



# Changing employee behaviour: The key to successful change?

A Natural England Case Study

# Natural England Carbon Target



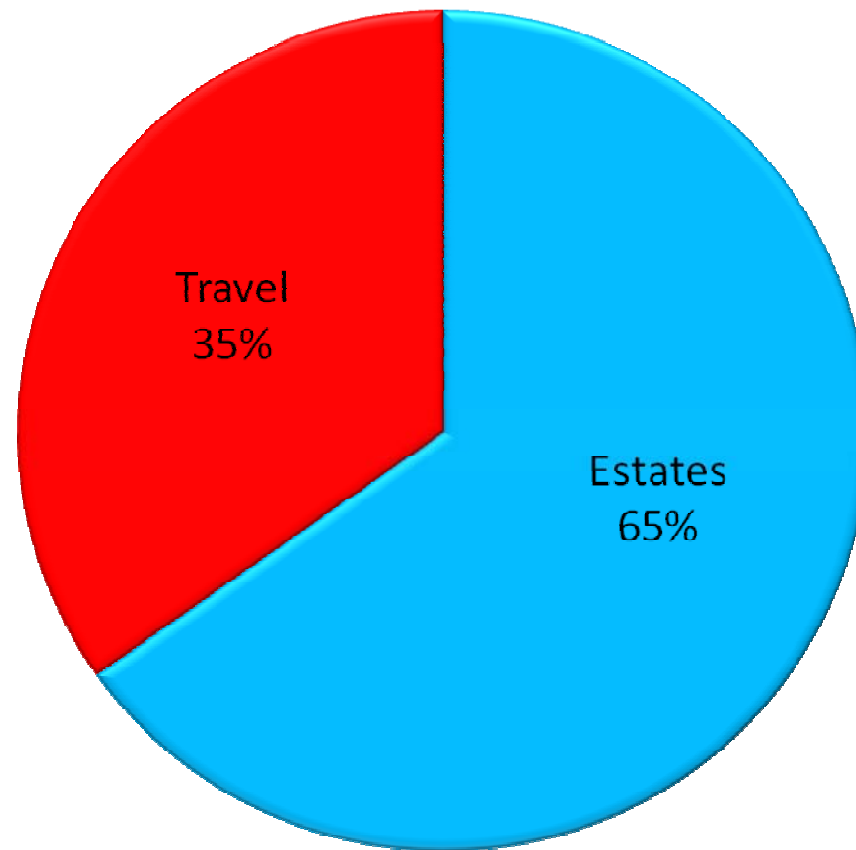
*‘Natural England will reduce the carbon emissions of its business travel and estate energy consumption by 50% by the end of 2010.’*

We will do this at the same time as:

