



Australian Government

Department of Resources, Energy and Tourism

PREPARING FOR THE SECOND ASSESSMENT CYCLE

LESSONS LEARNT AT THE 2011 EEO WORKSHOPS



Energy Efficiency
Opportunities

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INTRODUCTION

Each year, the Energy Efficiency Opportunities (EEO) Program holds a nationwide series of workshops. In addition to providing updates on EEO policy and program issues, industry representatives are invited to share their experiences of the EEO Program with colleagues and government.

In September 2011, the annual EEO workshops were held in Brisbane, Sydney, Melbourne, Adelaide and Perth. A range of industry speakers were in attendance at these events, providing insights into what their companies have learnt over the first five-year cycle of the EEO Program.

This document captures some of the key lessons which companies have identified to support their planning for the second EEO assessment cycle.

Key themes that emerged include:

- how to more effectively develop leadership and senior management support (pp. 4–5)
- building staff awareness and engagement in energy efficiency (pp. 6–8)
- adopting a continuous improvement approach to energy data and analysis (pp. 9–11)
- tips for getting projects implemented (pp. 12–13)
- planning for the second EEO assessment cycle (pp. 14–15).

These themes were drawn from examples, suggestions and quotes from speakers and workshop participants. Workshop presentations and additional capacity-building materials, which expand on these themes, are available on the EEO website.

Participating companies and consultants can use this document to get new ideas about how to prepare an effective Assessment Plan and how to maximise the effectiveness and benefits of EEO assessments. However, its aim is to share industry experience rather than provide specific guidance on EEO compliance requirements. It should therefore be read in conjunction with the EEO legislation, industry guidelines and other EEO resource materials.



DEVELOPING LEADERSHIP AND SENIOR MANAGEMENT SUPPORT

The 2011 EEO workshops reinforced the critical role leadership plays in building support for effective EEO assessments.

Some companies represented at the workshops had strong senior management support in place from the start of EEO assessments. In many others, the personnel responsible for energy efficiency have had to progressively build senior management support over the course of their assessments.

One of the ways they have achieved this is by providing regular information to management on the strategic drivers, risks and business benefits of energy efficiency and the performance of their company relative to other companies.

The dynamic nature of energy efficiency as a business issue, has meant that many companies have needed to continuously monitor and respond to changes in the wider business environment. These changes include rising energy prices, increasing customer and investor expectations and the introduction of the Clean Energy Future legislative package. Regular updates have provided an opportunity to brief senior management on the business risks and opportunities arising from these changes.

'In the last five years we have seen a far greater level of interest in energy efficiency from many of our stakeholders including tenants and investors. Last year at our annual general meeting, the first question that was asked of our CEO was about the NABERS ratings of our buildings and how our portfolio would be performing on energy efficiency and sustainability issues in the future.'

Adrian Michaels

Manager Sustainable Building Operations, Mirvac Asset Management – Commercial Sector Workshop, Sydney

Key Element 1 of the EEO Assessment Framework, **Leadership**, requires companies to establish senior management support for assessments and to ensure that sufficient resources are available to conduct assessments.

An important way for companies to demonstrate leadership and support for energy efficiency is to **develop and communicate policies and plans** that describe the organisation's commitment to energy efficiency and the way in which improvement will be achieved. As Mick Zeljko from Macarthur Coal explained, these provide clear direction and help to build support for EEO:

'Early in the process we had an energy management policy and plan signed by the then Board. It outlined corporate and site commitments to energy reduction and what we were going to do to meet them. This allowed all of our communications to come from the top, which we found really important. Energy statements put out from the then COO and CEO were very important in getting the message out there and talking about what needed to be done.'

Mick Zeljko

GM Carbon and Energy, Macarthur Coal – Day 1 Workshop, Brisbane



Some companies have also found that corporate level energy teams and/or board committees can act as a regular forum to update senior management and to obtain their input into planning issues.

Having an energy efficiency champion within the executive team can also be useful in getting support from other senior managers. A workshop participant in Perth reported that their senior management champion had met with other managers to explain the importance of energy efficiency and to discuss with each of them how they could provide support during the EEO assessment. The lesson learnt was that '... you shouldn't hold back from asking other people for help—especially when they are influential!'

