**Behaviour change**

Introduction

Over the last few years energy price has risen steadily while Network Rail’s utility budget has fallen. During CP5 approximately £40m was removed from the utility budget and this trend could continue throughout CP6. The company therefore has to look at new ways of managing energy consumption and behaviour change could offer just that opportunity. Behaviour change requires employees to adopt greener behaviour which could reduce Network Rail’s energy consumption and waste emission. Research has shown that some companies have managed to save up to 10% on energy bills by investing in an effective employee engagement campaign; this could mean approximately 30,000tCO2 reduction for Network Rail based on current figures.

But what’s involved?

1. Aim high

Firstly set the correct goals at the start which helps to determine the direction and make it easier to monitor the progress. For behaviour change to be effective the workforce must be encouraged to choose low carbon initiatives which have the biggest impact and support sustainability within the company. Also seek to implement activities which appeal to the workforce value base, as this should serve as motivation to achieving the set goals. It helps to be prepared to address any barriers to chance before implementing a particular process.

1. Motivate

Use effective awareness campaigns at an early stage to engage the workforce but once started, the process should be continuous for staff not to lose interest.

Set out the potential benefits of pursuing the selected measures, but also highlight the adverse effects of not taking selected actions.

Engage workforce’s competitive nature by using team competitions, promote and celebrate their achievements.

1. Inform

Track the progress that each team has made and monitor any shortfall.

Use posters and charts to highlight the achievement of each group.

Display outcomes on office monitors, iPads, etc.

Use newsletters, meetings and monthly email to engage staff’s interest.

1. Committed individuals

Identify highly committed and motivated individuals who want to see changes in energy usage and support them.

Offer these individuals special roles such as energy champion, and allow them to drive energy saving initiatives.

Some staff may be happy to make pledges to cut waste and be LEAN.

1. Reward

Success is sweet, identify and celebrate teams with outstanding achievements.

Reward good and imaginative initiatives as this could also serve as motivation to others.

Publish a league table of achievements; at the very lease it may encourage a form of team competition. No one likes being at the bottom.

1. Next step

Review the good practice learning from the previous phase of the process.

Sustain the initial momentum through interaction, promotion and celebration.

Seek to embed a culture of energy saving within the Route through inductions, engagement with new staff members or making it an agenda point for discussion at regular meetings.