

ReStage

UK Hub Network meeting: Report first glimpse

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ReStage

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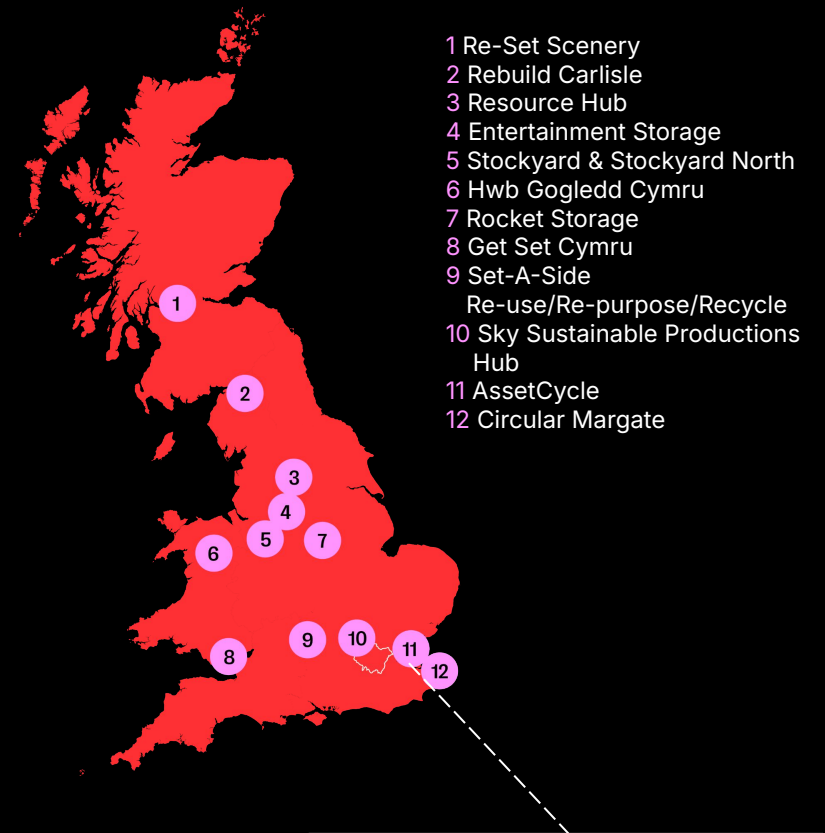
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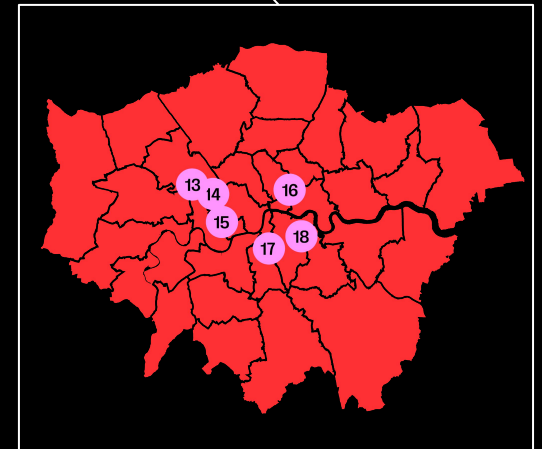
Agenda & Aims

Agenda

1. **Overview of key findings** and thinking from the report
2. **Feedback and discussion** to strengthen the report through network insight and make sure it does what the network needs
3. **Next steps**



