service sector- SMEs

DETAILED INFORMATION

A. Detailed description of project and tool	
1. Description of context (existing strategies, laws, policy, action plans, etc.): EU, national, regional, municipal	This tool focused on relatively marginal domains that are nevertheless decisive and encouraged for the future economic development of cities centres: services, SMEs, Microbusinesses, Public sector, etc. **Standard European eco-management procedures** exist (**EMAS, ISO 14001, etc**) but they are often too complex to be used by these kinds of end-users (services, SMEs, Microbusinesses, Public sector, etc) . Yet, all the players on the economic level are without exception, invited to adopt sustainable measures. The *Environmental Management control Panel* aims to cross this gap. At **regional level**, *The **Brussels Corporate Eco-dynamism Label and Charter** has been created. They are voluntary agreements concluded between the IBGE (Brussels regional environmental authority) and proactive businesses. The company undertakes to implement good eco-managerial practice progressively. The IBGE undertakes to make a series of supporting measures available to companies (training, information, etc.) and to publicize the results obtained. This flexible system consists of 3 levels of labelling corresponding to successive stages in eco-management. (http://www.abece.be/germaine/homee.htm) It has stimulated the Royal Theatre in the sustainable process and the theatre has already reached the first level.

2. Description of project a. Background (What caused the initiation of the project?; What was the problem? Who initiated the project?); b. Objectives/aims (sustainability statement – what issues of sustainability were attacked); c. Time interval and stages of project realization; d. Financing – amount, sources, institutions involved, partnerships, levels. Other sectors involved in the particular project/problem (conflicts and/or links) *Impacts of Cultural Institution's activities upon the environment*	**a.** The upheaval in the economy attributable to information technology and market globalisation is changing management methods. Inter-company initiatives and gestures are becoming more and more standardised. The use of marketing tools such as EMAS or ISO 14001 is also challenging new sectors such as services, small and micro-businesses and public-sector institutions. It is necessary to develop simpler, more appropriate management tools in order to be ready for this development. Within this context, the scientific, technical and cultural departments of the [Belgian] federal government (SSTC) have sponsored a two-year applied research project called GERMAINE. This project includes two approaches for the use of environment performance indicators: • As a management tool, and: • As a concise environmental information tool. The project is targeting businesses in the service sector, including very small businesses and public-sector institutions and allows participating businesses to benefit from environmental consultancy services to establish environmental management control panels. As a Cultural establishment, the TRM applied and was selected. **b.** Lot of services and functions are needed to make such a cultural institution work: different SMEs as well as Micro-businesses are involved in it (scenic workshops, costumes, offices, meals, press, transport, techniques and building maintenance, etc.). These activities have direct and indirect impacts upon the environment. The challenge here is to better understand, know, manage and minimise the different impacts of these activities. **c.** This case was project led from December 2000 to June 2001. At the end of this period a public report was published and benefited from a large promotion as an example case. This experience is ongoing as the Royal Theater "de la Monnaie" is now engaged in an eco-management process. **d.** Eco-consultants from ABECE (Belgian Association of Eco-advisers) worked as environment experts with the staff implied in the Royal Theater functioning. The GERMAINE applied research project (which is the larger framework that has developed the generic tool Environmental Management control) allows participating businesses to profit from these free environmental consultancy services. Financial supports were provided by institutions of public power: • SSTC(scientific, technical and cultural departments of the [Belgian] federal government), as they financed GERMAINE. • IBGE (Brussels' Environmental Management Institute), financed also the project as this initiative could be included in a larger program of "waste decrease". **e**. Lot of services and functions are needed to make such a cultural institution work: different SMEs as well as Micro-businesses are involved in it (scenic workshops, costumes, offices, meals, press, transport, techniques and building maintenance, etc.).

	Various sectors are thus concerned and Environmental performance indicators of the Management Control Panel could be defined for the following domains: Air / Refuse / Energy / Water and sewage / Odors / Noise / Complaint management / Training /Transport /Environmental cost.

