

## Business Case: Action for Sustainability & Savings

<b>Pilot forces:</b>	Avon & Somerset, Humberside. South Yorkshire + 1 other
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### INTRODUCTION

The National Police Estates Group (NPEG) Environment Sub-group is made up of environmental professionals from police services and other law enforcement agencies nationally. The sub-group provides expert advice and guidance on all aspects of environmental, energy and waste management and compliance, including resource efficiency and cost avoidance. The group aims to ensure a coordinated approach to environmental sustainability. This includes identifying and sharing examples of best practice.

Effective behaviour change to realise Sustainability benefits has been identified by the Environment Sub-group as a challenge in many policing organisations in terms of resourcing, capacity, capability, ownership and culture.

### **Business Benefits**

Successful Sustainability behaviour change offers a wide range of business benefits. These include: enhanced reputation, leading by example, demonstrating corporate responsibility, improved staff health, well-being and retention, enhanced public confidence, better community engagement and an overall ‘feel good factor’ from doing the right thing. When applied consistently, behaviour change also has the potential to deliver cost savings of between 5-10%.

However, standalone campaigns alone often struggle to deliver the level of benefits that are on offer. Whilst there is a seemingly compelling logic, many good intentions and a considerable opportunity, there are often significant barriers which block progress.

This document presents the business case for developing and delivering a behavioural change and engagement pilot programme in four forces. There will be an additional scoping exercise of the opportunity across all forces which will consider past successes and challenges. Recognising the national challenge, the benefit of economies of scale and the opportunity to work collaboratively, the ultimate outcome will be a best practice ‘product’ available for use by any other policing organisation.

### BACKGROUND

The delivery model for Sustainability programmes in many forces is through a combination of senior management commitment (with varying and often limited direct action); strategic documents and plans; and a dedicated individual responsible for delivering improvement projects and making effective change happen.

The resource constraints associated with this model often result in Sustainability being perceived as ‘one person’s job’. This can limit the embedding of sustainable behaviours and ways of working throughout an entire organisation. In some forces, there is no named individual responsible for delivering environmental improvement which brings different challenges, such as it getting lost in operational demands.

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It is widely accepted that behaviour change is essential to realising Sustainability benefits. Yet it is an area which is often overlooked in favour of investment in capital projects, technology and tangible assets, or dealing with more immediate risks and issues. Corporate Communications and PR departments meanwhile, equally constrained by resources, focus on operational policing priorities. Behaviour change is, by definition, more qualitative, yet it offers a high return on investment, if delivered effectively and consistently over a period of time, especially if the broader benefits beyond cost saving are considered.

The NPEG Environment sub-group acknowledge the importance of behaviour change and that this is a current gap for many forces. One-off awareness campaigns which do not reference effective behaviour change theory will only ever have limited success. The NPEG Environment Behaviour Change Portfolio group has therefore engaged a behaviour change specialist, Inspiring Sustainability, to help it develop a programme of work, including tools, guidance and support, so that all forces can benefit from the savings, efficiencies and wider business benefits successful behaviour change can offer.

The team delivering this project has worked with over 100 large organisations and has written the [Empower Change guide](#) which advocates the 'Smart Change' process which this proposal is based upon. For a successful programme, a tried and tested, robust process such as this is key to unlocking financial and non-cashable, qualitative benefits.

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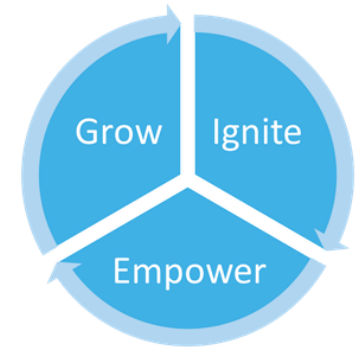
### THE THEORY OF SMART CHANGE

**Smart Change** is a logical process designed specifically to empower employees and generate action that is both Sustainable (focuses on environmental improvements) and sustainable (e.g. embeds behaviours).