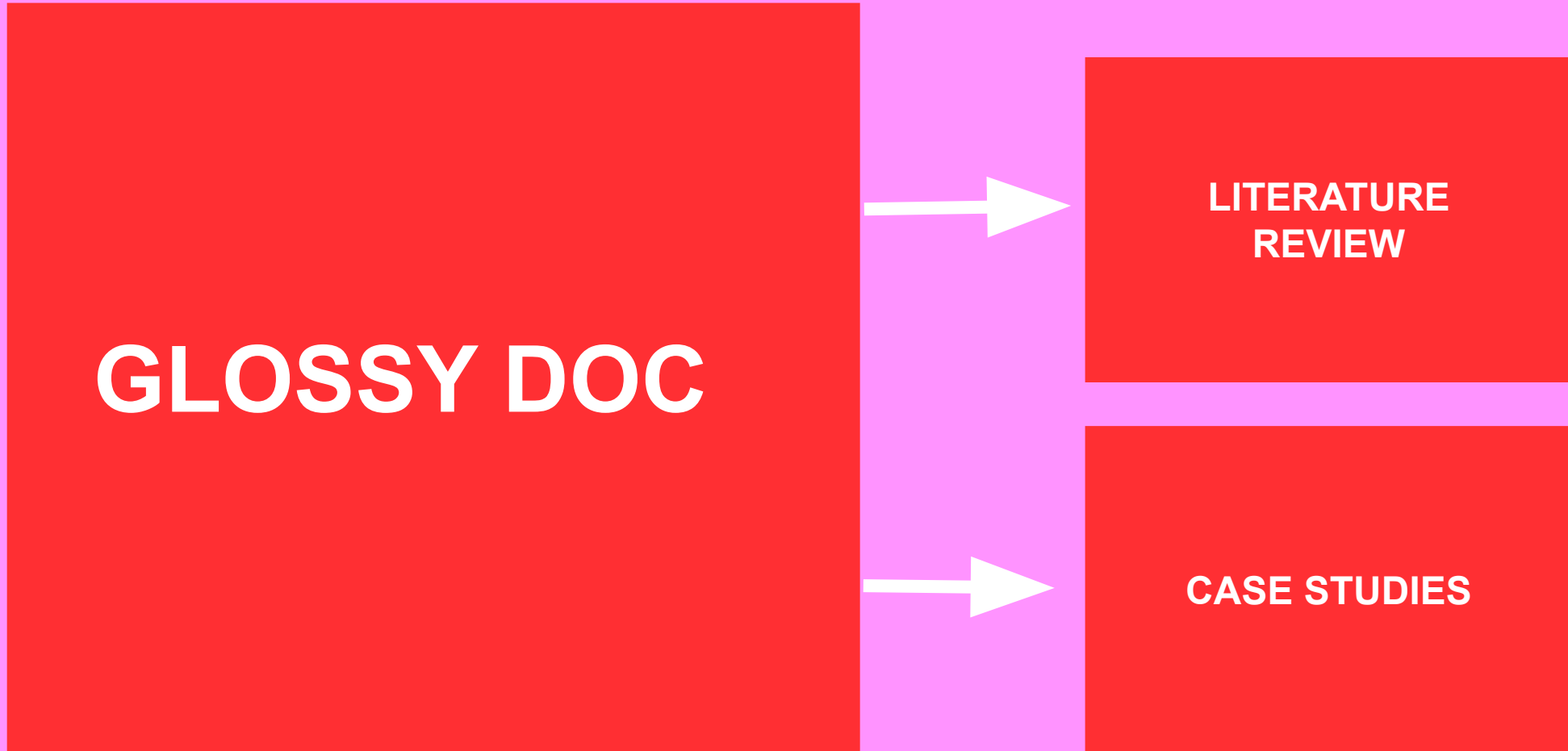
- 13 ReCollective
- 14 Remade in Park Royal
- 15 South Ken ZEN
- 16 Renée Materials
- 17 PropUp Project
- 18 The National Theatre Green Store



Overview of key findings

Shared Infrastructure for Reuse in Stage & Screen: The case for collective action & investment

We are working on a main “Glossy Doc” with two supporting “pull-outs”



