



**EAST MIDLANDS REGIONAL ASSEMBLY  
PROMOTING SUSTAINABLE DEVELOPMENT GROUP**

**8 November 2005**

10am at Queens Building, De Montfort University, Leicester City Centre

(go to [http://www.dmu.ac.uk/aboutdmu/campuses/maps/leic\\_campus.jsp](http://www.dmu.ac.uk/aboutdmu/campuses/maps/leic_campus.jsp) for location map - building no. 27)

**AGENDA**

1. Apologies and Notes from Previous Meeting
2. Annual Report and Work Programme\*
3. Evaluation of East Midlands Expo 2005\*
4. Behavioural Change\*
5. Project updates:  
Climate Change; Public Procurement; Sustainable Design Competition
6. Regional SD Champions - discussion with Scott Ghagan, Secretary UK SD Commission
7. Any Other Business
8. Date of Next Meeting

*\* Report attached*

**MINUTES OF  
PROMOTING SUSTAINABLE DEVELOPMENT GROUP MEETING  
HELD ON 9<sup>TH</sup> SEPTEMBER 2005 AT CENTER PARCS HQ, OLLERTON**

**Present:**

Simon Drury (Chair)	Center Parcs Ltd
Jonathan Harris	Regional Public Health Group
Clark Field	EMFEC
Bettina Lange	EMEL
Paul Fleming	De Montfort University
Nick King	Environment Agency
Keith Melton	Institute for SD in Business, NTU
Yvette Dearden	EMRA
Helen Chadwick	EMRA

**Apologies**

Diane Whitehead	GOEM
Nick Brown	Nottinghamshire County Council
Sally Gill	Sport England
Tony Marmont	Beacon Energy
Alan Smith	Groundwork East Midlands
Hugh Fenton	Scott Bader Ltd

*It was noted that Andy Barron has left emda - Anthony Payne/AB's replacement will be attending the PSD Group meetings in future*

<b>1.</b>	<p><b>Minutes and Matters Arising from Previous Meeting</b></p> <p>The minutes from the previous meeting were agreed</p> <p><b>Action Points from Previous Meeting -</b></p> <ul style="list-style-type: none"> <li>• <b>SD/YD to meet to finalise work programme prior to next meeting of the Group</b> SD/YD confirmed that the work programme has been completed</li> <li>• <b>YD to approach EMRLGA to seek involvement in PSD Group's work</b> YD confirmed that she has approached EMRLGA re their involvement in the PSD Group's work on sustainable procurement.</li> <li>• <b>ALL to consider most effective ways of engaging and communicating with local authorities</b> It was agreed that communities as a whole need to be engaged. PF felt this should be done on a regional basis and that existing groups should be used as communication channels.</li> </ul>
-----------	---

	<ul style="list-style-type: none"> <li>• <b>NK/JH to provide summaries of the future work programmes in relation to climate change and procurement steering groups</b></li> </ul> <p>Reports were tabled</p>
<b>2.</b>	<b>Annual Report and Work Programme</b>
	<p>YD introduced the draft Annual Report and Work Programme– will be presented to the next meeting of the Regional Policy Board on 29<sup>th</sup> September. SD/YD attending.</p> <p>The Group discussed the report and agreed the following comments:</p> <ul style="list-style-type: none"> <li>• Para 6.3 – expand to emphasise cross linking/networking and interdisciplinary nature of group</li> <li>• Membership - biographical information was requested from each member of the group, including role on the group.</li> <li>• The role of the procurement group was agreed to reflect JH's tabled report</li> <li>• Showcasing good practice, procurement and behavioural change sections – expand to emphasise importance, linkages and added value of work areas</li> <li>• Climate change – the region needs to be ready to bid into defra climate change communications fund when it is announced</li> </ul> <p>The following actions were agreed:</p> <ul style="list-style-type: none"> <li>• <b>Members of the group to provide biographical information to YD by 16<sup>th</sup> September</b></li> <li>• <b>YD to revise Annual Report and Work Programme in light of Group's comments</b></li> </ul>
<b>3.</b>	<b>Membership of Group</b>
	<p>The need to re-shape the membership of group was agreed as the business sector is currently under-represented</p> <ul style="list-style-type: none"> <li>• <b>SD to contact Severn Trent and speak to CBI to identify new members for the Group</b></li> <li>• <b>KM to approach food industry contacts</b></li> <li>• <b>SD/YD to revisit sector and geographical balance of group membership, including Regional Assembly Members</b></li> </ul>
<b>4.</b>	<b>Public Procurement</b>
	<p>Jonathan Harris tabled and presented a report to the Group. He proposed that the remit and membership of the procurement steering group be revised in order that it becomes an 'umbrella' for the various regional initiatives.</p> <p>The Group approved the revised remit of the sub-group</p>
<b>5.</b>	<b>Climate Change</b>