3. Description of tool

a. Character (according to WP3final0704.doc) - calculation tools, process tools, assessment methods, generic tools, simulation tools, guidelines, framework tools, schemes, indicators and monitoring, checklists, case-specific tools;
b. Availability of the tool (web-based / paper, paid / free, etc.)
c. Based on existing tool or newly elaborated;
d. Adaptation of the tool to the local context (are there local experts involved in tool's development?)
e. Other tools implemented to support the project development
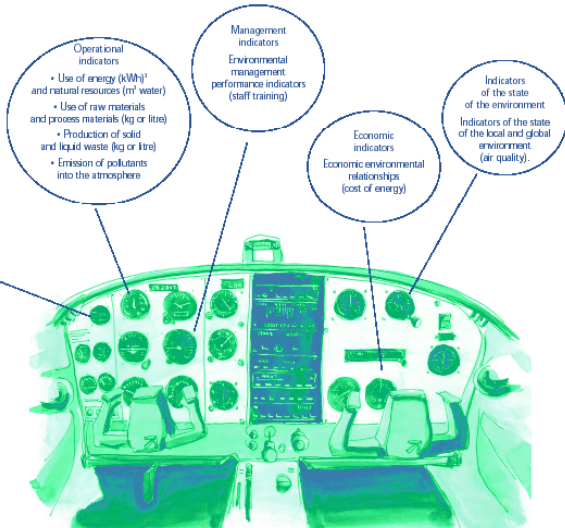
Illustration of the Management Control Panel
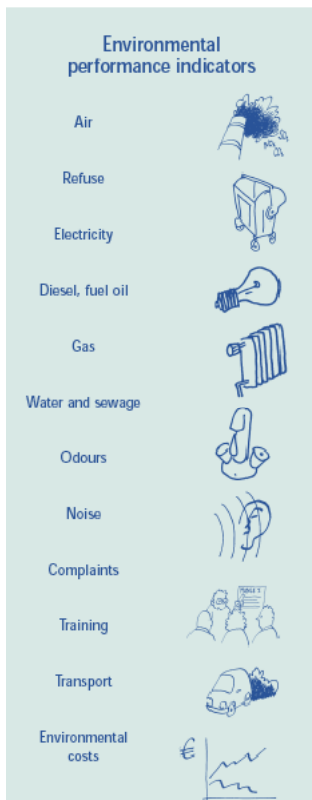
The different sectors quantified using indicators

a. Indicators (gathered in a Management Control Panel)

Environmental management control panels allow good environmental practice to be expressed in the form of figures, shown in the form of performance indicators. Environmental performance indicators provide specific, accurate information on an environmentally relevant segment of business activity, forming a concise unit of environmental reality that is taking its place as a management and communication tool.

The environmental management control panel takes the form of a variety of indicators.

b. A summary of the tool and more information are available for free on the web: http://www.abece.be/germaine/homee.htm.

A report on the particular experience of the Royal Theatre "de la Monnaie" is also available for free (only in French or in Dutch at present).
http://www.abece.be/projet.htm#TRM

c. The TRM experience takes place in a larger framework : GERMAINE applied research project that developed the generic tool *Environmental Management control Panel* (see literature review)

Performance indicators of the *Environmental Management control Panel* have been developed to be useful in standard European procedures (EMAS, ISO 1400, etc…) So, if businesses decided to develop these standard procedures afterwards, the task will be facilitated.
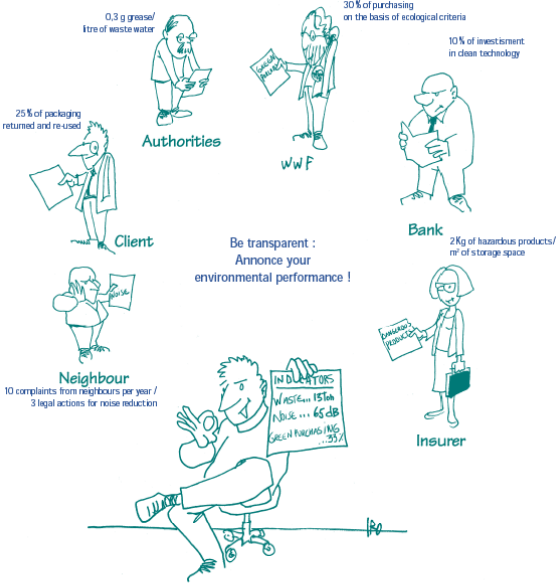
d. The development of a *Management control panel* by an institutions/ businesses/etc. necessarily implies the participation of the actors involved in its functioning. It is a condition sine qua non.

e. To support the *Control Panel*, the following structure was developed in the TRM experience:

- **Environment executive manager**: An employee of the Royal Theater was nominated to centralise and stimulate the environmental management.

- **Eco-teams**. To help the environment executive manager, 5 eco-teams have been created. These are composed of employees from the sectors concerned (energy consumption, waste, paper consumption, eco-mobility and toxic products)

- **Environmental Communication**. "Sustainable days", brochures, internal stimulating actions, etc. were planned to communicate the results of sustainable management to staff and public.

