

# ENGAGE EMPOWER EQUIP - HARNESSING THE POWER OF PEOPLE TO SAVE ENERGY



**Jes Rutter, Managing Director JRP Solutions and EnCO Lead for ESTA/EI**

There is hard commercial evidence to show that changing behaviours to embed and maintain a good energy culture can make savings equal to or above technical improvements. These opportunities to change behaviour have the potential to deliver 50 per cent of total potential energy savings.

Behavioural change means saving energy by transforming practices to reduce or avoid consumption. This includes obvious measures such as turning off devices from lights to air conditioning, setting conditions at the right level or time, and identifying simple low-cost energy improvement projects both for organisations as a whole and the individuals they comprise. **But good energy behaviour goes far beyond this: it is about senior management decision-making, standards, policies, plans and, importantly, optimising the technology used.**

Recognising the significant role that behaviour plays in driving down energy consumption, The Energy Conscious Organisation (EnCO) framework was developed by the Energy Services & Technology Association (ESTA) and the Energy Institute (EI) to help incorporate people measures into energy management strategies and plans. This framework has been developed into a standard that organisations can work toward - a Registered EnCO Organisation is 'an organisation that is externally recognised as measurably reducing energy consumption by applying behaviour change techniques.'

The EnCO vision is to excite and equip enough colleagues to challenge the norm and to encourage widespread adoption of energy efficiency good practices throughout the organisation.

## WHY BECOME AN ENCO?

The benefits from becoming an EnCO are considerable:

- Energy waste and costs will be significantly reduced, and savings will be sustained

- Provides a stimulus to continually improve energy performance
- Greenhouse Gas emissions will be substantially reduced
- Savings will be evidenced and measurable
- Employees will be engaged and motivated
- Demonstrates good practice to shareholders, regulators, clients/customers, stakeholders and employees
- Stresses to the business caused by rising energy prices will be reduced
- Any money saved can be turned to profit or used to invest elsewhere in the business
- There are social gains of reduced environmental impact
- EnCO recognition will help gain access to business opportunities and procurement frameworks
- Becoming part of the wider EnCO community will enable sharing of good practice
- The organisation's ability to attract new talent will be improved

## HOW TO BECOME AN ENCO REGISTERED ORGANISATION

To become EnCO Registered,

Figure 1 - The EnCO matrix with a 'jagged' profile

	1	2	3	4	5	6
<b>Engagement</b>	Very little or no engagement at any level in the organisation. Top management not engaged other than authorising payment of energy contracts.	Some level of engagement by top management with a policy and overall energy reduction goals and specific responsibility assigned to key users, senior levels of management and engineering.	Medium level of engagement at some levels and growing levels of engagement across colleagues on the issue and the need to take action, coming aboard from shared vision communicated across the organisation.	Specific reduction targets set by top management, delegated for action by practitioners and staff. Practitioners who reflect good team working are recognised towards a common goal. Practitioners understand the importance of an actively looking for ways to save energy.	High levels of engagement at every level of organisation on energy management including top management actions, practitioners and all colleagues. All levels are understood and working towards common objectives.	Very high levels of engagement at every level of organisation on energy management including top management actions, practitioners and all colleagues. All levels are understood and working towards common objectives.
<b>Awareness</b>	Little awareness of any level in the organisation to save energy and the importance of a safe and secure energy environment.	Top management have recognised importance and awareness of energy and the importance of a safe and secure energy environment.	Practitioners and significant users recognise and act on energy management objectives, and safety, health and environment.	Increased awareness evidenced by top management, practitioners and significant users on how energy management objectives and how they impact on the business. Top management, practitioners and significant users are actively looking for ways to save energy.	High levels of awareness across the organisation to save energy and the importance of a safe and secure energy environment.	Very high levels of awareness across the organisation to save energy and the importance of a safe and secure energy environment.
<b>Skills</b>	Few or no skills in energy management at any level in the organisation.	Top management have sufficient skills and competence to enable energy management objectives and plan to be implemented.	Skills in place for practitioners in energy management to address all core energy management functions.	Significant users skilled to address energy management objectives in their areas of responsibility and working closely with top management and practitioners.	Top management, practitioners and significant users fully skilled in their energy management roles. Commitment to continued learning and upskilling for top management, practitioners, education, competency and training.	Top management, practitioners and significant users fully skilled in their energy management roles. Commitment to continued learning and upskilling for top management, practitioners, education, competency and training.
<b>Recognition</b>	No recognition of the benefits of energy management savings achieved or those awaiting savings.	Data systems in place that allow recognition of savings achieved or those awaiting savings.	Practitioners and significant users recognise where savings can be made, how to make them and are implementing an action plan. Increasing levels of recognition of those making savings.	Growing evidence of increased recognition of energy management objectives supported by data to identify where savings are being achieved. A system in place to formally recognise those making savings.	The benefits and co-benefits of energy management are widely recognised and best practice is being shared across the organisation. Savings are routinely recognised and celebrated.	The benefits and co-benefits of energy management are widely recognised and best practice is being shared across the organisation. Savings are routinely recognised and celebrated.
<b>Adaptivity</b>	No energy policies or procedures in place and no mechanism in place to allow change.	Change can be viewed as a threat rather than a positive challenge and opportunity.	Mechanisms are in place to understand how changing business needs can impact energy use but data systems are not sufficient to identify the opportunities to make effective decisions.	Energy policies and procedures can be reviewed and updated to allow greater flexibility and allow an optimum response and innovation.	The organisation positively expects and embraces change, adapting and responding to innovation and allowing for continuous improvement in energy management.	The organisation positively expects and embraces change, adapting and responding to innovation and allowing for continuous improvement in energy management.

