

Project Title: **It all adds up**
(Phase one of the communication
of the Carbon Management Plan)
Category: **Internal Communications**
Client company: **The University of Leeds**
Design Consultancy: **Appetite**
Current date: **20 July 2012**

11.0.3



Executive Summary

The University of Leeds is one of the world's leading centres for environmental impact and sustainability research. It is an organisation with 40,647* people, more than 100 buildings and around 70,000 tonnes of carbon emissions annually. The energy bill is over £10.5 million a year, with costs projected to rise (through tariff increases and taxation) to £17.9 million in 2020/21. The University's goal is to target carbon reduction of 35% (against the 2005/2006 baseline) by 2020/21, potentially saving around 240,000 tonnes of carbon emissions.

*University population measured on a single day

The University worked closely with Appetite, to create a communications programme to deliver against its Carbon Management Plan (CMP). The goal of the 'it all adds up' campaign was to raise awareness and bring about major behaviour change across the entire University population through a multi-tiered campaign.

The overall campaign design was based on distinctive colours and typography to cut through the clutter of other communications and appeal to the diverse and multi-cultural audience. Subsequent themes of the campaign address specific areas of savings such as lighting, heating and air conditioning as well as measurement, feedback and crucially a direct connection to the academic output of the University. Early results testify to the success of this approach and commitment to further spend.

Immediately before Christmas, a campaign encouraged academic staff to shut down their equipment over the holiday period. This has resulted in electricity savings (not including heating) of £29,000 (217 tonnes of carbon) in just 11 days. In terms of the CMP behaviour change annual targets, this represents 33% (cost savings) and 26% (carbon reduction).

A similar campaign was used shortly before the 2012 Easter break, resulting in £15,000 saved on electricity compared to average weekend consumption; this translates into a decrease in carbon output of 112 tonnes.

(300 words)

**Willingness to reduce
energy consumption rose by 25% to**

99%

Project Overview

Outline of project brief

Context:

The University of Leeds is an organisation with 40,647* people, more than 100 buildings and around 70,000 tonnes of carbon emissions annually. The energy bill is about to increase by £7 million a year by 2020/21 and therefore the University has developed a Carbon Management Plan (CMP) that aims to reduce carbon emissions by 35% by 2020/21. Additionally, if the aim is not achieved the extra energy cost would come out of the overall budget and therefore mean that teaching, learning or research would receive that much less funding as a result.

For the 10-year period of the CMP, the 'value at stake' measurement between business as usual and the new target was calculated at £17.9 million, with potential carbon savings of 240,000 tonnes.

Strategy

In addition to the physical measures that could be made through a significant capital investment programme, it was recognised that behaviour change was needed to bring about further reductions in energy use. In order to achieve the desired decrease in carbon emissions, the University staff and students needed to be made aware of the problem and the challenge the University has set itself. Design was utilised to develop an awareness campaign aimed at both staff and students to significantly influence their behaviour in regard to energy consumption.

Main objectives

The main objectives of the 'it all adds up' campaign are to (1) increase awareness of the carbon emission problem and people's influence on this and (2) change people's behaviour in relation to energy consumption and thus carbon emissions.

Other objectives are to (3) use sustainability as an integral part of the University's strategy to become a 'Global top 50 University' and (4) positively influence the community's perception of sustainability so that people are appreciative of the communal achievements.

A behaviour change campaign was seen as a critical part of meeting the CMP target and to ensure that carbon management was fully integrated into the University's operational management. At the outset of the campaign the Vice-Chancellor briefed all staff, with senior management highlighted of the importance of its success to the University. This support has been a key enabler of change through the initial stages.



£29,000 /

217

tonnes of carbon saved

Description

The aim of the 'it all adds up' campaign was to decrease the carbon emission of the University of Leeds through an attitude/behaviour change campaign. An added bonus of reducing the energy consumption is being able to reduce the cost of the energy bills – allowing more money to be invested in teaching, learning and research.