As the diagram below suggests, the process is a continuous cycle: once started, there will be a need to re-ignite the programme at a point in the future, continue to empower colleagues and further grow ownership for Sustainability in any organisation. The process contains three stages:

#### 1. Ignite

This stage evaluates the current situation and provides an insight into the relationship between those who work for the Constabulary and their physical surrounding. It seeks to create a coalition and develops the behaviour change strategy, include measurement tools, which aligns to what motivates people and the organisation.



#### 2. Empower

Once the conditions for change have been created, the organisation is empowered by communicating the approach and the sense of urgency, generating momentum to take action through achievable, short term wins and measuring and celebrating success. Finally lessons are learned as the empower stage mature in terms of what has and hasn't worked so well.

#### 3. Grow

This final stage creates ownership and accountability, cultivating Sustainability until it becomes 'how we do things around here'. Constant communication demonstrates value and consolidates gains and actions for Sustainability and savings are becoming the norm.

### THE PROPOSAL

#### Phase A – up to 16 months

Develop a trial Sustainability Behaviour Change Programme using four pilot forces: South Yorkshire, Humberside, Avon and Somerset and one other to be agreed. Pilot forces will be supported through the Smart Change process: Ignite, Empower and Grow.

For a financial contribution to the programme, each pilot force will expect to realise the business benefits outlined in the introduction. However, **all** forces will have the opportunity to be involved in the scoping process, in terms of engaging key stakeholders and developing an evidence base of what is already happening nationally.

#### Phase B – Final national product (not costed in this proposal)

Phase B will build on the learning from Phase A, developing a final behaviour change product with the potential to be rolled out nationally. This will draw from 12 months of robust police-specific staff engagement and the assessment, monitoring and verification of bespoke change methods to guide and support forces to deliver best practice.

A key element will be to determine the best media for the product, for example hard copy guide, video, workshops or online training.

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### PHASE A

Stage	Duration	Function	Activity	Key Deliverable
Ignite	2 months	<b>Scoping &amp; Planning:</b> <i>Situation Analysis, Opportunity Assessment and Empower Stage Planning</i>	<p>The Situation Analysis and Opportunity Assessment will deliver a gap analysis which will consider how the pilot forces currently deliver behaviour change and environmental engagement, what the current situation is and scale of the opportunity using quantitative and qualitative measurement tools:</p> <ul style="list-style-type: none"> <li>• <u>Quantitative</u>: statistical measurement. Useful for providing an overall picture, engaging broad range of stakeholders and providing ‘hard’ numbers to develop, or back up, the plan.</li> <li>• <u>Qualitative</u>: covers observations that cannot generally be measured with a numerical result. They are particularly beneficial for getting the feel of a situation, to help iterate the plan, as a consultation tool and for engaging specific stakeholders.</li> </ul> <p>We will also ask for feedback from the rest of the forces in the UK on their situation and opportunity.</p> <p>The process will use tools such as:</p> <ul style="list-style-type: none"> <li>• SWAN Analysis (Stakeholder Wants and Needs)</li> <li>• Stakeholder mapping</li> <li>• SWOT Analysis (Strengths Weaknesses Opportunities Threats)</li> <li>• Analysis of current consumption and historical data e.g. from bills and audits.</li> <li>• Understanding of whom within the organisation has control, how much control is feasible and what specific behaviour change is required.</li> </ul> <p>This process will help all stakeholders consider their individual situation and opportunity, and highlight best practice and areas for learning. It will directly inform the Empower stage that comes next.</p> <p>The main output of this stage will be a report that summarises the findings and defines precisely what will happen in the Empower stage. This will be presented to the NPEG.</p>	<b>Scoping &amp; Planning Report</b>