What we mean by infrastructure

Physical Infrastructure	Institutional Infrastructure	Innovation Infrastructure
<i>Reuse Hubs that collect, process and give reclaimed sets and materials new life</i>	<i>The frameworks, skills and coordination that make reuse possible in practice</i>	<i>The R&D, services and standards that help reuse improve and scale over time</i>
1. Storing and circulating sets and assets for reuse	1. Decision-making and commissioning frameworks	1. Materials and modular systems development
2. Reclaiming materials for remaking and redistribution	2. Skills, training and professional networks that enables a reuse culture	2. Service design for production workflows
3. Support services enabling reuse at scale	3. Coordination and system stewardship	3. Shared systems and standards for scale

Physical Infrastructure: Hub Services

Storing and circulating sets and assets for reuse

A - Store Full Set for Later Use

This service offers rental storage space, with the intention that space and time will allow sets to be reused, either for reshoots, "procedurals" (which are standard sets like 'office' 'pub' or 'library') or using the fabrication service (F) to tweak sets for new uses.

B - Modular Elements for Hire

A limited library of modular elements that are especially designed to build many different versions for reuse again and again across multiple shows. Examples of this are Modular Flattage Systems, Modtruss, Kee Clamps or Flooring Systems. This service requires more research and development.

C - Library for Sale/ Hire/ Internal use

This service receives materials that form a library stock that comes in and out for industry use. Includes 'repeat offender' items like office chairs and firemen costumes and components like 'theatre flattage' and 'fireplaces' for example.

Reclaiming materials for remaking and redistribution

D - Disassembling to Components

This service includes breaking down elements into their separate parts, the process is labour intensive, but allows a wider range of reuse through breaking it down into elements. Material is then available in a 'Builders Merchants' format to build new things from scratch.

E - Overseeing Re-Distribution

This service's primary goal is to match materials with communities through networks. Often this process comes with added social value as much is donated outside the industry. It can involve management of online portals, platforms and marketplaces as well as contacts and non-for-profit networks. It often involves collaborating with the transport service.

F - ReMaking & Repairing

This service includes repairing, tweaking and building new products from reclaimed materials so they can be used for different purposes. It also includes product or costume repair to allow them to be used again and finally new product design. Remaking and repairing is an avenue that is currently unexplored at scale.

G- Material Downcycle/ ReCycle

At end of life for the materials, this service looks at responsibly recycling materials or downcycling it into other products such as boards, animal bedding or biomass. This service must be located with the other layers to ensure a full view of circularity. At end-of-life, many materials are incinerated, rather than recycled or remade, there is a real gap in the sector for reconstituting these materials into new products. At the moment an estimated 13% of wood waste is turned into boards, whereas around 70% is incinerated.

Support services enabling reuse at scale

H - Digital Marketplace/ Asset Tracking

This service is the creation and maintenance of online tracking and digital marketplace assets. This infrastructure allows the movement of materials and objects to be managed sensibly. It also tracks the environmental and social benefits of the Circular Economy, which can inform funding and business proposals.