Matea Čehovin from Amcor explained that building senior management support involved more than just getting the CEO on board:

'We have good support from the CEO but in the second cycle we would like to get key senior divisional staff more involved in EEO. We expect that by promoting what we have achieved to date and briefing them on the benefits at the divisional and company level then we will get more support for projects that have not yet been funded or implemented.'

Matea Čehovin

Sustainability Business Analyst, Amcor Australasia – Day 1 Workshop, Melbourne

Box 1: Suggestions made by workshop participants to improve leadership and senior management support in the second EEO Assessment Cycle

- Brief management on the business case for energy efficiency in your organisation. Include compliance and reporting requirements, implications of the carbon price, projected energy prices and the interests of key stakeholders including customers and the community. Describe the business benefits achieved through energy efficiency in your organisation and/or by competitors.
- Schedule regular briefings to keep senior management informed—some companies have energy efficiency as a standing agenda item for senior management meetings.
- Work with senior management to determine the ways in which they can reinforce support for energy efficiency in the business through policy, management meetings, a senior level committee and/or other communication approaches.
- Verify the savings and other business benefits achieved from projects to demonstrate the benefits achieved through energy efficiency.
- Communicate actions senior management have been taking to demonstrate leadership; such as communication of their perspectives on energy efficiency through newsletters, conferences and face-to-face meetings.
- Provide support for the development and monitoring of energy efficiency performance targets.
- Nominate a senior manager to act as a sponsor of the company's EEO or energy efficiency program. The sponsor's role is to inform and engage other senior managers on energy efficiency.
- Brief senior management using information that will attract their attention, such as current and future energy costs as a proportion of operating costs.



BUILDING STAFF AWARENESS AND ENGAGEMENT IN ENERGY EFFICIENCY

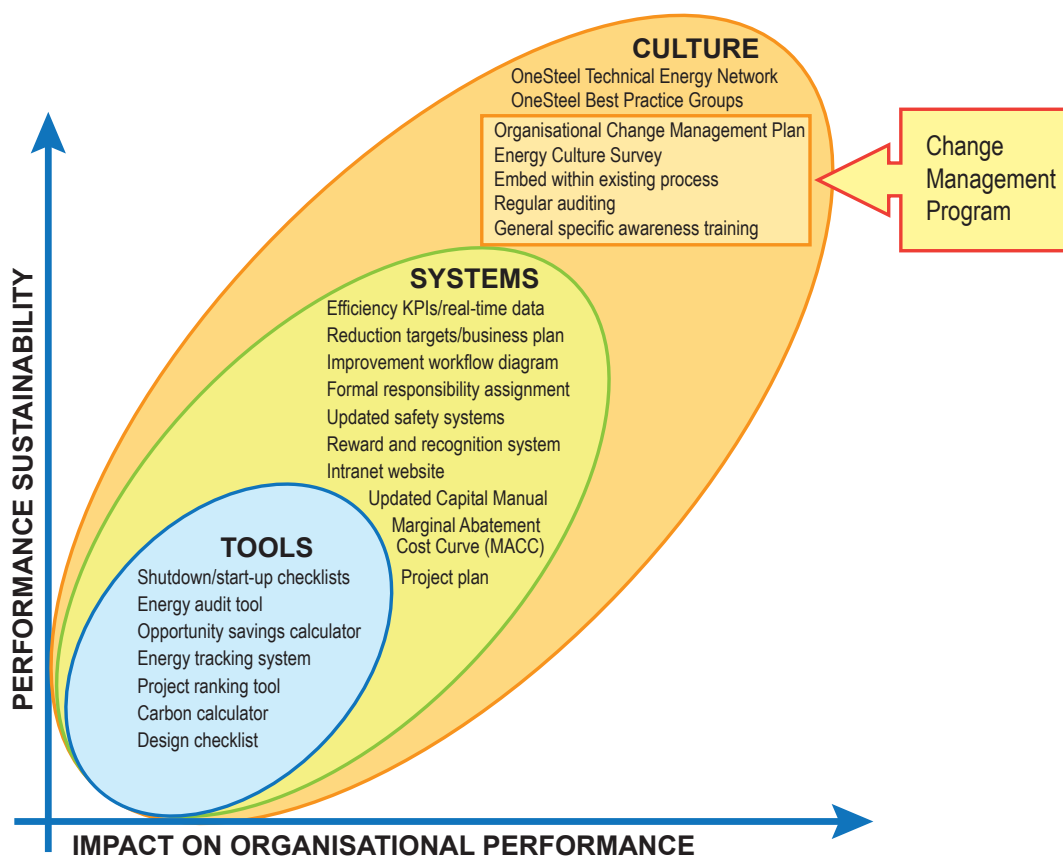
Developing staff awareness and engagement in energy efficiency is a process of continuous improvement.