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Stage	Time	Function	Activity	Key Deliverable
Empower	12 months	Action Pilots in 4 forces	<p>Support each of the four Action Pilot forces to deliver the Empower stage process (see Appendix for potential Empower tools).</p> <p>We will understand which tools are applicable by engaging with forces via:</p> <ul style="list-style-type: none"> <li>• Workshops in each of the forces</li> <li>• One-to-one interviews (face to face &amp; phone)</li> <li>• Conference calls</li> <li>• Surveys</li> <li>• Webinars</li> </ul> <p>We will consider what's worked and what's not worked historically, learning as we develop. Good practice will be captured and shared. Findings will inform the Phase B 'Product'.</p> <p><u>Mid-Term Report:</u> There will additionally be a mid-term report presented to the NPEG to present successes and challenges.</p> <p>*the complexity of predicting the scope/scale of business benefits, should be acknowledged, given the significant number of variables. Directly attributing savings to a specific intervention is challenging. However, through the collection of both quantitative and qualitative data, in different forces, reasonable assumptions of 'what's promising' will be made.</p>	<p><b>Business Benefits for each force* + Mid-Term Report</b></p>

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Stage	Time	Function	Activity	Key Deliverable
Grow	2-3 months	Understand Best Practice and what will be optimum 'Product'	<p>Collating experiences, learning and best practice, to design a strategy for how to deliver the 'Product', including a Best Practice report.</p> <p>The report will summarise key findings from the work to NPEG, recommending the optimum 'Product' for delivery in order to realise business benefits across all forces.</p> <p><u>Report Structure:</u> Collation of best practice, successes, challenges and lessons learned with recommendations on strategy going forward, synthesised into a best practice report.</p> <p>This will consider both the quantitative results (e.g. estimated kWh saved) and qualitative feedback (e.g. feedback from stakeholders) and will assess what did and didn't work in the Action Pilots, with consideration as to how this might apply to other forces.</p> <p>There will be four stages to the development of the report:</p> <ol style="list-style-type: none"> <li>1. <i>Collation</i>: pulling together all the information</li> <li>2. <i>Sense making</i>: understand the main narratives and key learning points</li> <li>3. <i>Writing</i>: putting it in an easily digestible format that is engaging and reads easily</li> <li>4. <i>Iteration</i>: share with key stakeholders for opportunity to comment/amend</li> </ol>	Best Practice Report & 'Product' Recommendation

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### **OUTCOMES & BENEFITS**

There are numerous interlinking outcomes and benefits of delivering this programme:

- Business benefits for pilot forces (for an additional financial contribution), including the potential to realise energy savings of 5-10%.
- Proof of concept
- Responds to the 'gap' where technological fixes alone will not deliver savings fully
- Understanding what works (and what doesn't) in terms of behaviour change to achieve Sustainability and Savings
- Generation of wider momentum
- Inspiring and empowering action
- Collaboration between forces
- Skills and confidence building
- Verification of results
- Reports which share learning from each stage and best practice captured from all forces nationally
- Confirm the best 'Product' to bring about national police behaviour change in relation to Sustainability/savings

### **PHASE 1: INVESTMENT**

£15,000 (+ travel & subsistence expenses for visits to Pilot forces)

Each of the four Action Pilot forces will make a £1,500 upfront contribution, with NPEG contributing £9,000.

The Action Pilot forces will also be investing further resource in terms of time.

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## Appendix – Potential Empower Tools

Below is a selection of the tools that can be used in the Empower stage. The Ignite stage will help identify which of these tools is relevant to each individual force.

*Please note:* some might already be in use successfully, some might have been used and failed, some might be theoretically relevant but practically unrealistic in the timescales of the Action Pilots, and some will never be applicable.

### Evaluation tools

- **Identify specialists:** who have disproportionate impact on Sustainability and/or affect others. Helps you to focus your efforts on empowering them to take responsibility for growing Sustainability.
  - e.g. planners, facilities, IT, procurement, internal comms, HR, finance.