	<p>A report from the Climate Change Steering Group - outlining the work plan for 2005 – 06 - was discussed and agreed by the PSD Group.</p> <p>It was agreed that behavioural change plays a key role within this work area and that this should be discussed in more detail at the next meeting.</p> <p><b>NK to follow up funding possibilities with DW.</b></p> <p><b>YD to provide website link to Futerra report:</b>  <a href="http://www.defra.gov.uk/environment/climatechange/02.htm#ccc">http://www.defra.gov.uk/environment/climatechange/02.htm#ccc</a></p>
<b>6.</b>	<b>UK SD Infrastructure Project Update</b>
	<p>YD updated the group on progress to date. The UK SD Commission is considering a report at its meeting on 20<sup>th</sup> September.</p> <p>It was agreed that the Secretary of the UK SD Commission be invited to the next PSD Group to share ideas on what the PSD Group feels works well and the SD Commission's proposals and recommendations on the way forward.</p>
<b>7.</b>	<b>East Midlands EXPO 2005</b>
	<p>KM outlined the plans for the Expo to be held on 29 September at Pride Park Stadium:</p> <ul style="list-style-type: none"> <li>• In final stages of the organisation for the day</li> <li>• It was going to be a very ambitious day</li> <li>• Expecting 500+ people</li> <li>• There are a wide range of groups and businesses holding workshops and meetings at the event</li> </ul> <p>SD thanked KM and YD for all their efforts</p>
<b>8.</b>	<b>Any Other Business</b>
	<p>PF highlighted the DTI Global Watch Mission Seminar for the Group's information.</p> <p><b>PF to provide HC with electronic copy for website.</b></p>
<b>9.</b>	<b>Date of Next Meeting</b>
	<p>The next meeting of the PSD Group will be held at 10am on 8<sup>th</sup> November at the Queens Building, De Montfort University, Leicester City Centre. Main items on agenda to include evaluation of EXPO and Behavioural Change</p> <p><b>YD to circulate BL/Terry Miller's paper with reports for next meeting</b></p> <p>Future meeting date also set for 10am on 8<sup>th</sup> February at EA Trentside Offices, Nottingham</p>

# **EAST MIDLANDS REGIONAL ASSEMBLY**

## **PROMOTING SUSTAINABLE DEVELOPMENT GROUP**

**8 November 2005**

**Item 2**

---

### **ANNUAL REPORT AND WORK PROGRAMME**

#### **1.0 Introduction**

- 1.1 At its previous meeting, the Promoting Sustainable Development Group discussed and agreed the content of its Annual Report and work programme up to September 2006.
- 1.2 Simon Drury and Yvette Dearden have since presented the Group's Annual Report and work programme to the Regional Policy Board at its meeting on 29<sup>th</sup> September for its agreement.

#### **2.0 Regional Policy Board Feedback**

- 2.1 The Board recognised the work of the Promoting Sustainable Development Group over the past year and agreed the work programme up to September 2006. It also agreed with Simon Drury and Yvette Dearden that the following additional points be included within the work programme:
  - The behavioural change area of work should include a third phase to evaluate and review what has worked well and what has worked not so well.
  - The 'Public Procurement' area of work should provide advice on model clauses to be included both at the specification and tender stages of a contract.

#### **3.0 Revised Work Programme**

- 3.1 In light of Regional Policy Board's comments, the revised Group's work programme is set out below – the additional points agreed by Policy Board are highlighted.

#### **4.0 Recommendation**

- 4.1 The Promoting Sustainable Development Group is asked to note the revised work programme.