Company representatives described a range of techniques that have helped them to meet the requirements of Key Element 2 (People) and Key Element 6 (Communicating outcomes). Many plan to build on their achievements to date by using a range of approaches in the second cycle, some of which are outlined below.

OneSteel has used the EEO program as a foundation to support a suite of cultural change initiatives that aim to build awareness and support for energy efficiency right across the business. Initiatives include:

- an energy culture survey to understand how staff view energy efficiency and where they see opportunities for improvement
- an ongoing process to embed energy efficiency into the business through standard operating procedures, job descriptions and key performance indicators (KPIs).

Figure 1: OneSteel's 'three-tier' approach to energy efficiency improvement



Staff members with responsibility for the EEO program have played a key role in working with communications, marketing and other staff in their organisations to build energy efficiency awareness and engagement.

'Our energy efficiency change management program has helped us to achieve further engagement across the business—from management to the shop floor. We have seen additional energy reductions with little to no capital spend and, most importantly, we are working towards ensuring that the results are sustained longer term. Our approach to energy management was developed and is now governed by our OneSteel technical energy network, which has representatives from every business within our manufacturing division.'

Michelle Woolnough

Principal Energy Efficiency Engineer, OneSteel – Day 1 Workshop, Sydney

Regular and frequent communication is a common characteristic of successful communication programs.

Communication strategies described by OneSteel and other presenters included:

- notice boards
- toolbox talks
- calendars
- video clips
- competitions
- posters
- staff training.

Simplot plans to use training programs to build support and understanding of energy efficiency across its organisation:

'In our business, production planners can really have an impact on energy efficiency. There are a lot of opportunities there but they need to know the consequence of their actions. So we are developing training programs for them and a range of other middle managers in our business that will help us.'

Graham Bryant

National Environment Manager, Simplot – Day 1 Workshop, Melbourne

Companies frequently use teams as a means of bringing together the diverse skills, expertise and influence required to successfully improve energy efficiency.

Many have learnt how they can improve the effectiveness of these energy teams. Simplot for example, looks for a good mix of people from the different functional areas of a site, as well as people that are enthusiastic and have an interest in progressing energy efficiency.

Buckeridge Group of Companies (BGC) has found that smaller teams can be more efficient and effective than larger teams.

'We found that teams of five or so with corporate coordination can be most effective. But it doesn't stop with that little team of five; they go out and leverage many other resources within their divisions.'

Carl Barrett

Group Risk and Sustainability Manager, BGC – Manufacturing Sector Workshop, Melbourne

Operational staff members are essential for assessments but they may be difficult to involve due to the focus of their work and their significant workloads. Presenters such as Eric Hill from Gold Fields found that it was essential to understand the work that operational staff members are involved in and to relate energy efficiency directly to their concerns.

'There is nothing more frightening than going into a meeting room with a bunch of miners at six in the morning and talking about energy efficiency ... I'd rather face the Board! But this is where it all happens—you have to engage with these core people on site.'

'For example, we always talk to surveyors about bench movements, ore movements and how projects are going; whether it's a diesel additive or a new set of tyres or re-aligning a haul road. These guys are integral to making sure your projects are implemented and accurately reported.'

Eric Hill

Coordinator: Sustainability (Energy), Gold Fields Ltd – Mining Sector Workshop, Perth

Despite significant energy efficiency improvements at Amcor achieved in the first cycle the energy team expect the second cycle to provide a good opportunity to build further awareness and support from divisional management and other staff across the organisation.

'Communication of our energy efficiency achievements at site level and across all divisions will be an important focus during our next assessment cycle. We expect this to increase the number of additional projects that are funded. Another benefit is that this will help us to continue building staff pride and ownership of the projects, making it easier for them to be sustained.'

