Hertfordshire Climate Change and Sustainability Partnership

Strategic Action Plan for Behaviour Change

September 2022

Contents

1. Introduction

1.1 Behaviour change is, very simply, the act of people changing how they behave. This could be an individual or a large group changing for a specific purpose. In the context of the Hertfordshire Climate Change and Sustainability Partnership (HCCSP), it is specifically about real world changes to beliefs, actions, and decisions for social and environmental improvement. Behaviour change has a central role to play in helping Hertfordshire on the journey to Net Zero Greenhouse Gas Emissions (GHGs).

1.2 The HCCSP subgroup for Behaviour Change seeks to clarify appropriate interventions to all ten district and borough councils across Hertfordshire, the County Council, and the Hertfordshire Local Enterprise Partnership (LEP) to support the local authorities to coordinate their activity with the wider community. By replicating, sharing, and amplifying activity, the partners within HCCSP will engage and facilitate the greatest number of people to make positive changes to their behaviour, thereby facilitating positive outcomes for environmental and sustainable causes.

1.3 All the subgroups which HCCSP has formed, contain members from the Hertfordshire Sustainability Officers Group (HSOG). These officers are those with a remit for sustainability or climate change, working in local authorities (LA) across Hertfordshire. They conduct operational work on behalf of HCCSP and lead on identified priority topic areas alongside their own individual roles. These officers drafted the initial four strategies for HCCSP, prior to the formation of the Behaviour Change subgroup. The first four topics areas are: Water Sustainability, Carbon Reduction, Biodiversity and Transport. The Strategic Action Plans can be found on the HCCSP website – please visit www.hccsp.org.uk and look under the section 'current priority areas.'

1.4 The four initial HCCSP Strategic Action Plans were developed by subgroups alongside external consultation with key stakeholders. From the initial action plans, of the total 146 actions, 59 were identified as actions that rely on Partners encouraging, influencing, or facilitating others to change. 33 actions were identified as requiring others to act in response to Partners' use of their regulatory powers (that is, a form of regulatory or policy-based behaviour change).

1.5 Over 60% of the actions identified by HCCSP are outside the direct control of its membership. Encouraging, influencing, and facilitating all require a form of behaviour change to elicit meaningful and enduring impacts in the aforementioned areas.

1.6 Recognising the scale of the challenge, the opportunity and need for action by the public sector, and the lack of direct influence held by the Partnership members, a fifth action plan was commissioned to focus on Behaviour Change. This plan crosscuts the original priority areas and seeks to collaborate, share, and disseminate best practice and case studies across to hasten the scale and coordination of behaviour change needed by individuals, community and environmental groups, non-government organisations, charities, schools, and businesses to meet the challenges of the Climate Emergency (for example, as being a Net Zero Green House Gases County by 2050.)

1.7 The Behaviour Change subgroup has been formed to focus HCCSP's target areas on this topic, and to use an evidence-based approach to develop interventions for its partners. Sustainable behaviour change requires a methodological, systematic approach to engagement and action, rather than a quick and simple attempt to resolve all problems at little or no cost. Actions from this plan will strive to identify small interventions and low-cost processes.

1.8 Traditional attempts to influence public behaviour have often focused on awareness raising and communications campaigns. However, one important component of behaviour change is acknowledging that, for most people, knowing what to do and doing it are two very different things. For example, 90% of adults are aware the World Health Organisation (WHO) advises eating at least five pieces of fruit or vegetables every day, however, only 30% do this on a consistent basis[1]. This is called the 'value/action' or 'intention/behaviour' gap.[2]

1.9 Successful behaviour change intervention works alongside natural human behaviour. Humans make 35,000 decisions per day, with 45% of those decisions pre-determined by factors including habit, social norms, and ease of execution[3],[4]. Given the lack of active decision-making in many of these choices, making the desired behaviour a social norm, the default option or a habitual decision is likely to influence long-term outcomes more effectively than communication through advertising and poster campaigns.

1.10   From a behavioural perspective, climate change poses huge challenges. It prioritises long-term gain over short-term pain and the good of the community over personal benefit. It requires the public to have a clear sense of the right thing to do, believe it can be done, and that it will make a difference.