The 'it all adds up' campaign consists of an overall theme and a series of sub themes to address specific potential savings or communication needs. These have included:

- Big numbers (overall theme)
- Lighting
- Computer hibernation/shut down
- Heating
- Holiday shutdown
- Academic research
- Thank you

The University has also set up various systems to measure the reduction progress; smart metering with monitoring software, a perception survey of 350 students and staff to gauge awareness of carbon issues before and after the campaign and digital channels such as Twitter, Facebook and a dedicated 'it all adds up' website are used to monitor success and subsequent messaging. A monitoring group regularly reviews the uptake and identifies opportunities to improve visibility, accessibility, interaction and engagement with both the University staff and students. The results of the campaign are then communicated back to the University's community (Thank You campaign).

IT'S GOOD TO SWITCH OFF AFTER YOU'VE BEEN WORKING HARD

Hibernating your computer each night during the week and shutting it down at the weekend will reduce our carbon footprint.

See what you can do italladdsup.leeds.ac.uk/computers

*Windows 7 users should select the 'Sleep' option.

IT ALL ADDS UP

UNIVERSITY OF LEEDS

BEARS BATS AND MICE DO IT SO CAN YOU



Hibernating your computer each night during the week and shutting it down at the weekend will reduce our carbon footprint.

See what you can do italladdsup.leeds.ac.uk/computers

*Windows 7 users should select the 'Sleep' option.

IT ALL ADDS UP

UNIVERSITY OF LEEDS

BREATHE SLOWLY, LOWER YOUR BODY TEMPERATURE, SLOW YOUR METABOLIC RATE AND SET YOUR PC TO HIBERNATE

Hibernating your computer each night during the week and shutting it down at the weekend will reduce our carbon footprint.

See what you can do italladdsup.leeds.ac.uk/computers

*Windows 7 users should select the 'Sleep' option.

IT ALL ADDS UP

UNIVERSITY OF LEEDS

Overview of the market

The main challenge that the 'it all adds up' campaign had to overcome was the entrenched attitude/behaviour of the University community regarding energy consumption. Another big challenge was the transient student population. With about 10,000 new students every year, the campaign had to be ongoing to reach the entire community again and again in order to ensure achieving the communal carbon reduction goal.


A mix of old and new building stock also poses an obstacle in the way that heating and lighting in the older buildings is not automated and will therefore not automatically turn off. Similarly with older buildings (particularly those that are listed) it is often not possible to insulate or double glaze. Also, a large amount of scientific equipment needs to be constantly switched on, representing a major part of the energy bill.

Project launch date

The first theme of the 'it all adds up' campaign was launched on 15 October 2011, with ongoing campaigns addressing specific themes since then.

Size of the design budget

The launch budget was £25,000, with an additional budget for sub campaigns of £16,000, resulting in a total design budget of £41,000.




1284


Why switch off?

If we took the opportunity to turn off unnecessary lighting in work hours we could save this many tonnes of CO2 a year.

Can we count on you?
italldsup.leeds.ac.uk/lighting

**IT
ALL
ADDS
UP**


UNIVERSITY OF LEEDS



Outline of the design solution

Appetite organised a workshop with key stakeholders within the University to understand the aims of the University's Carbon Management Plan (CMP), what had been achieved to date and which areas the campaign might be able to affect through behaviour change.

The rather limited budget had already been determined so a creative solution was required to generate a budget-exceeding amount of visibility and PR.

In addition, there was also the risk of a potential backlash that could arise from a conspicuous campaign asking people to reduce their energy consumption. The University team carefully calculated the carbon use and cost of every element of the campaign so that it could easily be justified as a return on investment.

The design solution has always been considered in conjunction with creative media solutions to ensure that each stage of the campaign remains fresh and connects well with the target audience.