Matea Čehovin

Sustainability Business Analyst, Amcor Australasia – Day 1 Workshop, Melbourne

Box 2: Suggestions made by workshop participants to build staff awareness and engagement in energy efficiency in the second EEO cycle

- Develop strategies to engage staff members that have not shown strong interest and support for energy efficiency in the first assessment cycle. Get their input through the process of developing the Assessment Plan (see section 5).
- Work with the Human Resources Department to include energy efficiency responsibilities in job descriptions.
- Incorporate energy-related Key Performance Indicators (KPIs) in performance management systems.
- Develop a communications strategy that includes face-to-face contact with key people as well as company-wide communications.
- Communicate in a language that is relevant to the stakeholder group.
- Relate energy performance to site/shareholder specific motivators.



ADOPTING A CONTINUOUS IMPROVEMENT APPROACH TO ENERGY DATA AND ANALYSIS

Obtaining good quality data remains a challenge for many companies. Some companies found that while they had a lot of data to work with, it was not always in the right format to support opportunity analysis. In other cases there was insufficient data or it was not accurate enough.

Insights from the first five year cycle indicate however that companies are learning how best to use the data they have, and that improved energy data and information systems will allow them to conduct more detailed analysis during assessments in the second EEO assessment cycle.

A common conclusion was the need for a more systematic approach to the collection and analysis of energy data.

This has a number of benefits, including the ability to meet internal and external reporting requirements more efficiently and to identify and evaluate opportunities more effectively.

'We had people out there collecting the same data three times—for National Pollutant Inventory reporting, National Greenhouse and Energy Reporting and EEO—seeing the same eight people pull the same sort of stuff together. So it's all coming together now; anyone who needs it can come to the one place and pull it all out and it's comprehensive and it's easy to use.'

Mick Zeljko

GM Carbon & Energy, Macarthur Coal – Day 1 Workshop, Brisbane

Key Element 3

Information, data and analysis, requires companies to ensure that they have sufficient data and conduct rigorous analysis to identify and evaluate energy efficiency opportunities.

Gathering energy data and conducting analysis is an iterative process that involves working with the data that is available to identify opportunities before carefully assessing the need for additional data.

The benefits of adopting what was termed a 'progressive approach' include:

- reduced upfront costs and more targeted investment by ensuring that data requirements are more completely scoped
- the ability to gain useful insights and opportunities from existing data that may be lost if a data set is too complex at the outset
- through the implementation of projects and demonstrating the benefits of energy efficiency, companies can help justify the investment required to gather more detailed data or to conduct more sophisticated analysis.

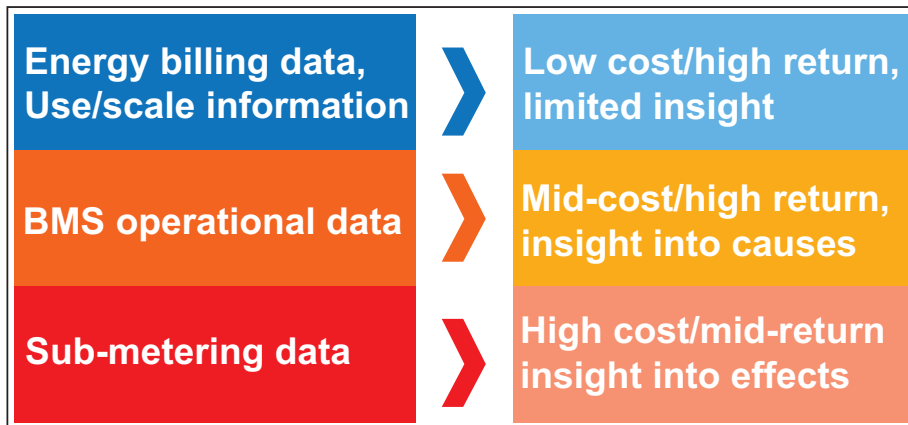
Paul Bannister from Exergy Consultants presented a case study that described this process in a building that was jointly owned by Australand and Colonial.

The commercial office building had been completed in 2004 and was rated at 2.5 stars on the NABERS rating system. Basic analysis of energy billing data and data available from the Building Management System was used to identify opportunities. When these were implemented the building was rated as 4 stars but the client wanted further improvement. This led the consultant to conduct detailed analysis of the sub-metering data, which helped identify further opportunities and enabled the building to achieve a 4.5 star rating.



This case study demonstrates that basic data is still very useful for identifying opportunities. However, following this up with the evaluation of detailed data over time can deliver even more savings (Figure 1, below).

