

## EMA Article: Organisational Behaviour Change

The Borough of Poole's Carbon Management Team are responsible for leading council efforts in reducing carbon emissions, promoting energy efficiency and tackling climate change. Reducing Poole's carbon footprint was considered a corporate priority and in order to meet this aim, a Carbon Management Programme was worked up. This is a powerful message that the Council will make a difference to this in Poole. The Council recognised that it must lead residents, businesses and public sector partners in a huge effort to adapt to climate change and to reduce CO2 emissions in Poole.

Since 2009, the Carbon Management Programme has been working to reduce Carbon Dioxide (CO2) emissions and energy costs throughout the Borough of Poole. To date, the programme has helped reduce council CO2 emissions by 2,503 tonnes and avoided more than £3.5 million of potential energy costs.

The Borough of Poole recognised that an effective approach to carbon reduction was through the avenue of organisational behavioural change. It was noted that in order for effective change to occur, an initial in-house approach would need to be taken whereby, carbon reduction had to be promoted and positively received within the council before the message could be effectively broadcasted to the wider community.

The commencement of the Carbon Management Programme focussed on the way in which energy is used within Council buildings. It was recognised that significant carbon savings could be made through implementing energy efficient measures in those buildings.



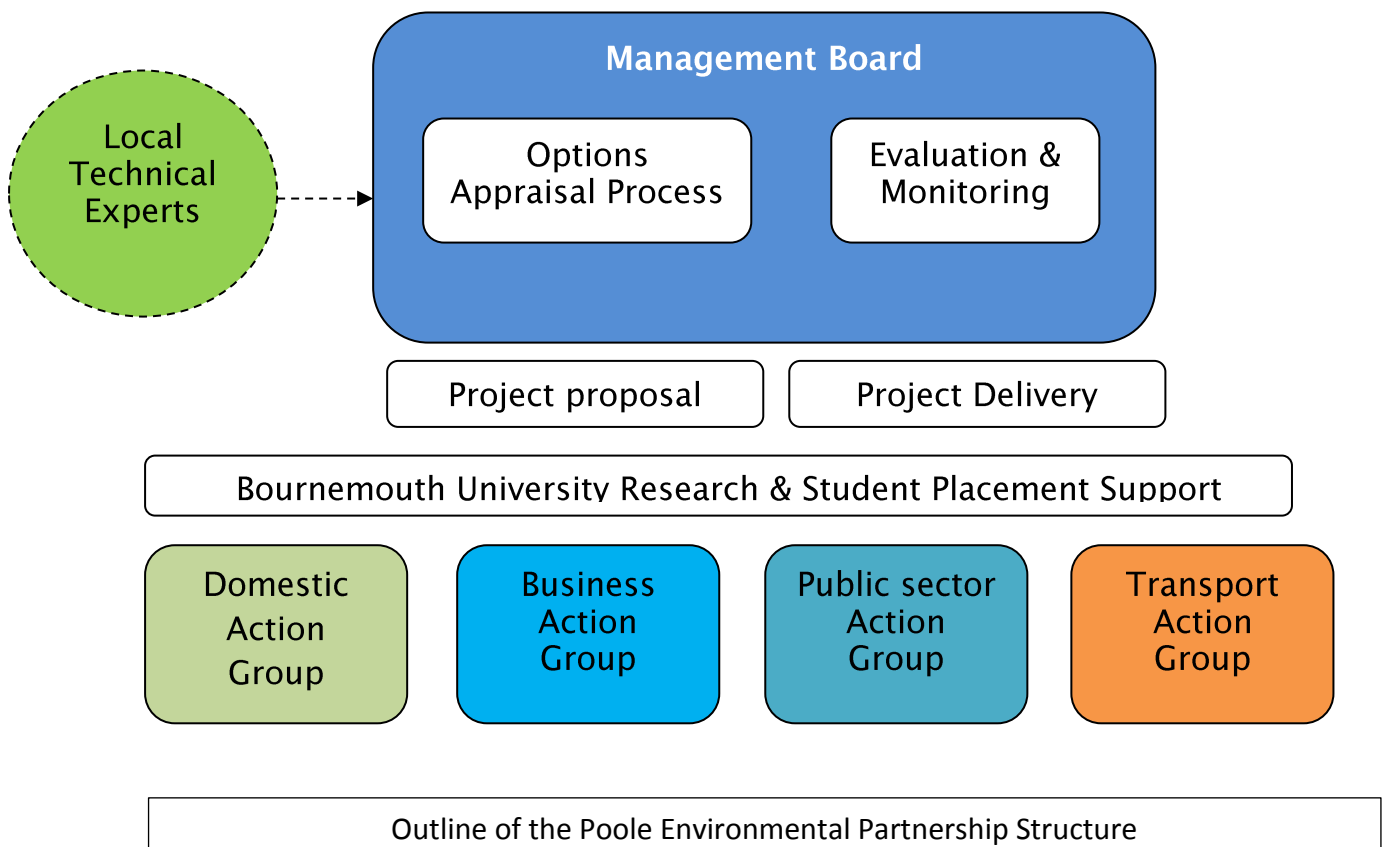
'Join our CREW' campaign logo

To meet this aim, an internal energy champion's initiative was designed and promoted, complete with its own marketing image. The 'Join our CREW' (Carbon Reduction Energy Wardens) campaign was designed to create awareness of the importance of being energy efficient in council buildings. The scheme recruited volunteers from each service unit to

champion energy saving activities within their offices and across the council. Each CREW member is required to support the 'Join Our CREW' initiative within the Carbon Management Programme with creative ideas and activities to lower carbon emissions in council buildings by encouraging members of staff in CREW members own service unit to be 'green' in their office environment; an example is through promoting the Borough of Poole's recycling scheme known as 'Warp-it' which allows service units to distribute reuse and recycle surplus redundant resources amongst each other.

In 2012, following the achievements of the Carbon Management Plan, the Council took the decision to sign the Covenant of Mayors (CoM). This commitment extended the official scope of the programme to work with the whole of the town to reduce Poole's emissions and energy costs. The first step of this new commitment was to produce a Sustainable Energy Action Plan (SEAP) which set a target of a 30% reduction in Poole's emissions by 2020 from a 2005 level and outlined the direction of travel required to meet these aims. The SEAP was adopted by Council in December 2013.

This expanded activity required increased engagement with the community and the Poole Environment Partnership was adapted to facilitate this involvement. The PEP consists of management board and four action groups; a predominant action group being the business action group. The Business Action Group was keen to devise an engagement programme which was going to drive, promote and encourage the ethos of 'behaviour change' into the local business sector; leading to the formation of the Green Positive Environmental Action (PEA) Scheme