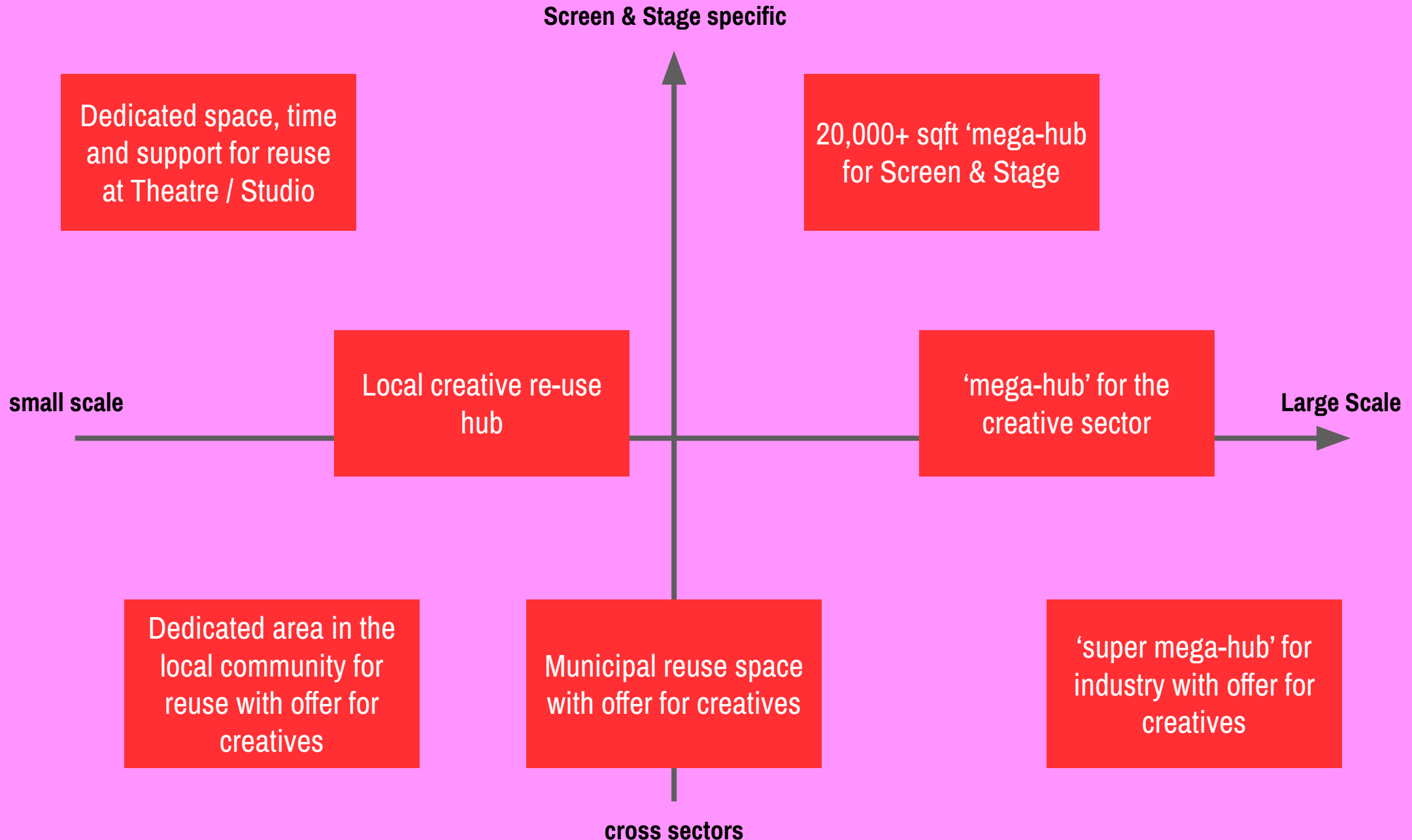
I- Transport

Transport is the glue that holds the Circular Economy together. In the current sector is generally absorbed into other services, but when it comes to transporting materials at scale, a specialist service and skillset is required. Transport through curtainsiders, trucks, telehandlers and forklifts allows a greater scale of reclaim which is essential to enable the network to be self-sufficient and impactful.