Figure 1: A progressive approach to energy data analysis



Mark McKenzie from Rare Consulting explained how a progressive approach is useful in the transport sector:

'Many transport companies have data on total diesel use with a view to recovering a fuel tax credit, particularly in the road haul area. But in order to understand where the energy is being used within a fleet, including which vehicles and applications account for most of the consumption, it is important to look at the entire fleet and categorise it into segments.'

'In one case we found 21 different segments based on vehicle types and duty cycles. Eight of these segments accounted for over 90% of the energy use so we were able to focus our analysis on those segments rather than get sidetracked in areas where the energy savings wouldn't be as large.'

Mark McKenzie
Managing Director, Rare Consulting – Transport Sector Workshop, Melbourne

Although sub-metering is an ideal way of gathering detailed energy data it is not the only option. Michael Pecar from Foster's explained how simulations of 'ideal' performance could be used to identify opportunities:

'In wineries, 60% of the refrigeration load can occur in a three-month window which makes metering difficult to justify. We found that we were able to simulate what the loads would be rather than measure them. We could then compare the simulation with actual data.'

Michael Pecar
Services and Infrastructure Capability Manager, Foster's – Manufacturing Sector Workshop, Melbourne

Presenters reported that KPIs are being used to assess progress towards an energy target, forecast and budget future energy use, and establish management and team accountabilities through performance management systems.

KPIs can be used to identify opportunities by reviewing trends and comparing performance against comparable periods (weekly, monthly, quarterly or yearly) and ideal performance.

Care needs to be taken in developing and using KPIs however. Lionel Pero from Downer EDI Mining explained that the KPI traditionally used in the mining industry - litres per bank cubic metres (BCM)—did not account for the many different variables that influence energy use on mine sites.



Downer EDI Mining developed two new KPIs:

- GJ/tonne-km for haul trucks, water trucks and graders
- GJ/tonne material moved for excavators, dozers and ancillary plant.

These have a range of benefits, as Lionel Pero explained:

'We can now track our projects' greenhouse gas emissions and energy consumption on a monthly basis with greater confidence. Our KPIs display each project's performance against annual targets on a dashboard. The tools that we have developed help us in forecasting and planning, provide insights to business improvement initiatives and enable us to test different efficiencies and abatement options to reduce carbon tax liabilities.'

Lionel Pero

Manager Greenhouse & Sustainability, Downer EDI Mining – Mining Sector Workshop, Perth

At Pacific Aluminium, energy-related KPIs have been established at a number of different levels across operations. Many are used to review energy performance on a daily basis.

Zoe McIntyre explained the importance of ensuring that KPIs established at an operational level reflect the ability of a crew to influence them:

'You've got to be careful not to bombard everyone with too many metrics because they will stop paying attention to them. We have worked with our crews to identify what is controllable at their level. For example, in the billet furnaces, the crew control the amount of scrap that they have going back through the furnace. The billet scrap rate is reviewed in the crew's daily meeting. Ultimately, their performance will contribute to the site level energy target but the important thing in setting and communicating KPIs at that level is that they focus on what the crews can actually control.'

Zoe McIntyre

Principal Advisor Greenhouse & Energy, Pacific Aluminium – Day 1 Workshop, Brisbane

A range of guidance material has been developed by the Department to support companies in conducting energy data analysis as part of their assessments. These include the *EEO Assessment Handbook*, the *Energy Savings Measurement Guide* and the *Representative Assessment Guide*.

Box 3: Suggestions made by workshop participants to get the most out of energy data and analysis in the second EEO assessment cycle

- Evaluate and verify the savings from implemented opportunities to demonstrate the benefits and to justify further investment in energy information systems.
- Invest in improvements to energy information systems prior to conducting assessments.
- Utilise improvements in data and monitoring systems established in the first assessment cycle to conduct deeper analysis into the areas that show potential for energy savings.
- Conduct analysis in key opportunity areas that were not investigated in detail in the first cycle.
- Use improved energy data to scope 'ideas' more thoroughly before designating them as 'opportunities'. This can streamline evaluation and reporting processes.
- Develop KPIs in collaboration with technical and operational staff to improve understanding of the different variables that influence energy use and to build support from the people that will have to use them. In doing this:
 - ensure that KPIs are normalised to account for the range of variables that influence energy use - no single number is perfect
 - use KPIs in combination (where appropriate) to understand energy use from different perspectives.
- Convey energy savings data in a way that has meaning for affected stakeholders; e.g. as a proportion of operational costs or proportion of profit.