### Generating momentum

- **Pilot:** delivered well these are excellent for both testing your strategy and for gaining approval for wider application.
  - e.g. in specific departments / regional areas / offices
- **Hot Housing:** used when it is cumbersome to consult broadly, and/or ideas need rapid development.
  - e.g. small team(s) to work on idea
- **Communicate baseline and targets:** ensure your stakeholders understand where you are starting from and the ambition of your programme.
  - e.g. using infographics, making it simple and visual

### Empowering individuals or groups

- **Provide meaningful incentives:** employees at all levels will be motivated if they have some form of 'carrot'. Different people require different benefits, so don't rely on just one method to engage everybody.
  - e.g. salary, bonus, in-kind benefits, autonomy, recognition, the inside track on key developments
- **Sustainability roles & responsibilities:** as Sustainability is often cross-functional, it can be valuable to clarify who is responsible for what.
  - e.g. expand existing roles, create new roles, add responsibilities to roles
- **Sustainability for new starters:** employees are typically enthusiastic when joining, so if you get them early they will be likely to carry good practice on and spread it to existing colleagues.
  - e.g. include in induction
- **Create an appraisal mechanism:** this gives clear guidance on what is important for employees to achieve and helps guide their actions.
  - e.g. targets & KPIs (departmental, personal)
- **Workshops on Sustainability aimed at specific target groups:** certain target groups may be comparatively disengaged and/or situationally important and will benefit from a specific focus.
  - e.g. middle management.

### Organisational structures

- **Integrate into management reporting:** successful integration will accrue numerous benefits
  - e.g. what is measured is managed, raises Sustainability to same standing as other KPI's.
- **Management systems:** provide a structure for engagement and empowerment
  - e.g. ISO26000, Carbon Smart Standard, EMAS
- **Create or add to a committee:** depending on your organisation it can be valuable to formalise the management of Sustainability.
  - e.g. set up Sustainability working group and/or add agenda item to property services committee

### Broad communications and promotional tools

- **Create / update internal brand for Sustainability:** supports the narrative that you are promoting in your organisation
  - e.g. M&S has 'Plan A', Interface Carpets have 'Mission Zero', Dentsu Aegis Network have 'Future Proof'
- **Run a campaign:** this is a vehicle to promote the narrative you have created, and supports delivery of your strategy and action plan.



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- e.g. teaser campaign followed by a launch, then monthly/quarterly focus on important areas
- **Communications channels:**
  - Online comms e.g. e-mails, intranet, discussion forums, video, social media, wiki
  - Physical comms e.g. newsletters (a section in existing publication or creating a sustainability newsletter) and posters (ensuring they are refreshed so they don't become wallpaper)
  - Interactive comms e.g. webinar or phone conference
  - Events e.g. Climate Week, World Cleanup Day or your own specific focus
  - Learning tools e.g. e-learning, lunch n' learns
- **Feedback loops:** communicating progress (and lack of progress) and giving appreciation regularly empowers employees to take action on challenges and motivates them to grow Sustainability.
  - e.g. awards and competitions, highlight achievement of targets, team briefings, league tables
- **Sharing best practice:** has two benefits – it supports the lower performing parts of the organisation to improve and also celebrates the success of the high performing parts.
  - e.g. regular meetings, networking, online, etc

### Targeted empowerment tools

- **Utilise technology:** so staff can focus on the sustainable actions which require their interaction and/or have more sustainable alternatives. Also demonstrates the organisation is investing in Sustainability.
  - e.g. lighting control, PC shutdown, printing management, driving optimisation, video conferencing
- **'Good / Poor Practice' guide:** employees immediately understand what is required of them. Then communicate this through regular channels.
  - e.g. out of hours energy switch-off or waste/recycling
- **'How-To' guides:** can empower colleagues to take responsibility for delivery of Sustainability
  - e.g. how to influence colleagues, how to practically implement programmes.
- **Site specific info:** if your organisation is geographically dispersed devolving information to the local level can help ensure continuity when staff move on, and grow Sustainability long term.
  - e.g. liaise with site's staff to ascertain issues, energy/waste walk rounds, local community and charity relationships
- **Recruit and (re)launch influencers and implementers network** (champions/ambassadors) ensuring they have:
  - Appropriate personality/attitude and are skilled at persuading, connecting, networking, facilitating and enabling (not micro-managing)
  - Appropriate status; consider formalising position with time allocated to responsibilities
  - Appropriate management and measurement, ensuring departments/sites are represented