Key Work Priority	Planned Activity
<p>To showcase good practice in sustainable development to businesses and other organisations.</p>	<p>Continue to establish East Midlands Expo as the annual regional sustainable development event of the year. Continue to ensure that the Expo addresses cross-cutting issues as highlighted in the Integrated Regional Strategy, for example the promotion of inclusion and equality and climate change.</p> <p>Continue to showcase case studies from around the region, for example by considering holding an Open Day when the success stories included on the Regional Assembly website open their doors.</p> <p>Develop and hold East Midlands Expo 2006 in September.</p> <p>Continue to ensure that showcasing good practice remains an integral part of the Group's activities, for example in helping to achieve behavioural change.</p>
<p>To develop a co-ordinated approach to sustainable public procurement in the region.</p>	<p>Undertake Phase 2 of the ongoing project: Establish a comprehensive picture of sustainable public procurement activity in the region; Establish a clear understanding of the current barriers faced by the public sector in sustainable procurement; and Disseminate the results of the findings.</p> <p>Refocus the steering group on becoming an umbrella for regional, sub regional and local initiatives and thereby providing these initiatives with a regional presence.</p> <p>Continue to build good working relationships and influence key senior officers within the public sector, for example by providing advice on model clauses to be included both at the specification and tender stages of a contract.</p> <p>Develop a new project to influence public sector clients to include sustainable construction</p>

	<p>techniques and low carbon initiatives within their Private Finance Initiative (PFI) contracts.</p>
<p>To promote and co-ordinate the mitigation and adaptation to climate change in the region, including the promotion of sustainable design and construction.</p>	<p>Map the region's key sectors in terms of climate change issues and develop specific actions and briefings for individual sectors;  Promote and support revision of Nottingham Declaration;  Enable regional stakeholders to share good practice; and  Agree the most effective model for a climate change partnership in the East Midlands;</p> <p>Continue to build good working relationships and influence key officers working within the climate change agenda.</p> <p>Ensure the region bids into the Defra climate change budget when it is announced.</p>
<p>To contribute towards a co-ordinated approach to influencing behavioural change and promote engagement in sustainable development issues.</p>	<p>Undertake Phase 1: 'Scoping Stage' to identify the most effective ways of changing behaviour on an individual, community and organisational basis. Include drawing together examples of activity from around the region, identifying main motivations and drivers and identifying barriers to changing behaviour.</p> <p>Initiate Phase 2: 'Devising a Regional Approach' to establish agreed principles and a common regional approach to securing behavioural change. Include identifying an appropriate set of initiatives that will add value at the regional level to help achieve behavioural change.</p> <p>Consider Phase 3: Evaluation and Review to establish what has worked well and what has worked not so well.</p>
<p>Other</p>	<p>Continue to support other activities and initiatives that contribute towards the Group's key work priorities.</p> <p>Continue to develop links with national government, the Sustainable Development Commission and European forums, where appropriate.</p>

# **EAST MIDLANDS REGIONAL ASSEMBLY**

## **PROMOTING SUSTAINABLE DEVELOPMENT GROUP**

**8 November 2005**

**Item 3**

---

### **EVALUATION OF EAST MIDLANDS EXPO 2005**

#### **1.0 Introduction**

- 1.1 East Midlands Expo 2005 was a joint initiative organised and promoted in partnership by the Regional Assembly Government Office and Environmental Industries Forum. It was held at Pride Park Stadium in Derby on 29 September and built upon the success of the Regional Assembly's Sustainable Development Expo 2004 and the Environmental Industries Forum showcase event.
- 1.2 After holding the first Expo in 2004, the Promoting Sustainable Development Group agreed that Expo 2005 should be a joint event with the Environmental Industries Forum showcase. Key reasons for this included avoiding duplication and recognising that more value could be added by combining the two events.
- 1.3 The Promoting SD Group and Environmental Industries Forum established an Expo steering group with representatives from the Regional Assembly, Government Office and Environmental Industries Forum. The steering group met regularly to agree the format of the day; develop the publicity leaflets to attract exhibitors and visitors; organise the event, in particular its exhibitors and visitors; run the event on the day; issue press releases; and ensure media coverage. Different members of the steering group took the lead role on each of these tasks.
- 1.4 The funding for the event came from the Regional Assembly, Government Office and emda. In-kind support was provided by the Environmental Industries Forum, Government Office and Regional Assembly.