The Brussels corporate eco-dynamism label and charter. (see description above) encouraged The Royal Theatre towards eco-managerial practices.

B. Tool implementation	
1. Argumentation for choosing the tool a. What were the reasons for the implementation of the tool? (voluntary or requested by what local, national, etc regulation) b. Who took the initiative for choosing /elaboration the tool? c. What were the criteria for choosing the tool? d. Was there knowledge of other tools and were they considered?	**a. & b.** During the GERMAINE project, the *Management Control Panel* was developed and they were searching for cultural establishments to be involved as end-users. Moreover, within their "decrease waste" program (prevention part of the 2ond Brussels Refuse Plan), the IBGE was able to finance new projects in new sectors. These 2 reasons have created the opportunity for The Royal Theatre to benefit from a methodological framework free of charge that will launch them further into environmental management. **c.** The tool was used since it was an opportunity for The Royal Theatre to benefit from a methodological framework free of charge. The managers of the Royal Theatre took the decision to assess impacts of their activities and to set up an Environmental Control Panel. The criteria for choosing the tool were many: the opportunity, a consultancy free of charge, eco-management concerns and also the fact that a sustainable image constitute a good selling point,…. **d.** See points c&e of **3. Description of tool** The *Environmental Management control Panel* has been implemented for four types of activities: local government, public institutions, collective kitchens and cultural establishments (theatre, opera, events). Only the last one is considered here. "La Monnaie" Royal Theatre a practical case enriched the research with practical experience. In the guideline of the *Control Panel*, thematic-indicators to consider are first defined generally. Then, six stages are developed to enable the user to adapt the process to his specific case -the fifth stage concerns the selection of adapted performance indicators. <u>Examples for Cultural establishments:</u> • Number of staff environmental suggestions/Total suggestions **Use** : Informing the staff, personnel management • kWh of electricity/Seating capacity **Use** : Rational use of energy, environmental efficiency
2. Barriers for the tool implementation What were the main problems in the tool implementation? (Regulation, information available, public awareness, lack of clear SD definitions and benchmarks, communication etc.)	The goals for using the tool were communication and management. The tool (Management Control Panel) assesses the impacts of the Theatre in operation, to increase awareness and to quantify things but it still remains difficult to change the routine and make all stakeholders (everybody involved in the institution functioning) consider sustainable management.
C. Influence of the tool on the decision-making process	
1. Description of the decision-making process/ procedures a. Stages b. Levels (political, technical, etc.) c. Sources of information used during the dmp; d. Who are the decision-makers? e. Who made the final decision for the project implementation? Was it political or technical decision?	**a.** In this case, the aim is to change day-to-day management decisions in a more sustainable way. **b.** Daily sustainable management of a cultural establishment. **c.** Indicators defined for the TRM enables the assessment of performance (management) and to communicate the results to employees and public (communication). **d.** Various stakeholders from the different fields of activities involved in the Theatre functioning are in charge of the good progress of this experience.

	e. The Theatre head office agreed with the project but all the staff have also been involved in the experience in order to make it successful. It could be seen as a political decision, implying some technical modifications in the way of functioning of the institution.
2. Tool in decision-making process a. At what stage was the tool implemented? By whom? (experts, politicians, etc.) b. How did the tool output influence the process (added or skipped levels/stages in the existing decision-making process, etc.)? c. Quantitative goals or benchmarks defined? (If YES, which – and what were they compared to?) d. Was the tool used to support argumentations? _The importance of communicating about environmental performances_	**a.** The aim is to change day-to-day management decisions to a more sustainable way. The tool was implemented by the various stakeholders from the different fields of activities involved in the Theatre functioning. They were helped, for free, by experts (Eco-consultants from ABECE :Belgian Association of Eco-advisers). **b.** The _Environmental Management Control Panel_ enables evaluation, via the environmental performance indicators, the relevance of the decisions taken in various domains. These indicators are of 4 types: operational, management and economic, and the state of the environment. The Royal Theatre chose sustainable measures whose results could be assessed and communicated. **c.** Indicators have been developed to express the operation of the institution as simple and compact data. This data only makes sense and can only be compared are related to a unit of reference, for instance in the TRM case, the number of seats. Environmental performance indicators could be found in the following domains: Air / Refuse / Energy / Water and sewage / Odors / Noise / Complaints / Training /Transport /Environmental cost. Examples for the TRM: kWh electricity /number of seats; % of the employees who are coming by car ; etc. To make sense, this evaluation was also compared with **tangible, well-known references**. Examples: Each seat consumes 1700 kWh/year. To absorb the CO2 produced per year by the theatre, a forest park equal to "le bois de la Cambre" in Brussels (6O ha) will be needed. The theatres paper consumption per year (programs, magazines, internal communication, etc) is about 32 300 kg what is equivalent to making a photocopy every 5 seconds night and day, etc **d.** Indicators defined for the TRM enables the assessment of performances (management) and the communication of results to employees and public (communication). The _Management Control Panel_ is used to change management decisions into more sustainable ones.
3. Transparency of decision-making process a. How was the information of the dmp disseminated? - directly (decision makers – public) or indirectly (decision makers - NGO, PR company, etc. - public); sources of dissemination used (mass media, internet, brochure, etc.) b. How was the public involved? c. Was there a public discussion over the project and at what stage of the project development?	**a.** The results are communicated to employees and the public through reports and brochures. Employees are invited to be directly implied in the experience. **b.** Employees are invited to be part of the process. Public (spectators) are not directly involved in the project. **c.**No real public discussion. Meeting and debates with employees were organised.
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D. Expert assessment/analysis/comment of the tool effectiveness	
1. Assessment by tool users a. Were there measurable improvements as a result of the tool implementation? If YES, what? If no: why not? b. Were there any spun-off's or unintended	a. The main improvement is that the TRM has been stimulated towards a more sustainable management. Environmental performance indicators give accurate information about the situation and its evolution. The