Hub categorisation: system maturity

	0	1	2	3	4
	Not happening	Happening ad-hoc	Beginning of a system forming	System working but could be improved with investment	Full fledged and sparkling dream system
A - Store Full Set for Later Use	Doesn't store full sets for reuse	Stores full sets for reuse only when reshoots or touring productions require	Occasionally stores full sets for reuse, space dependent, even when end use not yet allocated	Has set processes and enough storage space to store full sets for reuse in house	Has set processes and enough storage space to store full sets for reuse out of house
B - Modular Elements for Hire	Never supplied modular reuse elements for hire	Has supplied modular elements once or twice	Offers a limited range (1/2) of modular items that isn't adopted widespread or isn't compatible with many different systems	Has a set process for recommending and supplying modular elements	Offers a full library of interchangeable modular parts, supplying to many productions each month
C - Library for Sale/ Hire/ Internal use	No maintained stock or library of reusable items	Small, informal collection of commonly reused items, but no tracking or reach	A defined library that only feeds itself in-house	Managed library with repeated and varied customers, constrained by factors like space, digital presence, allocated employees	A visible, trusted, established actively circulating library integrated into planning and design processes across regions.
D - Disassembling to Components	No breaking down happening	Occasionally materials broken down	Disassembly happening, but scale not large enough to justify separation in 'Builders Merchant' format. Categorisation and sorting happening	Materials have a streamlined process of how they are separated and stored but are limited by labour, capital or space	Large scale disassembly happening into components. Sufficient labour force and storage space to categorise disassembled parts
E - Overseeing Re-Distribution	No redistribution	Adhoc redistribution	Local network of recipients of regular items / online redistribution portal	Clear social and environmental purpose for redistribution	Clear social and environmental purpose for redistribution and reporting and impact tracking
F - ReMaking & Repairing	No offer	Have tools and skills but no dedicated workshop or service offer so only ad hoc	Repair/remake service only offered as add on to another service or done by an offsite partner	Have service offer / workshop, limited by labour, capital or space	Have service offer / workshop and tracking and reporting
G- Material Downcycle/ ReCycle	Waste goes to landfill or waste is not a service offered	Waste goes to energy from waste	Waste goes to recycling	Some waste streams diverted to create new products/materials	No waste
H - Digital Marketplace/ Asset Tracking	No use of software for tracking/sales	Adhoc use of spreadsheets or paper	Consistent use of digital tracking or marketplace but not both	Digital tracking or marketplace that integrates with production workflows limited by labour, capital or reach	Marketplace and asset tracking integrated with production workflows and includes reporting function
I- Transport	No transport solution in place / Access Difficult	Signpost users to a transport partner / access is easy and open for self pick-up	Have ad hoc/small scale transport available	Full logistics offer (in and outflow)	Green logistics offer (in and outflow)

Hubs classification: by scale and sector



Literature review

We pulled this literature together to show why stage and screen matter, and why this moment matters; high material use, rising risk, and systems that aren't built to cope. What follows is a summary of the literature we have gathered so far.

ARUP (2021) *Theatre Green Book: Building a Sustainable Future*. London: ARUP. Available at: <https://theatregreenbook.com>

Avison Young (2022) *Circular Economy Blueprint: Cultural Infrastructure*. London: Avison Young. Available at: <https://www.avisonyoung.co.uk>

BAFTA albert (2023) *Accelerate: Production Sustainability Report*. London: BAFTA. Available at: <https://wearealbert.org>

BBC (2025) *UK flooding and infrastructure impacts*. BBC News. Available at: <https://www.bbc.co.uk/news>

Centre for the Environment and Built Habitat (CEBH) (2024) *UK Construction and Waste Data*. Available at: <https://cebh.co.uk>

Creative Industries and the Circular Economy (2025) *A Reality Check Across Global Policy, Practice and Research*. Available at: <https://www.researchgate.net>

Creative Industries Council (2023) *Creative Industries Sector Vision*. Available at: <https://www.gov.uk/government/groups/creative-industries-council>

Creative UK (2024) *Culture as Growth Infrastructure and the Common Good*. Available at: <https://www.wearecreative.uk/insights/culture-as-growth-infrastructure>

Global Footprint Network (2024) *Earth Overshoot Day and Resource Consumption*. Available at: <https://www.footprintnetwork.org>

Intergovernmental Panel on Climate Change (IPCC) (2018) *Global Warming of 1.5°C*. Geneva: IPCC. Available at: <https://www.ipcc.ch/sr15>

Community Wood Recycling (2023) *Carbon Impacts of Wood Reuse*. Available at: <https://www.communitywoodrecycling.org.uk/resources/carbon-impacts-of-wood-reuse>