GETTING PROJECTS IMPLEMENTED

Workshop presentations have confirmed the importance of conducting detailed, whole of business evaluations (as required in Key Element 4 – Opportunity identification and evaluation) when developing business case proposals for projects.

Workshop speakers also reinforced that even where a good financial return for a project was established, other actions could be taken to improve the likelihood of obtaining funding for a project, including:

- linking your project to current business priorities
- involving the right people
- identifying and communicating with decision-makers
- identifying project risks and developing strategies to manage them
- describing and quantifying all business costs and benefits
- considering a range of funding options (Box 4).

Malcolm Pollock from Gladstone Ports Corporation ran detailed trials with a technology supplier to test the feasibility of different options.

'We found that our dozers were spending around 30% of their operating hours idling to keep the air conditioning system going for the operator in the cabin. Rather than using an 850 horsepower engine to run the air-conditioning system we worked with a supplier to develop an alternative cabin cooling system than runs off a battery.'

'As well as the diesel savings achieved we have been able to reduce the operating hours of the machine, which significantly reduces maintenance costs.'

'The key lessons learnt about getting funding and support for this project were:

- *ensure the project has a champion who is there for the long haul*
- *try to keep employees involved with the suppliers in the design, manufacture, installation and maintenance of the system*
- *a small capital outlay can result in significant return on that investment.'*

Malcolm Pollock

Unloading Maintenance Superintendent – Mining Sector Workshop, Brisbane

Detailed energy modeling enabled Incitec Pivot to evaluate downstream impacts of an opportunity, and identify additional opportunities for improvement.

'The opportunity was to change the amount of energy that's transferred to the tubes by reducing the amount of energy that's transferred into the flue gas. We had some concerns about the impact on other aspects of the furnace, specifically the effect on downstream units and potential to increase energy use in other areas. To investigate this further we commissioned a mass and energy balance. That study revealed that a downstream coil was significantly underperforming—so another EEO opportunity was identified.'

'The key lessons learnt were that:

- *the business case for the opportunity was strengthened by detailed evaluation*
- *the study on downstream impacts revealed further opportunities*
- *involving the site team and accessing their knowledge was critical*
- *the benefits of the opportunity matched those predicted by the modelling.'*

Stephen Maule

Energy Engineer, Incitec Pivot – Day 1 Workshop, Brisbane

Box 4: Project funding options

The \$1.2 billion Clean Technology Program is part of the Australian Government's Clean Energy Future package. It provides incentives for business to reduce emissions and invest in clean energy through a suite of programs including the Clean Technology Investment Program, Clean Technology Food and Foundries Program and the Clean Technology Innovation Program. See www.cleanenergyfuture.gov.au/.

Low Carbon Australia provides financial solutions and advice to Australian businesses, government and the wider community to encourage action on energy efficiency practices. In partnership with service providers, LCA co-finances energy efficiency loans, operating leases, on-bill financing and Environmental Upgrade Agreements (EUAs). See www.lowcarbonaustralia.com.au/.

Centennial Coal developed an energy efficiency fund to support the implementation of opportunities identified through their assessments. The fund was set up to achieve several objectives:

- to deliver energy savings
- to streamline financing of energy efficiency projects
- to demonstrate to staff that the company was serious about improving energy efficiency and appreciated the efforts of staff involved in the assessments.

'We established an energy efficiency fund because we wanted to ensure that we could demonstrate our commitment to implementing opportunities as well as identifying them. This is an important part of acknowledging the valuable input of our own staff and our commitment to the community more widely.'

Mary-Anne Crawford

Group Environment Manager, Centennial Coal – Mining Sector Workshop, Brisbane

Box 5: Suggestions made by workshop participants to get projects implemented in the second EEO assessment cycle

- Verify the savings from existing EEO projects to demonstrate the business benefits.
- Re-evaluate projects identified in the first cycle that were rejected because they were just outside the four-year payback criteria. Rising energy costs and other variables may have an impact on the cost/benefit analysis.
- Consider establishing a stand-alone energy efficiency fund to streamline the process of obtaining funding for energy efficiency projects.
- Be informed and brief relevant internal staff on the external funding opportunities that are available to support the implementation of energy efficiency projects.
- Use the materials developed from the 'Business Case and Beyond' project to develop business case proposals. See <http://eex.gov.au/energy-management/the-business-case-and-beyond/>.
- Relate energy use and energy savings back to terms that stakeholders understand, e.g. proportion of operating costs or profit.