an organisation must implement a holistic behaviour change programme and complete a registration process. There are over 140 behaviour change interventions that can be applied to any programme, each making a difference in reducing energy consumption.

At the heart of the EnCO framework is the EnCO Matrix.

This can be used to review the effectiveness of approach across five key pillars: engagement, alertness, skills, recognition and adaption (EASRA). The matrix is based on the concept of 'congruence' to facilitate balance across the five pillars, so behaviour change interventions support and reinforce each other holistically.

A visual profile is made by marking points across the grid for each pillar against the improving scale of achievement. The shape of the profile then demonstrates how strategies can be better balanced and improved in delivering outcomes.

Figure 1 shows the EnCO matrix with an example 'jagged' profile. Learning objectives include:

- consider the imperatives for change
- describe how to highlight reality
- explain key features of a balanced approach
- create a plan that propels momentum.

A useful feature of the matrix is that it facilitates conversations with colleagues about current levels of

energy performance, opportunities and challenges. One helpful way to do this is to focus on capabilities, opportunities and motivations to change behaviour (COM-B).

The matrix is sufficiently simple that any organisation can adapt the wording to better suit their goals, culture and operations.

The imperative for change, of course, is not driven by Net Zero targets alone but also needs to take into account and balance other stakeholder needs and expectations such as better customer service, cutting costs and enhancing reputation.

- You could ask three questions:
1. If we are to achieve Net Zero, where on the matrix do you need to be? (B)
  2. Where are we now - the 'as is' position? (A)
  3. How do we get from A to B?

In practice, there can be significant differences in observations described by a target audience, particularly from those with differing roles and perspectives (different departments and levels within the organisation). A constructive use of the matrix is to take the differing views, discuss why they are different and use this discussion to form a consensus reality position on the EnCO matrix. This will give agreement on 'where are we now?'

The EnCO profile and score, often

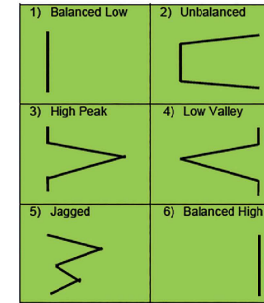


Figure 2 - The variety of different possible matrix profiles

along with anecdotal observations, forms a benchmark to measure future progress against.

A balanced high EnCO profile across all pillars is associated with a mature energy management programme that accelerates progress towards sustainable Net Zero goals.

Low scores across some or all pillars are indicative of significant opportunities to improve an approach and create savings.

A strategic gap analysis is therefore used to compare the 'desired' position (often targeting three to five years ahead) with the current profile, to feed into the

development for the catalyst for change.

To bridge the gap, change makers need to understand what motivates the people involved on a personal level. People's actions are often driven by emotive connections that come about from connecting with colleagues, having fun, a better workplace, better skills, achievement, recognition and reward. A successful catalyst often includes targeted co-benefits resulting in a 'win-win'.

The business case for a behaviour change programme will then focus on the key strategic activities which make the biggest difference in delivering the required goals. This should address the organisation's readiness to deliver change (available resources, knowledge etc.), key barriers (capabilities, attitudes etc.) and its ability to sustain change and create long lasting momentum.

To develop a good plan, focus on overcoming any deficiencies across the EASRA pillars, rather than specifically following a framework. Figure 2 shows the variety of different possible matrix profiles.

If you are interested in finding out about your organisation becoming EnCO registered or are interested in finding out more about how JRP could support you and/or your organisation to deliver a behaviour change programme, please email [info@jrpsolutions.com](mailto:info@jrpsolutions.com) or call 0800 6127 567.

# ACCREDITED MASTER IN RENEWABLE ENERGY AWARD

The Renewable Energy Institute welcomes you to join the Accredited Master in Renewable Energy Award.

You will have the opportunity to study 13 certified training courses in Renewable Energy and Energy Efficiency, with the choice to study up to 3 courses in the Live Virtual Classroom.

## Renewable Energy Institute



Accredited Master in Renewable Energy Award - 13 courses

The courses and the overall pathway for the Master in Renewable Energy Award is accredited by the CPD Accreditation Service.

To gain an overview of the Institute's expert-led Master Award, you can watch this short video: <https://www.youtube.com/watch?v=y4EvpjUlrE8>

To enquire, please go to: <https://www.renewableinstitute.org/training/> or email [training@renewableinstitute.org](mailto:training@renewableinstitute.org) and one of our senior course advisors will be happy to help.