

# Typical Interventions in Behaviour Change Programmes

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## 1. Introduction

There are many different ways to approach behaviour change initiatives to reduce energy consumption in large organisations.

Factors to take into account in selecting an appropriate approach depends on a number of factors including:

- Time availability and expertise of internal staff
- Budget availability
- Starting point of an organisation
- Desired behaviour outcomes
- Speed of change required
- Management Systems in place
- Other change initiatives planned or in progress

There is no 'one right approach' as every organisation is different and even within an organisation change is a constant reality.

However, in terms of general approaches different types are described below.



## 2. Internally resourced – no outside support

This is where an Energy Manager, or equivalent, plans and implements a behaviour change initiative based on their understanding of the organisation and observed energy saving opportunities. This is done with no outside help.

### Strengths:

- Internally resourced
- On-the-ground knowledge
- Understanding of how the organisation functions
- Easy to integrate as part of other energy management processes

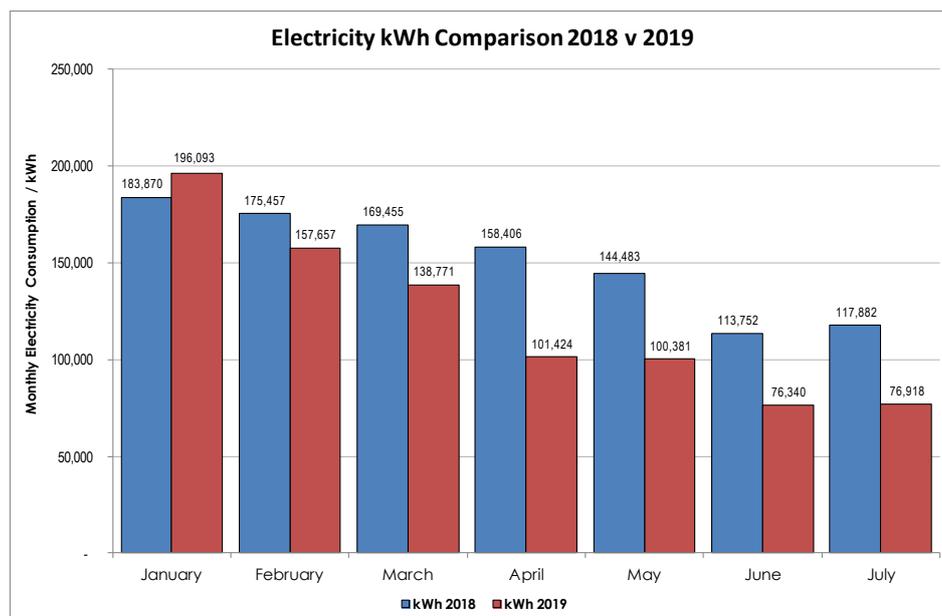
### Weaknesses:

- Limited resources which can easily be diverted in a crisis
- Lack of focus
- Lack of expertise in behaviour change

An example of a successful initiative is Sam Arje at Bourne Leisure who, between 2013 and 2019, reduced electricity consumption by 25% and carbon emissions by 43%. His initiative was recognised by a behaviour award in 2019 by The Energy Managers' Association (EMA).

## 3. Internally resourced with outside advice

This is best explained by an example of an ESOS Energy Audit of a factory which made beds and furniture. The half hourly electricity data showed a potential for reduction in the quiet hours when most production had ceased. The report recommended a systematic shut down of plant and equipment at set times and re-start times. This measure was organised and implemented by the Production Manager and teams who identified equipment and created shutdown schedules. The reduction in electricity consumption was 25%. The site implemented the measure themselves. But it took an outside consultant to identify and explain the opportunity.



Electricity Savings Comparison January - July for 2018 and 2019

## 4. Equipping Staff to Run their Own Programmes

This is where a group of organisations join a behaviour initiative. They meet in groups in seminars led by an experienced behaviour change specialist. Each organisation is equipped in behaviour change processes and develop their own programme strategy. This document is reviewed by the specialist and then each organisation starts the implementation process. The group continues to meet to report progress and each organisation receives a fixed number of expert consultancy days (either off site or on site) and the support is tailored to their initiative.