#### **2.0 Format of the Event**

- 2.1 The Steering Group agreed early on in the planning process that the most effective way of ensuring adequate footfall was to hold a range of workshops and meetings on the day as well as the exhibition itself. The workshops held on the day were as follows:
  1. Setting the Environment Challenge – organised by EMRA

2. Beacon Councils Sustainable Energy – organised by Nottinghamshire County Council
  3. BEST Network Business Efficiency – organised by BEST Network
  4. WEEE and RoHS: Challenges and Opportunities: a practical approach – organized by ECO3 environmental consultants
  5. Social Enterprise: "Contracting with the Public Sector" – organised by Institute for Sustainable Development in Business
  6. Plugging into the Sun: Sustainable Energy Education – organised by The Schools and Homes Energy Education Project
  7. Sustainable Procurement in the Public Sector – organised by Institute for Sustainable Development in Business
  8. Latin America Roadshow: find out how your company can do business in Latin America – organised by UK Trade and Investment
  9. Climate Change Communications Workshop – organised by Environment Agency
  10. Supply Chain Workshop – organised by Center Parcs Ltd
- 2.2 Constructing Excellence also held their Sustainable Construction Conference at Pride Park Stadium on the same day, alongside the Expo.
- 2.3 Keynote addresses on the day were provided by Cllr David Parsons, Chair of East Midlands Regional Assembly; Russell Foster, Chief Executive of IEMA; Nigel Marsh, Company Head of Environmental Management at Rolls Royce plc and Penney Poyzer, presenter of BBC's TV programme 'No Waste Like Home'.

### **3.0 Publicity Leaflets**

- 3.1 Two publicity leaflets – one to attract exhibitors and the other for visitors - were produced, circulated and posted on websites. They were circulated to contacts and networks via the Government Office, Environmental Industries Forum and Regional Assembly.
- 3.2 The publicity leaflets explained the Expo, provided information about the workshops, the day's programme and booking/registration forms. Visitors were encouraged to pre-register for the day although this was not compulsory.

### **4.0 Media Coverage**

- 4.1 A series of press releases were issued prior to the event.
- 4.2 The press coverage included:
- 2 August, Derby Evening Telegraph
  - 4 August, Nottingham Evening Post
  - 13 September, Derby Evening Telegraph

- 30 September Derby Evening Telegraph – double page spread
- 8 October Nottingham Evening Post
- 14 October Dukeries Advertiser
- 14 October Newark Advertiser

4.3 The TV and radio coverage included:

- BBC East Midlands Today – ran a story throughout the day focused around the plug in car, 29 September 2005
- Saga Radio – covered the event and key messages, 29 September 2005
- BBC Radio Derby – Breakfast news, 29 September 2005

## **5.0 Exhibitors and Visitors**

5.1 There were between 500 and 600 people at the event, including around 70 exhibitors showcasing a wide range of activities that contribute towards improving quality of life in the region. These included East Midlands' businesses and schools, as well as organisations working within the public and voluntary sectors. The list of exhibitors who showcased their work on the day is attached as Appendix 1 for information.

5.2 The visitors to the event included Chris Heaton-Harris MEP, Alan Simpson MP, the Mayor of the City of Derby, Penny Poyzer - presenter of the BBC2 series No Waste Like Home, paralympian athlete Jenny Ridley and Clare Taylor - a member of the England Women's Cricket Team who recently won the Women's Ashes.

## **6.0 Competition for Schools**

6.1 To attract interest from young people the steering group also ran a competition for schools. Eco schools in the vicinity of Pride Park Stadium were particularly targeted although the competition was open to all schools in the region.

6.2 The schools were invited to produce a piece of work on an aspect of the environment that they would like to see preserved or improved. It was suggested that Primary and Nursery Schools produce a poster or a poem and that Secondary Schools produce a desk top display showing their school's vision of a better environment, or a song, poem or essay.

6.2 The display by Bowbridge Primary School (Newark) was judged to be the overall winner and was awarded a conducted tour of a convenient Woodland Trust for the winning class. The best primary and best nursery schools were Bowbridge Primary (Newark) and Bishop Lonsdale Primary and Nursery School (Derby) respectively, and each were given a free family short break at Center Parcs for the child the school decided had

made most effort. Simon Drury on behalf of Center Parcs also offered to host a day visit by a class from each school. Unfortunately no secondary schools participated on the day. Schools that took part were given 'Trafalgar Oak' saplings and certificates to mark the 200<sup>th</sup> anniversary of the Battle of Trafalgar, courtesy of the Woodland Trust.

