

Organisation:	Gala Leisure
Sector:	Hospitality
Requirements:	Reduce consumption on a limited budget
Services provided:	Behaviour change programme with site reporting
Provider:	Matthew Murphy, Energy Manager
Achievements:	£1.3m saving on energy costs in year 1 With scheme still in operation after 10 years

IPMVP: ★★★★★

The Customer

In 2008 ista Energy Solutions were approached by Accenture who informed that their client, Gala Bingo (now Buzz Bingo), had renewed their energy contracts under unfavourable conditions and needed help in reducing their energy costs across around 180 bingo clubs across the UK.

At the initial meeting with the client, it became clear that there was not much of a budget for any technical projects and that time was of the essence.

Initial surveys and energy data analysis were carried out at four randomly selected clubs in an effort to ascertain what savings may be possible.

When collating the results of these surveys the identified opportunities to reduce energy were operational measures that were very similar for all four sites. When checking back with the Gala Energy Manager it was confirmed that this would be the case across all clubs.

Analysis of electricity data from the four surveys identified the potential savings at these clubs that amounted to £900k per year when extrapolated across the estate.

Objectives

To obtain universal buy in to a rapidly deployed behaviour change project that would meet the needs of the organisation without impacting on the business operations of the bingo clubs.

To deliver first year savings of £1m in electricity costs.

Services provided

The first hurdle was to get the buy-in from the club managers as they were identified as the people with authority to influence control over operational matters and, therefore, the appropriate energy champion for each club.

The system devised required that each club was surveyed as quickly as possible. This was achieved using engineers from a lighting company who were trained to carry out very targeted and specific surveys of the clubs – training a team of 10 took one week but this allowed that all surveys were completed in the next 6 weeks.

The club manager was required to attend the site survey and their commitment was obtained in two ways:

1. Opportunities to save energy were identified and agreed with the manager. Before leaving site, the surveyor wrote the report with actions for the manager. The manager was required to sign his agreement to the report and actions.
2. The managers were incentivised. Their bonus scheme was tied into achievable calculated targets for each club based on the surveys and data analysis.

The club managers were not consulted over this approach, but all realised this was about survival and not just cost cutting and therefore participated.

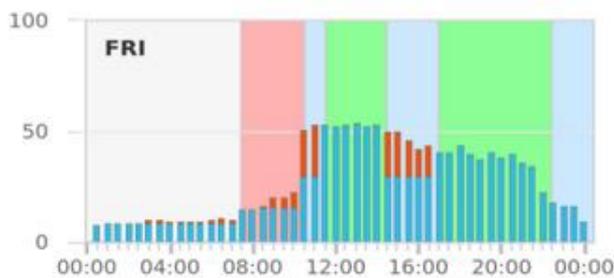
Each club operated in much the same way such that the day could be analysed in 4 phases of operations that could be targeted for energy savings:

- **Closed** - periods when no one was on site and during which close control of the baseload was expected.
- **Non- trading** - the site was closed to the public, but staff were on site. During this phase close control over lighting, a major load on the site was monitored.
- **Trading non-bingo** - times when parts of the clubs were open to the public, but the main bingo hall could be closed off to save energy.
- **Open** – the club is fully operational but not targeted because energy use depended on too many variables.

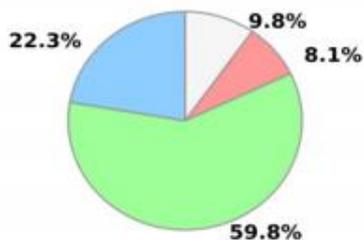
The club manager received a single page weekly report broken down that gave the club performance against their calculated targets. The reports were designed to show energy use for each day and at what time of day targets for each phase were exceeded for the manager to take action to remedy.

This is shown in an excerpt from this report overpage where bars on a consumption graph turn red if over target. A calculation was made for the savings made and the savings missed by a comparison to the same week last year (at current tariff rates).

Closed
 Non-Trading
 Trading Non Bingo
 Open



Usage by Trading Status



This Week Last Year	£1302.42
This Week	£1220.24
Missed Savings	£94.85
Weekly Savings vs Last Year	£82.18

The organisation was broken down into eight regions with a similar number of clubs in each. Regional Managers were sent weekly reports of the performance of their region in a company league table, and a league table of their own clubs.

This was a calculated effort to apply peer group pressure and introduce competition between regions and within regions.

Over time it became clear that targets for some clubs were too easy to achieve and once the target was achieved the effort was relaxed. Where there was strong evidence of this the targets were recalculated based on actual performance.

Clubs that failed to achieve targets were targeted for further visits to help them progress. Where it was not possible for them to hit targets, often because there were insufficient controls at site to be able to manage using the methods developed for the clubs, targets were relaxed.

Following the initial four surveys all clubs had been surveyed within 12 weeks. The large majority of clubs had electricity savings targets calculated and reports being delivered by the end of week 14.

Some sites without smart metering could not receive reports until smart meters were installed. This was complete with all clubs receiving reports by the end of week 20.

After the first 6 weeks of reporting, it appeared that efforts had been in vain. Little saving had been achieved and energy profiles were not changing in the way expected.

It was decided that the project management team would start adding comments to the reports to encourage some action. These comments were simply to clearly highlight what the reports were showing the managers. As a result an immediate and significant change was noticeable in the performance of most clubs.

After three months it was looking like the £1m target would not be achieved and that the programme needed a boost.

The Board at Gala Leisure had bought in very strongly to this project, so the Finance Director was asked for some support that proved invaluable.

Reports were run and delivered on Monday mornings. From these reports two clubs that were underperforming and one that was doing well against targets were selected. The manager of those clubs would receive a call from the FD.

It goes without saying that two managers would have an uncomfortable time and one would be pleased with their efforts. This intervention helped to ensure the success of the project as no regional or club manager wanted to be bottom of a league table and none wanted to receive a call.

Results

In the first calendar year the project saved £1m in electricity costs. Certainty was achieved as the savings were calculated against like-for-like electricity consumption for each of the clubs.

Initial regression analysis had shown that gas consumption was consistent against degree day analysis and it was assumed that there was little or no savings to be made.

During the second-year, analysis showed that gas consumption may have been consistently poor and that consequential like-for-like savings of £300k had been made on gas compared to the first year of the scheme.

The project won the EDIE award for Environmental Excellence's Green Corporate Initiative 2010 at which the judges commended it for: "the highly systematic approach, setting a clear benchmark on energy use, enabling regular monitoring/real-time analysis, establishing site specific targets".

In later years Gala Bingo was purchased by an investment group. The new board decided that the managers at the clubs should continue the scheme but without "undue pressure" to hit targets. Within 12 months bills had gone up by 8% on average.

In Sept 2017 the project was relaunched with a target to save £1m on electricity in the financial year ending Sept 2018. This target was successfully met but included some investment in LED lighting and BMS.

The project continues to deliver year-on-year savings with £800k saved in FY ending 2019.

After 10 years the behaviour change scheme is embedded in the operation of the sites and in all levels of the business. Data from the reporting informs decisions on investments and upgrades to clubs.