

BEHAVIOUR CHANGE

Energy consciousness has never been more important

To meet the UK's 2050 net zero target, a significant part of the solution for user organisations is the – still largely ignored – focus on behaviour change. Evidence suggests that behaviour change offers around 50% of the total potential energy savings available. The other 50% comes from technology and yet, as important as it is, technology gets all the focus. A shift is required, and soon, to ensure that the 'hidden' and largely untapped savings available from behaviour change are realised.

Behaviour change is about changing behaviour, of course, but it is also about the interface between people and technology. For example, the optimisation of technology needs to happen not just at commissioning but on an ongoing basis and this intervention is part of being an energy conscious organisation (EnCO). Furthermore, previous experience shows that behaviour change projects require relatively low investment, even including the cost of internal resources.

One major difference is that, unlike technical projects, savings are not necessarily delivered overnight but instead typically take 4-12 months to be fully adopted and measurable. This requires different expectations, as well as ongoing resource input (however low-level) to maintain and improve energy saving opportunities.

Our ambition is to excite people to challenge the norm, and to encourage mass adoption of energy efficiency good practice through more energy efficient behaviour – embracing the delivery of holistic behaviour change programmes.

What is an EnCO?

An energy conscious organisation is one that has employed behaviour change principles to make significant improvements towards the ultimate goal of achieving Level 4 on the EnCO matrix:

The 'energy conscious organisation' concept was introduced in *Energy World* October 2019. Here, *Jes Rutter* describes how the EnCO initiative on changing behaviour in energy management, being developed by the Energy Services and Technology Association and the EI, is developing.

- *Engagement* – very high levels of engagement at every level of organisation on energy management, including top management practices, significant users and all colleagues. All levels enthused and taking positive action.
- *Alertness* – high levels of alertness/awareness across organisation to eliminate energy waste, mechanisms to register waste, with clear responsibilities delegated and practical responses regularly actioned.
- *Skills* – top management, practitioners and significant users fully skilled in their energy management roles. Commitment to continual learning and up-skilling by ongoing investment in education, competency and training.
- *Recognition* – the benefits and co-benefits of energy management are widely recognised and data systems track savings against robust energy targets. Those making savings are routinely recognised and celebrated.
- *Adaption* – the organisation positively expects and embraces change, adapting and responding to minimise risk and maximise opportunities in a timely way to maintain continual improvement in energy management.



ESTA/EI objectives for EnCO

The overarching aim of energy behaviour change is to deliver 'non-consumption'. This is the most important first element in the 'energy hierarchy' (of lean to clean to green) as it avoids energy being used in the first place and avoids infrastructure from having to be built to support such demand. This principle underpins the EnCO vision and objectives:

- to deliver between 50 and 100 EnCO programmes for different organisations, with results proven using the International Performance Measurement and Verification Protocol (IPMVP) over the next two years;
- to capture past and existing case studies and create a wealth of evidence through new case studies into a single open access evidence base on the EnCO website;
- to build capacity by increasing substantially the number of skilled practitioners capable of supporting or delivering EnCO programmes;
- to provide recognition of such practitioners, namely at 'Registered EnCO Consultant' and 'Approved EnCO Practitioner' levels;
- to provide tools and resources to practitioners;
- to award 'EnCO Registered Organisation' status to organisations demonstrating good practice in EnCO principles; and
- to collaborate with government, sponsors and other associations to accelerate adoption.

The medium-term vision is that EnCOs will generate 10% of energy reduction savings through behaviour change by 2030.

Size of the opportunity

Hitherto, even IPMVP proven case studies, (which have demonstrated around 10% savings across an organisation), only covered at most a quarter of the potential areas for behaviour change improvements. A fully holistic approach has the benefits of joining up all of the elements into one cohesive behaviour change initiative. There are examples where up to 50% savings have been achieved from a systematic review of an organisation.

The benefits of delivering just

100 proven case studies for medium to large energy users, using IPMVP methodologies, is conservatively estimated to be £12.5mn/year with an investment of £9.5mn. The larger benefits, once this approach becomes mainstream, are estimated to be at least one hundred times this.

The key opportunities of delivering local, relatively quick, low-cost energy savings through behaviour change have been consistently demonstrated for the organisations involved. In addition, there is significant added value to be achieved if non-consumption is delivered at scale. This would also present a significant opportunity for UK plc to be seen as a global leader in behaviour change and for the export of skills and know-how.

Progress on key objectives

Over 140 different types of people-driven interventions characterise EnCO. The methodology and approach for implementation as one single holistic, robust and best practice approach is being shared as part of the EnCO initiative. This includes deliverables such as a behaviour change gap analysis (the EnCO Matrix), specific guidance on how to apply IPMVP techniques to behaviour change projects, and a framework for building a business case.

The optimisation of technology needs to happen not just at commissioning but on an ongoing basis and this intervention is part of being an energy conscious organisation

The ESTA Accredited training programme to increase the number of practitioners is up and running. This is based on a four-module programme, currently being delivered online, which when combined with course preparation, amounts to ten hours of CPD approved study. A post course examination is taken, and success leads the delegate to becoming a Registered EnCO Consultant.

This is just the first step, as once the consultant (whether in house or external to an end user organisation) has delivered a single EnCO case study verified by a panel, then the person will be eligible to become an Approved EnCO Practitioner. Dates for a series of courses have been set into 2021.

The basic tools to deliver or support implementation of behaviour change projects are now all in place. A dedicated EnCO website has been launched, EnCO qualifications defined (at individual and organisational levels), a series of training courses have been delivered, with 40 newly qualified Registered EnCO Consultants, and an EnCO IPMVP approach has been defined. A set of six training courses are scheduled for the first half of 2021, which could see an additional 150 Registered EnCO Consultants by June 2021, but we need more.

In addition, an EnCO gap analysis tool has been issued in an Excel-based system with automated scoring, which shows an organisation's current position ('as is') and desired position ('to be') which may be in progressive stages. The gap analysis is scored in a range of 0 to 4 against the five key attributes of behaviour change.

The initial vision includes delivering 50 to 100 proven case studies using IPMVP in the next three years. This requires 10 to 20 pilot projects in the short term. Any organisation interested in being involved is asked to contact ESTA. There is also a significant opportunity for sponsors. To help to accelerate the programme, investment in helping ESTA/EI to refine tools and other resources is essential, as is the practical implementation of further EnCO projects.

If you have a historical case study, whether holistic in approach or not, please make contact and share your experience. If you work within or for an energy end-user organisation, we are looking for your interest and participation. ●

Jes Rutter is the Managing Director of JRP Solutions and the ESTA lead on the EnCO programme.

www.energyconsciousorganisation.org.uk

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