The initial campaign is also the one that raised the most awareness according to the survey findings (Leeds University, 2012). The 'Big Numbers' campaign kicked off with a teaser stage; over an October weekend, large numbers appeared in all the key traffic and high visibility areas of the campus to ensure exposure to the entire community. The key feature was an 'installation' of over 30m in length made up from several tonnes of straw bales (for later recycling). Also, there were giant number cubes of over 2m high, numbers on the windows of walkways, bicycle cages, pavements and on grass areas around the campus.

As anticipated, this campaign generated a huge amount of awareness, securing radio airtime, provoking rampant twittering, newspaper coverage and much speculation. After several days, banners and posters appeared near the installations with the words 'it all adds up' – followed a couple of days later by an explanation, the University population is a big number and together we can make a difference.

The launch was followed immediately by a subsequent theme: lighting reduction. Overnight, the materials used for one of the 'Big Numbers' installations were reconfigured to a giant light bulb, appearing in one of the main university thoroughfares.

Each of the following sub themes since has also had a strong connection to the creative numeric heart of the campaign.

The overall campaign design was based on distinctive colours and typography to appeal to the diverse and multi-cultural audience. Subsequent themes of the campaign include measurement, feedback and crucially a direct connection to the academic output of the University.

(word count 408)



Summary of results

Decrease in carbon output

Over the 2011 Christmas break the 'It all adds up' campaign managed to significantly influence the staff and student behaviour as to decrease electricity consumption. During the 11 day shutdown there was a decrease of electricity consumption representing £29,000 / 217 tonnes of carbon.

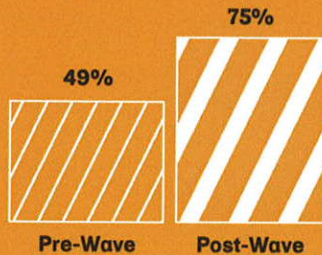
Over the 2012 Easter break, £15,000 was saved on electricity compared to average weekend consumption; this translates into a decrease in carbon output of 112 tonnes.

Return on investment

The 'it all add up' campaign has demonstrated the impact and effectiveness of design in bringing about behaviour change and as such represents a significant return on investment ensuring that the campaign will continue as a key component in the delivery of the CMP.

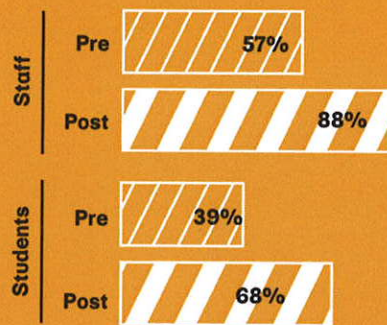
Increased awareness

The 'it all adds up' campaign has increased the level of awareness by 26%, to a total of 75% (Leeds University, 2012).



Awareness has improved significantly in both staff and student audiences, with student awareness almost doubling (Leeds University, 2012).

Recall of communications has also increased dramatically by 29% with students and 31% among staff.



Improvements in student and staff behaviour

Since the launch of the 'It all adds up' campaign the website has had 15,286 unique visits (Leeds University, 2012).

<http://italladdsup.leeds.ac.uk/>

In addition, the individual willingness to help reduce energy consumption and thus carbon emissions has increased by 25% to a total of 99%. (Leeds University, 2012).

	Pre-Wave	Post-Wave
Base Total Sample	309	336
	%	%
Very likely	54	90
Quite likely	20	9
	74	99

Continued commitment and reinvestment

Due to its raised awareness and measurable savings, the campaign has ensured continued commitment from the University with a monthly provision to develop further campaign themes on an ongoing basis. Currently in development are campaigns for use of air conditioning and a summer shut down campaign targeting academics.

Individual Willingness To Help Reduce Energy Consumption

99%

"We didn't think that design could have such an impact so quickly – a great result."

Brian Ford
Head of Capital Development
University of Leeds

Other influencing factors

As part of the CMP, the University of Leeds had already embarked on other measures to support the carbon decrease;

- New heating system & controls
- Building fabric improvements
- Updating the combined heat & power stations
- Improving the efficiency of laboratory space

However, because the data provided for this entry is based on measurements for short periods of time, it can be concluded that the other influencing factors will not have influenced the decrease in carbon output since nothing would have changed during the measured period.