## **7.0 Feedback**

7.1 The feedback from Expo 2005 has been very positive. Some of the comments made were:

"...The day offered excellent networking opportunities ..."

"It was a really well organised conference in a good location ..."

"I enjoyed a most informative, thought provoking and educational time."

"Everything went like clockwork and there was a real buzz about the place."

"...We were impressed by the number of exhibitors..."

7.2 A more detailed analysis from the feedback forms will be provided at the meeting.

## **8.0 Steering Group Evaluation**

8.1 The steering group met a week after the event to evaluate the Expo. Overall, the group was really pleased with the event and felt it was a great success, in particular with the way it was organised, the format of the day, the number of people it attracted and the media coverage. The steering group also agreed in principle to holding East Midlands Expo 2006 in September 2006.

8.2 The steering group agreed that the following points would help to improve the Expo next year:

- More use should be made of networks in region and their contacts
- Publicity leaflets should be sent out earlier - date and venue to be communicated in June
- Style, content and format of publicity leaflets worked well
- Schools competition needs to be incorporated into planning process at earlier stage and contact with schools needs to take place earlier
- Communications with businesses should also start earlier – aim for beginning of financial year

- Running on the day – ensure main stage is within Expo but can be heard and ensure more turn around time between meetings/seminars

## **9.0 Recommendation**

- 9.1 The Promoting Sustainable Development Group is asked to discuss and evaluate East Midlands Expo 2005.

Expo Steering Group contacts:

Keith Melton, EI Forum; Diane Whitehead, GOEM; Yvette Dearden, EMRA

## Item 3 Appendix 1

### East Midlands Expo 2005 - List of Exhibitors

[Amberjac Projects Ltd](#)  
[Arts and Business East Midlands](#)  
[Beacon Council for Sustainable Energy](#)  
[BEST Network](#)  
[British Association for the Advancement of Science \(The BA\)](#)  
[British Geological Survey](#)  
[Big Lottery Fund](#)  
[bioKnex](#)  
Bishop Lonsdale Primary School  
[Bowbridge Primary School](#)  
[CDR Group](#)  
[Chartered Institution of Waste Management \(CIWM\)](#)  
[Department for Environment Food and Rural Affairs \(Defra\)](#)  
[Derby College](#)  
[Derbyshire Wildlife Trust](#)  
[East Midlands Business Environment Club \(EMBEC\)](#)  
[East Midlands Business Resource Efficiency Network \(EMBREN\)](#)  
[East Midlands Development Agency \(emda\)](#)  
[East Midlands NTI \(New Technology Initiative\)](#)  
[East Midlands Regional Assembly \(EMRA\)](#)  
[Egniol Limited](#)  
[EIForum](#)  
[Empower Training Services](#)  
[Energy and Utility Skills](#)  
[Environ](#)  
[Environmental Champions Network](#)  
[Envirowise](#)  
[Euroscience](#)  
[Forum for the Future](#)  
[Global Action Plan](#)  
[Government Office for the East Midlands \(GO-EM\)](#)  
[Groundwork East Midlands](#)  
[Health and Safety Executive](#)  
[Hoval Limited](#)  
[Institute for Sustainable Development in Business \(ISDB\)](#)  
[Institute of Energy and Sustainable Development \(IESD\)](#)  
[Institute of Environmental Management and Assessment \(IEMA\)](#)  
[Joynes Pike & Associates Limited](#)  
[Land Restoration Trust](#)  
[Leicester City Council \(Environment Team\)](#)  
[Leicester Energy Efficiency Agency](#)  
[Leicester Regeneration Company](#)  
[Loughborough University](#)

[Markham Vale Environment Centre](#)  
[National Quality Assurance Limited](#)  
[Natural England](#)  
[Northampton Borough Council](#)  
[Nottingham Agenda 21 Forum](#)  
[Nottingham Health Action Team](#)  
[Peak District National Park Authority](#)  
[Pedal Express](#)  
[Play and Recycling Centre \(PARC\)](#)  
[Radon Centres Limited](#)  
[Renu Limited](#)  
[Schools Homes Energy Education Project](#)  
[Scientifics Limited](#)  
[Scott Wilson](#)  
[SGP Productions Limited](#)  
[Sherwood Forest Trust](#)  
[StudentForce for Sustainability](#)  
[UK Centre for Economic and Environmental Development \(UK CEED\)](#)  
[UK Forum for Environmental Industries \(UKFEI\)](#)  
[UK Trade & Investment \(UKTI\)](#)  
[Wastecycle Limited](#)

