

Organisation:	Bourne Leisure Limited
Sector:	Hospitality
Requirements:	1% per annum reduction in energy consumption
Services provided:	Behaviour Change Programme focused on Site Energy Champions
Provider:	Sam Arje, Energy Manager, Bourne Leisure Ltd
Achievements:	6.7% reduction in Year 1 and ongoing savings in Years 2 and 3

IPMVP ★★★★★
level

The Customer

Bourne Leisure Ltd is a major UK holiday and leisure company with 54 sites across the UK. The three major brands are Haven Holidays, Butlin's and Warner Leisure Hotels.



Objectives

The Energy Manager, Sam Arje, was given the task of reducing energy waste without negatively affecting the guest experience or disrupting staff working practices. The initial target was 1% reduction per annum in energy consumption across the business.

Services provided

The Phase 1 ESOS energy audit in 2015 revealed that energy management could be improved by investment in technical measures and engaging the 17,500 workforce. So 2016 was a significant time of preparation by the Energy Manager for the initiative.

A plan was agreed that from early 2017 the Energy Manager and his team would run a behaviour change programme across all 54 operating sites in the UK. A two day annual behaviour change workshop was launched with a representative from each site in attendance. They were later called Site Energy Champions. The training was informal but intensive with the focus, not on financial savings, but on doing the right thing for the guests, the team (employees), local communities and the environment.

By focusing on these themes motivation was raised which levered the required change. The Energy Manager believed the financial savings would naturally follow as a co-benefit. During the months after the event the Energy Manager, or one of his team, personally visited each of the 54 sites to provide a more personal and tailored session to the Site Energy Champion and members of the site's Green Team.

This process of an annual workshop followed by a personal and bespoke on-site session was very effective and was well received and was actively supported by the General Managers at each site. Because of this success, the format was continued in 2018 and 2019. (Years 2 and 3).

High levels of engagement and alertness were achieved through local promotion and coordination of the Site Champions, targeted training and personal pledges offered by colleagues. Pledges on sustainability were made personally in writing by each team member (employees). The pledges were recorded and followed up to assess progress and stimulate new or continued actions at site level.

Results

Between 2013 and 2016, the company had invested substantially (around £10 million) in LED lighting, Combined Heat & Power (CHP), more efficient boilers and controls. These measures produced the expected level of savings both financially and environmentally. The paybacks ranged from 1 to 8 years, depending on the technology employed.



However, the results of the behaviour change initiative far exceeded expectations.

Year	Annual Electricity Consumption (millions kWh)	Electricity Savings (millions kWh)	Cumulative Electricity Savings (millions kWh)
2016 (Year 0) baseline	180	-	-
2017 (Year 1)	168	12	12
2018 (Year 2)	162	6	18
2019 (Year 3)	155	7	25

Savings in Year 1 were 6.7% on 2016 baseline – greatly exceeding the target of 1%. These normalised savings were attributed to behaviour change as no technical measures were implemented in this period.

Bourne Leisure's efforts were recognised by the Energy Managers Association (EMA) by the prestigious award of the 'Best Energy Reduction Project through Organisational Behaviour Change 2017'. In 2019 Sam Arje, was runner-up for the "Energy Manager of the Year, UK Private Sector", also by the EMA, in recognition of his achievements.

The cost of running the 2 day annual course was conservatively estimated to have a payback of less than a month and had a shorter payback than any technical measure.

Data management was a key aspect of the programme. Before the initiative was launched, the Energy Manager, had to get a full understanding of the starting point against which he could benchmark the results. Energy reporting was monitored weekly by site so that any unexpected consumption could be addressed immediately.

The lessons of the programme are best summarised by the Energy Manager:

The success of the Bourne Leisure Behaviour Change Programme has been the most significant achievement of my career to date. The major lessons to me is that in any organisation, your colleagues are your greatest asset in energy management. Creating a long term strategy to develop a new social norm is key to success. None of it will happen overnight and

mistakes will inevitably occur but the important thing is to turn them into learning opportunities.

Only fight battles you can win. Don't focus on the 20% who will not buy-in. Instead focus on the 80% who will be your allies in driving change.

Celebrating success is key. Congratulate and thank your colleagues when you notice they are implementing change. Spread good practice by affirming colleagues in company communications and on the internet. Finally, take time to give yourself a pat on the back from time to time!



Sam Arje

EnCO Matrix Profiles

On the following page the EnCO Matrix profiles are shown for Bourne Leisure Ltd for 2013 and 2020. In 2013 the score was zero in the "Unqualified" category, as shown by the green profile on the left. By 2020 the score was 19 out of a maximum of 20, as shown by the amber profile on the right.

ESTA	Energy Conscious Organisation (EnCO) Matrix © ESTA 2021				Score	
Headline	2013	2014	2015	2016	2017	
Engagement	Very little or no engagement at all in energy management within the organisation. Top management do not understand the value of energy management.	Some level of engagement by top management with a partial understanding of energy management and specific responsibilities assigned to key practitioners and significant users. Minor levels of engagement elsewhere.	Medium level of engagement at some levels and growing levels of engagement among colleagues as the issue and the need to take action, covering about 10% of the workforce, communicated across the organisation.	Specific measures target on by top management, designated actions by practitioners/significant users/other who affect good from existing or to enhance the business/cultural goals. Their change understood the importance of and actively leading to change.	High levels of engagement at every level of organisation on energy management including top management, other, significant users and colleagues. All needs considered and being pursued.	19
Aimless	Little or no understanding of any level of responsibility to save energy and consumption of energy seen as a cost.	Top management have allocated resources and policies in place to set practitioners and significant users of opportunities (e.g. energy audits, awareness).	Practitioners and significant users prioritise and action identified opportunities, reactively and proactively seek new opportunities and energy conservation measures (e.g. maintenance).	Increased awareness reinforced by top management, practitioners and significant users to show energy management progress and positive impacts other key areas (e.g. benefits, financial, business objectives, improved working conditions/commitment, health/safety, environmental objectives).	High levels of awareness across organisation to identify energy waste, mechanisms to engage with other responsible, organisational and practical measures regularly updated.	19
Skills	Top or no skills in energy management at any level of the organisation.	Skills gap analysis conducted for practitioners and significant users against criteria to close identified gaps.	Skills in place for practitioners in energy management to address discrete energy management functions.	Significant users skilled to address energy issues consistently in their areas of responsibility and working constructively with top management and practitioners.	All management, practitioners and significant users fully skilled in their energy management roles. Capabilities to continue learning and up-skill by ongoing investment in education, competence and training.	19
Recognition	No recognition of the benefits of energy management, savings or benefits of those saving energy.	Data systems in place with capacity to recognise energy achieved against targets but not enough known or used as a technical function. Some informal recognition of those saving energy.	Practitioners and significant users recognise where savings can be made, how to make them and an understanding of the role of recognition of recognition of those saving energy.	Energy performance of those recognition of energy management or only recognition of data reported to those saving energy. Those not saving energy are being encouraged.	The benefits and benefits of energy management are widely recognised and data reported to those saving energy. Those not saving energy are being encouraged and motivated.	19
Adaptation	No energy policies/procedures in place and no mechanisms in place to address change.	Change can be viewed as a threat rather than a positive challenge and opportunity.	Mechanisms are in place to understand how a change between needs on energy and cost data systems to set sufficient goals, to adapt fast enough to make effective decisions.	Energy policies and procedures continually under review and development to allow greater flexibility and allow a systematic response and reaction.	The organisation proactively expects and makes change, adapting and responding to maintain risk and maximize opportunities as a key way to maintain continued engagement in energy management.	19