So in effect, it is the organisation running their own initiative, but with strategic external support.

Examples of this are the Carbon Management Awareness Campaign programme (CMAC) for public sector bodies in Scotland. See [https://www.mulhollandenergy.co.uk/case-studies/carbon-management-awareness-campaign-programme-\(CMAC\)-2010-2013.html](https://www.mulhollandenergy.co.uk/case-studies/carbon-management-awareness-campaign-programme-(CMAC)-2010-2013.html)

Mulholland Energy also run similar programmes for Major Energy Users' Council (MEUC) and for Sustainable Energy Authority Ireland (SEAI).

### Strengths

- Guided experience by an expert
- Benefit of being in a similar journey with other organisations in the group sessions
- Good level of personal mentoring
- Low external costs

### Weaknesses

- External expert support available is limited
- Lack of resources when difficulties arise
- Focuses on one or two key people so the local programme is vulnerable to staff changes



## 5. Full External Support

This is where internal staff work closely with external experts to have a fully integrated and sustained programme. There is a division of scope in a working partnership between the organisations and the external support. The division of work is optimised so internal staff do tasks which only they can do and the external experts focus on things they are good at and bring in expertise gained at similar organisations. Ultimately, the goal is for the client to take full ownership and for the consultants to make themselves unnecessary.

Typical outside support might include:

- Gap Analysis
- Staff Surveys
- Programme Strategy
- Engaging Top and Middle Management
- Authoring of communications materials
- Organising launch events
- Design and delivery of training
- Expert walkabouts
- Data analysis and measuring savings
- Progress reports
- Maintaining momentum

## 6. Behaviour Change linked to ISO 50001

ISO 50001 is the international Energy Management System Standard. If an organisation builds an Energy Management System (EnMS) to ISO 50001 then every level of an organisation has to be engaged including top management. Therefore an EnMS can be a valuable lever to behaviour change.

Ibstock plc were the first brick-making company in the UK to be certified to ISO 50001. This has resulted in a fundamental change in culture resulting in significant energy savings per brick produced since 2013.

For further details of the people dimension of Ibstock's implementation of ISO 50001 see:

<http://www.emexlondon.com/ibstocks-energy-management-strategy/>

*Ibstock's motivation for implementing ISO 50001 was to make better use of the energy we consume and achieve consistency in production processes through our **people**.*

*We are extremely proud of what the ISO 50001 process has achieved as it has given us a clear road map, effective **communication** tools, supportive external **partnerships** and, above all, **employee involvement at all levels**.*

**Michael McGowan**  
**Quality, Environmental and Energy Manager**



In the box above the behavioural and people elements are shown in bold text.

In November 2019, Ibstock were awarded the coveted *Behaviour Change/Employee Engagement Award* at *The Energy Awards*. The engagement process was driven by their EnMS certified to ISO 50001.

Commenting on the win, **Michael McGowan**, Group Sustainability Manager, said:

*We recognise that we are major energy users, and delivering sustainable performance is a priority for us. Whilst we have invested in energy efficient plant and clean technologies to make performance improvements, we realised that our energy efficiency ambitions could only be achieved by putting **people** at the heart of our strategy.*

*The results achieved are a testament to the way in which our **employees** have become more **aware** of ways to improve energy usage across our operations. This latest award offers proof that our hard-working **team** is doing the right things and our **people-led** strategies are working.*



See paper “ISO 50001:2018 – A Lever for Employee Engagement”

<https://www.mulhollandenergy.co.uk/assets/downloads/ISO%2050001%20and%20People.pdf>

## 7. Conclusion

So different approaches can be used for different organisations. All can be effective. The five intervention approaches described are typical but there are many more. The point is that in most organisations there are hidden untapped behavioural opportunities to save energy. Many are low cost with low paybacks. Behaviour should be an important element in every energy management strategy and make a major contribution to any zero emissions strategy.