In addition, there have also been local, national and international campaigns to create awareness on carbon reduction;

Local

Low Carbon Cities Programme. 'Leeds is to be one of three cities taking part in the government's Low Carbon Cities Programme' (Leeds Initiative, 2012). This initiative started in 2006 and it can therefore be that assumed it has not contributed to the effect of the 'it all adds up' campaign.

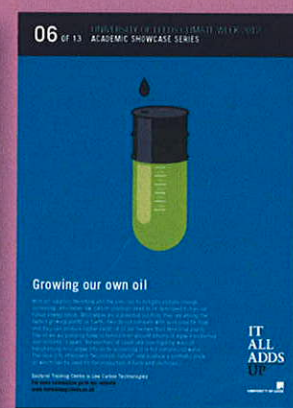
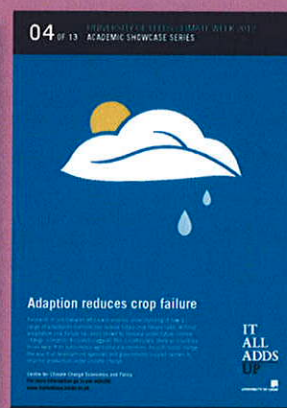
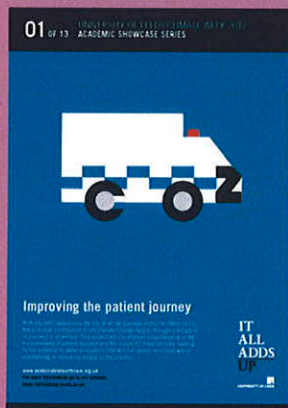
National

Zero Carbon Britain 2030. Zero Carbon Britain 2030 is an ongoing campaign aimed at carbon reduction in the UK. The 2030 edition is the second phase of the initiative, which was launched in 2010 but did not influence the 'it all adds up campaign' since the programme was ongoing from the first phase (Centre for Alternative Technology Charity Limited, 2010).

UK Low Carbon Transition Plan. The UK Low Carbon Transition Plan is a national strategy for climate and energy by the UK government (Crown Copyright, 2009). Since this plan was presented to the parliament in 2008, it is reasonable to assume it has not influenced the effects of the 'it all adds up' campaign.

International

10:10, cutting carbon 10% at a time. This initiative originated in 2010, aiming to motivate as many people/organisations/schools etc. as possible to reduce individual carbon emissions by 10% a year (10:10, 2012). This is an ongoing programme which started in 2010 and it is can therefore be assumed that it has not contributed to the effect of the 'it all adds up' campaign.



A campaign theme linking the University's environmental impact and sustainability research to the 'it all adds up' campaign

Research resources

10:10 (2012) 10:10, Cutting carbon 10% at a time [Online]. Available at: <http://www.1010global.org/uk/> (Accessed 4 July 2012)

Centre for Alternative Technology Charity Limited (2010) Zero Carbon Britain, a new energy strategy [Online]. Available at: <http://www.zerocarbonbritain.org/> (Accessed 3 July 2012)

Crown Copyright (2009) The UK Low Carbon Transition Plan, National strategy for climate and energy [Online]. Available at: <http://centralcontent.fco.gov.uk/central-content/campaigns/act-on-copenhagen/resources/en/pdf/DECC-Low-Carbon-Transition-Plan> (Accessed 4 July 2012)

Leeds Initiative (2012) Low Carbon Cities Programme [Online]. Available at: <http://www.leedsinitiative.org/environment/page.aspx?id=1272> (Accessed 3 July 2012)

Leeds University (2012) Leeds University Carbon Reduction Project, Summary of Pre vs. Post-stage Findings. Published on 22 June 2012 by The Cog (Accessed 5 July 2012)

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