Since the scheme's inception in 2013, it has helped local businesses to save £108,000 and 519.2tonnes CO<sub>2</sub> (over a 10 year period) through promoting energy efficiency. Within the scheme behaviour change is a significant step in a business journey through the 5 certification levels. Businesses are encouraged to implement green office champions to encourage the delivery of green and business sustainability conferences within organisations. The versatile nature of the Green PEA Scheme has allowed it to be transferred and applied to any sector of industry allowing all businesses and organisations to get involved with reducing their carbon footprint. Working across such a broad scale, The Green PEA Scheme gives all members the opportunity and support needed to work towards and deliver on achievable green targets whilst also working towards gaining valuable council supported green credentials. Over 70 local businesses are now signed onto the scheme and are working their way through the various certification levels. A significant member to excel through the scheme to date is The Hadland Care Group.

Since joining the scheme, The Hadland Care Group have been keen to transform their ethos and quickly adapt the one of 'organisational behaviour change to combat climate change and promote a sustainable future'.

Since an initial survey was conducted by Green PEA, the company have taken a number of steps to help encourage staff engagement and promote a more energy efficient working environment. The Hadland Care Group has successfully implemented a 'Green Conference' for all staff managers which in turn has enabled them to encourage all employees to work by the slogan '*If you're not using it...please turn it off.*' Further, the following changes have also been successfully implemented:

- All printers were changed to be defaulted to black and white instead of colour, and programmed to go to sleep quicker.
- Across Tops Day Nurseries, the heating controls were changed to go on one hour before the nurseries open, and off one hour before they close, with the thermostat between 19-21 degrees.
- The nurseries and Head Office was equipped with a timer for their water cooler and an additional timer to use as they see fit on another piece of equipment.
- The vending machine was placed on a timer, which reduced energy consumption from 168 hours per week to 50 hours.
- The company signed up to The Business Travel Network and actively took part in a survey to investigate Sustainable Transport alternatives for staff.

Over the last 18 months, through the help of Green PEA, The Hadland Care Group have successfully reduced their energy consumption with an average saving of 19.44% in electricity and 23.87% in gas. The company are now looking to reinvest the cost savings made from these reductions into encouraging employees to take up the 'Cycle to Work Scheme'.

The managing director of the company quoted:

*“We decided to sign up to Green PEA as it showed us an excellent path and added structure to our existing plans to improve our energy efficiency and reduce our carbon footprint. We are currently on our fourth PEA and have many more plans to be the first to gain the fifth!”*



Cheryl Hadland and Jeff Everett (Hadland Care group) receiving their fourth PEA from Paul Cooling, Borough of Poole Partnership & Carbon Reduction Manager and Green PEA Chair