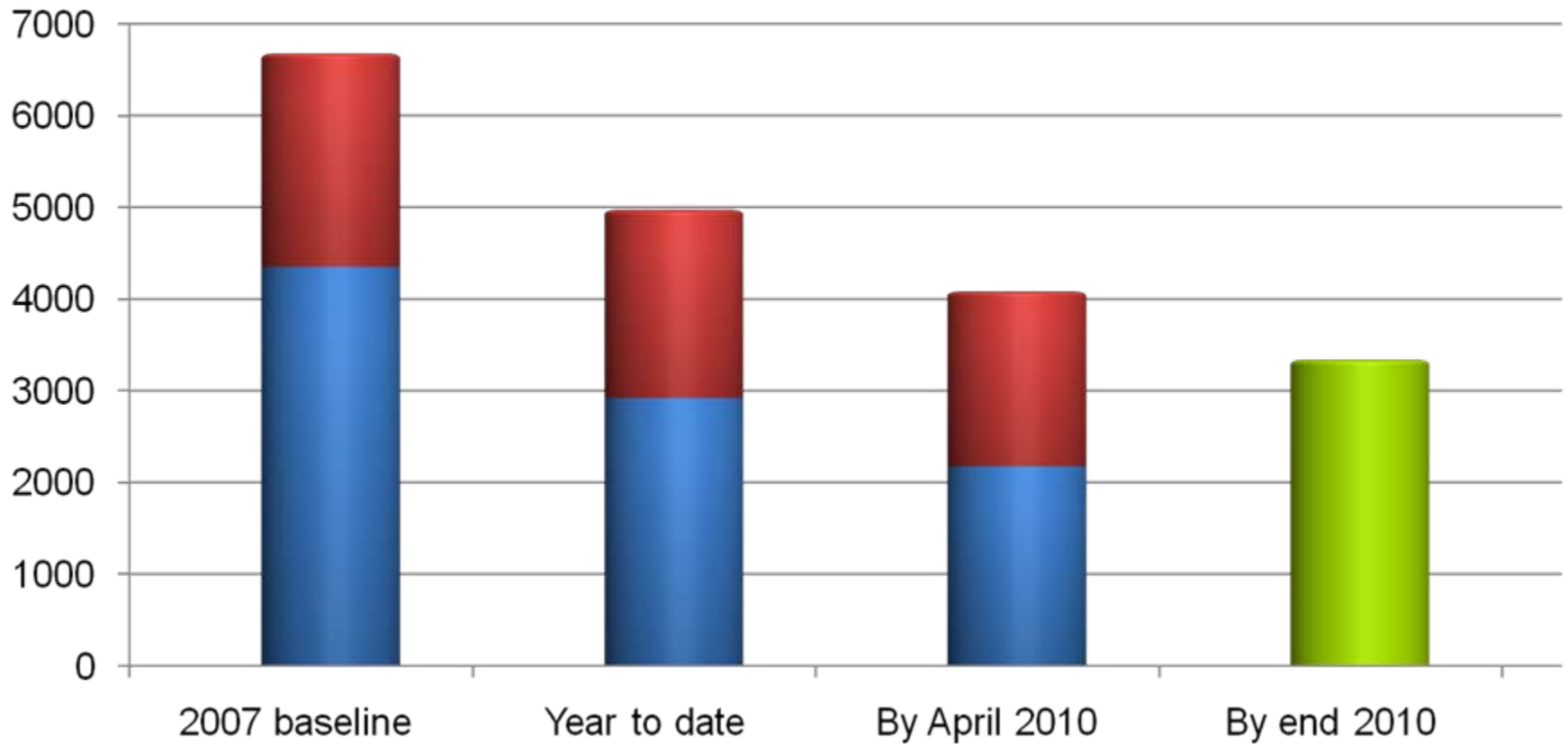
- not offsetting our emissions nor passing on the carbon burden to our employees, suppliers or customers
- demonstrating value for money in all our investments
- enhancing our level of customer service

2007 carbon baseline- 6676 tCO<sub>2</sub>

### Carbon Footprint



# Where are we now?



# The Travel Challenge in 2007



- Accounts for 2327tCO<sub>2</sub> (1/3 of footprint)
- C. 80% car travel (grey fleet, pool & hire car, PUS)
- 'Hard to reach' customer base
- C. 2500 staff in 40+ offices (some remote)
- C. 60% travel for internal meetings
- Expectation/tradition of physical meetings

# Driving the agenda for change



- Archetypes analysis
- Organisation-wide ‘discussion’
  - Based on a range of Green Travel Policy Options
  - Office based workshops
  - Written responses (individual & team)
  - Staff surveys
  - Focus groups

# Outcome



- From 32 options – three policies
  1. Everyone to complete a Sustainable Travel Checklist ahead of travel
  2. Support to focus on those with the largest carbon footprints
  3. Teams to develop and deliver their Team Carbon Reduction Targets & Plans during 2009-10

# Supporting actions



- Development of a number of tools to support decision making e.g. Travel Carbon Footprint Calculator, Meeting Planning Tool, Meeting Protocols
- Installation of new technologies e.g. video-conferencing, Webinar
- Production of monthly team and individual (at senior level) travel carbon footprints
- Ongoing communications on progress towards our target
- Case studies
- Redfern rail ticket provider

# Success factors (September 2009)



- Variability across teams in delivery of the target.
- Common characteristics of teams meeting travel targets:
  1. Senior level 'buy-in' to the organisational and team target coupled with changes in their own travel carbon behaviour
  2. Detailed team travel data plus further team based studies to provide further management information
  3. Regular monitoring and reporting of progress across the team
  4. Regular conversations with team members, particularly those with the largest travel footprints
  5. High degree of take up of support tools e.g. Meeting Planning Tool, Teleconferencing etc.

# What next?



- Ongoing development of support tools e.g. home energy assessments and support
- Office rationalisation and flexible working programme
- Team Travel Carbon Budgets (2010-11)
- Carbon Trust accreditation

# Summary



- 'Agreed' data and evidence critical to underpin change and to update on progress
- Senior level 'walking the walk' in combination with equitable expectations across teams and individuals
- Commitment better than compliance – give ownership (although you need to hold people to what they promise)
- Flexibility in delivery (e.g. no ban on flying, car use etc.)
- Focus on easy wins (internal meetings, high emitters)
- Provide the tools/support requested
- Challenge perverse behaviours based on false assumptions
- Case studies demonstrate what can be achieved and inspire others
- Continue to push