# EAST MIDLANDS REGIONAL ASSEMBLY

## PROMOTING SUSTAINABLE DEVELOPMENT GROUP

8 November 2005

Item 4

---

### Behavioural Change

#### 1.0 Introduction

- 1.1 At the last Promoting Sustainable Development Group meeting it was agreed that the issue of behavioural change would be discussed at this meeting. It was agreed that the Group would consider the most effective way to take forward this area of work.
- 1.2 A small group of key stakeholders, focusing particularly on the work of the Regional Assembly, met on 29 June to explore the most appropriate way forward. A position paper to feed into the meeting was drafted by Bettina Lange & Terry Miller – this is attached to this report for information. These discussions fed into the formulation of the Promoting SD Group's work programme as set out below.

#### 2.0 Promoting SD Group's Work Programme

- 2.1 As highlighted in item 2 of this meeting, the Promoting Sustainable Development Group's work programme states that a key work priority is to contribute towards a co-ordinated approach to influencing behavioural change and promote engagement in sustainable development issues.
- 2.2 The planned activity is set out as follows:

Undertake **Phase 1**: 'Scoping Stage' to identify the most effective ways of changing behaviour on an individual, community and organisational basis. Include drawing together examples of activity from around the region, identifying main motivations and drivers and identifying barriers to changing behaviour.

Initiate **Phase 2**: 'Devising a Regional Approach' to establish agreed principles and a common regional approach to securing behavioural change. Include identifying an appropriate set of initiatives that will add value at the regional level to help achieve behavioural change.

Consider **Phase 3**: Evaluation and Review to establish what has worked well and what has worked not so well.

### **3.0 Funding**

- 3.1 The Regional Assembly has identified a small amount of funding that can be used to contribute towards Phase 1 of this work area. Additional sources of funding will also need to be identified from other key stakeholders.

### **4.0 Recommendation**

- 4.1 The Promoting Sustainable Development Group is asked to discuss its behavioural change area of work and agree the most effective way of taking it forward.

Yvette Dearden  
EMRA

# **DRIVING BEHAVIOURAL CHANGE SUB-GROUP – POSITION PAPER**

**Bettina Lange & Terry Miller 1<sup>st</sup> June 2005**

## **1. Areas – three main fields of activity have been identified:**

- Commercial/ business/ corporate including Local Authorities
- Community
- The Individual

## **2. The Strands – the Regional Context:**

All the strands need to be brought together wherever there is a Regional strategy with behavioural change as an element. Clearly this includes Waste, Energy, Transport, Sustainable Development, Environment, Spatial, Economic, Planning Guidance, Health Promotion, and even the work of SEEM, Local Alchemy and Culture East Midlands, and so on.

## **3. The Strands – the National Context:**

The National context like the Regional context will have key strategies relevant to this study, especially the UK Sustainable Development Strategy – ‘Securing the Future’ especially Chapter 2 ‘Helping people Make Better Choices’. The work by Futerra for Defra, ‘The Rules of the Game – Principles of Climate Change Communications’ is also important. The whole range of Government White Papers and strategies are important here and a review is desirable.

## **4. Gathering up Regional Experience operating in all three areas:**

The collective experience of both successes and failures is important, from the work of large environmental charities to Local Authority initiatives, key work by organisations such as ENVIRON to projects such as Hockerton and the commercial activities of businesses such as Gusto Homes.

## **5. Models of Behavioural Change for Environmental Good:**

Analysis of experience should include both the comfort and discomfort zones, not just what has worked and what hasn’t worked. So three targets are offered:

- i. Target in Comfort Zone embracing life-style change
- ii. Target with big budget using Marketing/PR strategies aimed very specifically
- iii. Target the dissonance which requires critical conscience response

Only by pushing beyond the easy successes – ‘the make it easy’ initiatives - will real measurable difference be made.

## **6 Ways Forward:**

- i. Initiate study of more muscular approach to project appraisals by putting the environment and sustainable development at the front, rather than at the end of the application process. Environment should have equal weighting to jobs and successful endorsement will reflect the importance applicants attach to real and measurable behavioural change.

- ii. Initiate analytical study of models of behavioural change to create guidelines for organisations planning programmes.
- iii. Gather evidence of what works and what does not work.