consequences? c. General view on the tool? Lessons learned? d. Potentials for further use of the tool? e. Will the actors recommend it or use it in other cases - why / why not?	diagnosis led to various actions to reduce the environmental impact. Example: use of recycled paper for internal documents : 40 times less wood, 2-3 times less energy used, 30 times less water used and water is 10 times less polluted TRM has already reached the first level (of 3) of Brussels Corporate Eco-dynamism Label and has signed the eco-charter. Sodexho (the private company that manages the canteen) decided to apply the ISO 14001 norm in order to be involved more deeply in eco-management b. ----- c. Routines are not easy to change, but performance Indicators could help, particularly, comparing them to well known references. This can make people aware of their day-to-day impact on the environment. This tool focuses on specific activities (SME's, Microbusinesses, Public sector, etc), providing them with a flexible and adapted tool where there was no methodological help. European standard procedures are too time and money consuming. d. This tool is easily transferable to similar activities in other cities. Performance indicators have been developed to be useful in future development of standard European procedures (EMAS, ISO 1400, etc…). The Control Panel promotes the first accessible step to sustainability The concept of eco-management is broadening out into a sustainable concept that demands to integrate more and more economical and social aspects. e. Yes, because the experience is easily transferable to similar activities and it enables to reduce environmental impact reducing often expenditure. For certain employees it is valuable to involve themselves concretely in the management of their institution.
2. Reviewer's assessment of the tool (usefulness, sustainability relevance, who are the actors excluded? etc.) Suggestions and needs for further development of the tool	This tool focused on relatively marginal domains which are nevertheless decisive and encouraged for the future economic development of cities' centers: services, SMEs, Microbusinesses, Public sector. The standard eco-management procedures (EMAS, ISO 14001, etc) are too complex for those kinds of activities. Yet, all the players on the economic level are without exception, invited to adopt sustainable measures. The *Environmental Management Control Panel* crosses this gap. For a global urban management, it could be interesting to sum the impacts of all cultural infrastructures in the city, for instance, to compare with others urban activities.
E. Additional information on the case study available	
Websites	**NATIONAL Institutes/ Organisations involved in the project** • The official site of the Royal Theatre "de la Monnaie" in Brussels: http://www.lamonnaie.be/ • IBGE (Brussels Institute for Management of the environment) that has created, at regional level, *The*

	Brussels Corporate Eco-dynamism Label and Charter: http://www.ibgebim.be/ • Belgian association of eco-consellors: http://www.abece.be/index_en.htm
References *concerning the case but also the key words or problem* (papers, articles, reports, laws, etc.)	**INTERNATIONAL Environmental Management standard procedures** • EMAS, Eco-management and Audit scheme: http://www.emas.org.uk/ • Environmental Management Systems, standadization, ISO 14001 : http://www.iso14000.com/ Overview and guidance documentation : http://www.iso14000.com/Implementation/Impl_Overviews.htm **NATIONAL tool developed**: • Your Environmental Management Control Panel: http://www.abece.be/germaine/homee.htm
Other sources (Interviews, conferences, discussions, etc.)	See websites and references above
Contact details for further information	