PLANNING FOR SECOND EEO ASSESSMENT CYCLE

At the time the workshops were held, many companies were preparing for the second five-year assessment cycle. Each of the industry presenters noted that maximising the business benefits of energy efficiency requires an ongoing, continuous improvement approach. The preparation of Assessment Plans for the second EEO assessment cycle was seen as a timely opportunity to review their approach and identify how they might maximise benefits from future assessments.

Many presenters considered the process of developing the Assessment Plan for the second cycle as an opportunity to consult with key staff and in the process to build awareness, engagement and support for energy efficiency.

An example was provided by one of the participants in the Perth workshop. The Assessment and Reporting Schedule for their first cycle was developed by the corporate environmental team, who also did a lot of the legwork to progress assessments. This often led to closed doors and difficulties getting the resources for implementation. During the second cycle the company is planning to get divisions to develop their own Assessment Plans, which will help to build ownership for EEO at an operational level.

In the second EEO assessment cycle companies will allow more time for assessments.

A number of companies found that assessments took longer to complete than they had anticipated when putting together their Assessment Plan for the first cycle. This was often due to unforeseen business issues as well as the need to spend more time improving energy management systems and gathering energy data.

Some companies also stressed the importance of timing assessments to align with business cycles and site needs.

Some presenters see the second cycle as an opportunity to try alternative approaches, such as representative assessments, working in collaboration with suppliers or incorporating assessments into the design of refurbishment projects.

News Limited intend to explore the benefits of representative assessments in a range of applications:

'We've done a few audits that have turned out to be repetitive, for example for office environments. We'll be using a lot more representative assessments in the second cycle and I think that'll be very good for us. We'll be asking people to review audits we've already done for their small sites and to identify what's different, so I think it'll be a very engaging review process.'

Dr Tony Wilkins

Manager, Environment and Climate Change, News Limited – Day 1 Workshop, Sydney



Many workshop participants had identified gaps in their energy management systems and had addressed these during the first assessment cycle. **They see the second cycle as an opportunity to expand the use of these systems and to target their assessments more effectively.**

BGC, for example, is exploring ways to improve efficiencies by sharing information across the organisation:

'Now that our divisions have had their first exposure to EEO, we expect the second cycle to be easier and to deliver more results. We've got in place a much better data management system so we expect to be able to interrogate that to identify new opportunities.'

'In the first cycle each division tended to operate in isolation from the others. We are thinking through how we can better sequence and run the assessments so that information and experience is more effectively shared across the divisions to further streamline the process and improve the outcomes.'

Carl Barrett

Group and Risk Sustainability Manager, BGC – Day 1 Workshop, Melbourne

These and other suggestions for using the Assessment Plan to maximise the benefits of the second EEO assessment cycle are outlined below.

Box 6: Suggestions made by workshop participants about effective planning to help maximise the benefits from the second EEO Assessment Cycle

Use the development of the Assessment Plan as an opportunity to:

- learn from the first cycle—what worked and what didn't
- brief and involve personnel that were difficult to engage during the first cycle
- align with related planning processes such as those associated with business improvement, sustainability or climate change strategy
- get the people who directly manage energy performance to be involved in the preparation of the Assessment Plan
- take a holistic approach; consider every aspect of the assessment framework up front
- consider how you are going to do things, not just what you are going to do.

When developing the detail of the plan consider:

- allowing more time to complete assessments to account for:
 - potential business disruptions
 - implementation of improvements to energy information and/or other energy management systems.
- appropriate timing for individual sites including:
 - their business cycles and strategy
 - whether there is a refurbishment or other opportunity that the assessment can contribute to
 - how the outcomes from an assessment on a high performing site might provide useful input to subsequent site assessments.
- consider modifying your assessment approach, for example by:
 - using Representative Assessments
 - conducting an assessment as part of a refurbishment process
 - assessing energy use across the supply chain
 - streamlining internal energy management systems.