WRAP Cymru (2023) *Circular Economy Strategy and Materials Pathways*. Available at: <https://wrapcymru.org.uk>

Royal Meteorological Society (2023) *UK Climate Extremes and Heat Records*. Available at: <https://www.rmets.org>

Screen New Deal (2023) *Material Use and Waste in Film and TV Production*. Available at: <https://www.screennewdeal.org>

Welsh Government (2015) *Well-being of Future Generations (Wales) Act 2015*. Available at: <https://www.legislation.gov.uk/anaw/2015/2/contents/enacted>

World Economic Forum (WEF) (2023) *Nature Risk Rising*. Available at: <https://www.weforum.org/reports/nature-risk-rising>

World Economic Forum (WEF) (2024) *The Global Risks Report*. Available at: <https://www.weforum.org/reports/global-risks-report-2024>

Case Studies

The case studies show what reuse looks like in the real world: what's working, what's fragile, and what's missing.

Together, they map the pieces of a joined-up system and point to where better space, coordination and investment could unlock far greater impact. Here is a list of case studies we have included.

1. Assetstore, CAMA, AssetFlow: Essex
2. Royal Opera House: Aberdare, Essex & London
3. National Theatre Green Store: London
4. ReSet Scenery: Glasgow
5. Disney, California
6. ReCollective, UK
7. Community Wood Recycling (UK)
8. Materials for the Arts, New York
9. Prop-up Projects, UK
10. Get Set Cymru, Cardiff
11. Circular Margate, Margate
12. Rocket Scenery, Nottingham
13. SAIL, West Yorkshire

2 CASE STUDY: Royal Opera House		
<p>The Royal Opera House has a storage/ rework/ re-fabrication site for all its sets, props, costume, audio and lighting equipment. Once these items are returned from the ROR rotation, they are posted on online forums for donation out to the community, including charities and other players in the industry. Some sets have been on rotation for over 50 years.</p>		
SIZE	<p>They operate over 3 storage facilities:</p> <ul style="list-style-type: none"> RRO Storage Facility, Aberdare Wales - 14,850m2 The Royal Opera House, London - 740m2 Bob and Tamar Manoukian Production Workshop, Purfleet - 3580m2 	
Income	<p>They receive income from</p> <ul style="list-style-type: none"> Arts Council England Private sponsorship/ philanthropy/ donations and grants Box office income 	
Team	<p>They have 2 people in the Sustainability Team, plus a flexible labour pool.</p> <ul style="list-style-type: none"> An Environment Manager (reworking materials/ items from Covent Garden) Sustainability Coordinator (reworking materials/ items in Aberdare) And a flexible team of 5 people who allocate some time to reworking/ sustainability. 	
Training/Engagement	<p>Training: Sustainability is part of their staff induction. Sustainability training is provided ad-hoc, but will be made standard practice in 2026.</p> <p>Engagement: They rehome scenic items and materials to the local community in Aberdare and the London site, including a list of local schools, universities, charities, theatres and businesses that we regularly email about available items. They also rehome items via the Freecycle and Trash Nothing sites in the Rhonda Cymon Taf area, and further afield via Set Exchange.</p>	
Incentives	n/a	
Info	Price	In house.
	User	RRO shows
Logistics & Limitations	<p>Logistics: All incoming materials are for internal shows, made at their Purfleet site, performed in Covent Garden and sent to Aberdare for storage until they are next revived etc. Sets, props and costumes are transported between these locations by HGVs - some of these journeys use biodiesel to reduce our carbon footprint.</p> <p>Storage and Transport: Royal Opera House have a bespoke pallet system for sets - this is compatible with the carousel and stage at RRO and is the basis for our storage system at Aberdare. The maximum weight capacity of a pallet is 6 tonnes.</p> <p>Tracking: Store managers manage the capacity of stores via a central spreadsheet, they also use TRAIL to track some more common production assets. With time, they hope to use TRAIL more</p>	
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Feedback & Discussion

Next steps