

Case Study

Client: Severn Trent Water

Services provided: Energy Behaviour Change Gap Analysis and Business Case

Industry: Water, utilities

Benefits: Provided evidence to present to top management to gain buy in for a behaviour change project

Overview

Severn Trent Water (STW) serves eight million people across the Midlands and mid-Wales using around 900GWh (gigawatt hours) of electricity across 6,000 sites every year which equates to a bill of around £100m.

STW's business objectives commit to a reduction in energy consumption year on year. A programme of large capital projects will achieve only part of this. There is recognition in the organisation that the other part needs to be achieved through implementing and sustaining changes to everyday behaviour.

STW asked JRP Solutions for assistance in the development of a gap analysis and business case for a Behaviour Change programme to be delivered across 3 pilot sites in the area of the Netheridge waste water treatment works.



Scope

Over a period of 8 weeks, JRP Solutions consultants visited 3 STW sites to gather information for a Gap Analysis. They walked around the sites and identified over identified over 140 potential intervention opportunities for Energy Conservation Measures (ECMs). They also met with staff to find out what they wanted to achieve, to get an understanding of the company and site culture, the way things were being done and how processes and procedures were communicated.

Project timeline

- Visit to main Netheridge site – **meeting with core team** and **site visit** to identify ECM opportunities
- **Further 2 site visits** carried out also to identify opportunities there and understand the way the company and sites run. Discussions held with site managers about those sites – these informed content for the workshops
- **Workshop 1** held with core members
- **Workshop** 2 held with wider stakeholder team
- Results of the workshops fed into a costed business case with estimated savings to present to top management.

Following the site visits, JRP facilitated two workshops in order to develop a strategic plan for piloting a behaviour change project and to engage key members of staff.

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The objectives for **workshop 1** were:

- Understand opportunities and barriers for the project
- Define critical success factors
- Shortlist strategic activities
- Finalise invite list for the next workshop, i.e. who do we need to engage

The key outputs were the development of content for the wider stakeholders' workshop and the development of the following critical success factors (i.e. what will define success for the project):

- Energy savings, both cost and consumption, measured via improved systems such as implementing EnPIs across sites.
- All staff to know what 'good' looks like for their site by implementing best practice resources. This can be measured via staff survey.
- Clearly defined roles in terms of energy management, particularly for Energy Champions.
- A measure of sites operating at its best (reflected with good data).

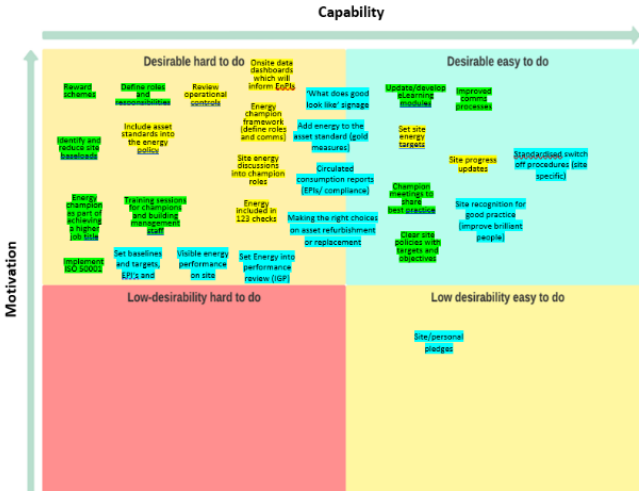
For **workshop 2**, an analysis of how benchmarking could be done and what the EnPIs for the project might look like was undertaken and presented. Achieving the correct approach to data analysis, i.e.: how success will be measured in terms of data was identified as the main challenge to undertaking the project. See below an example of the preliminary analysis that informed the discussion.

The key objectives for this workshop were:

- Introduce key stakeholders to the project and present progress to date
- Develop a project plan complete with timescales

The outputs for this workshop were:

- A priorities map for strategic interventions
- A timeline for implementing tactical interventions



Results

The gap analysis and business case determined that there was good opportunity at STW for implementing a behaviour change strategy that would reduce people influenced energy consumption and therefore realise cost savings. A cost saving of £50-130k in year one (piloting 3 sites) and £85-215k in year two (roll out to all sites) with a payback of 4-10 months was estimated. The best and worst case scenarios in these figures are based on 2% (conservative) to 5% (potential) saving.

For more information about any of JRP's services, call 0800 6127 567 or email info@jrpsolutions.com.

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