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[1] What is behaviour change? | Behaviour Change: Behaviour Change
[2] Value Action Gap (Wikipedia) Accessed 14 April 2022, https://en.wikipedia.org/wiki/Value-action_gap
[3] Sollisch J. The cure for decision fatigue. Wall Street Journal 2016 [Google Scholar]
[4] Duhigg C. (2013) The Power of Habit: Why we do what we do and how to change

1.11   There must also be acknowledgments where barriers exist that are beyond the scope of individual choice. Transition to a low carbon economy will be slower than needed if adoption costs are higher than 'business as usual' costs, for example transition to solar panels or electric vehicles.

1.12   Ultimately, behaviour change is as much an art as it is a science. A creative and strategic approach will be necessary to tackle the broad scale of change required.

2.   What is Behaviour Change?

2.1 There is overwhelming evidence is that changing people's behaviours in most elements of their lives (travel, diet, home, purchasing decisions, workplace and more) can have a major impact on the carbon emissions and associated issues relating to climate change, biodiversity, and harmonious living on our planet[5].

2.2 Actions to bring about behaviour change may be delivered at individual, household, community, or population levels using a variety of means or techniques. The outcomes do not necessarily occur at the same level as the intervention itself. For example, population-level interventions may affect individuals, and community and family-level interventions may affect whole populations.

2.3 Significant events or transition points in people's lives present an important opportunity for intervening at some or all levels, because it is then that people will often review their own behaviour and contact services. Typical transition points may include leaving school, entering the workforce, becoming a parent, moving home, becoming unemployed, retirement and bereavement.[6]

2.4 *Introduction to behaviour change science*

2.4.1 People all over the world behave in different ways due to several factors including cultural, traditional, and learned behaviours. This affects how we view the world and how governments can effect change through policy.

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[5] https://www.theccc.org.uk/publication/sixth-carbon-budget/
[6] Schäfer, Martina & Jaeger-Erben, Melanie & Bamberg, Sebastian. (2012). Life Events as Windows of Opportunity for Changing Towards Sustainable Consumption Patterns? Journal of Consumer Policy. 35. 65-84. 10.1007/s10603-011-9181-6.

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2.4.2 A 2013 study identified 93 behaviour change techniques which are now considered the standard Behaviour Change Technique Taxonomy7. This has been more recently simplified into 'the COM-B model'.

2.4.3 COM-B stands for Capability plus Opportunity plus Motivation, which when present, should lead to the behaviours that you want to see happen. If any of the three drivers are not present, then it is unlikely a successful behavioural change intervention will occur. By identifying which strand is missing, and why, it will then be possible to plan an intervention.

2.4.4 A behavioural change intervention is much more than simply a 'marketing campaign'. Although this may form part of the intervention itself, marketing alone will not in itself change the unwanted behaviour. The knowledge/action gap has repeatedly demonstrated that awareness of the need for sustainable behaviours does not consistently and comprehensively lead to changes in action. By identifying the main drivers as to why people act like they do, we can identify gaps and design projects to plug those gaps and change behaviours. To put this into context an example of the barriers people may face that stop them from cycling to work has been included at Appendix 8.1

3.   Policy context

3.1 *International:*

3.1.1 Behaviour change for climate

3.1.1.1   In 2021, the members of the United Nations Climate Change Convention (COP26) agreed to the Glasgow Climate Pact which reaffirms the Paris Agreement temperature goal of holding the increase in the global average temperature to well below 2°C. This pact also pursues efforts to limit the temperature increase to 1.5 °C above pre-industrial levels and "Recognises that limiting global warming to 1.5°C requires rapid, deep and sustained reductions in global greenhouse gas emissions, including reducing global carbon dioxide emissions by 45 per cent by 2030 relative to the 2010 level and to net zero around mid-century, as well as deep reductions in other greenhouse gases."[8]

3.1.1.2   COP26 highlighted the importance of change on a macro, economic scale with legislative frameworks behind it. However, it also highlighted the need for individual and collective effort in changing how we live. The Centre for Climate Change's (CCC's) Sixth Carbon Budget highlighted that up to 60% of emissions reductions rely on individual behaviour change[9].

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[7] https://link.springer.com/article/10.1007/s12160-013-9486-6
[8] cma3_auv_2_cover decision (unfccc.int)
[9] COP26 - Key Messages on Behaviour Change (substack.com)

3.1.2 International legislation impacting climate action

3.1.2.1   The power of international collaboration to leverage meaningful action can be demonstrated through, for example Chlorofluorocarbons (CFCs) and the Montreal Protocol or international labelling requirements.

3.1.2.2   For example: International labelling requirements for white goods has impacted the manufacturing and buying choices. This example has demonstrated that 'eco-labelling' can have far-reaching impacts: initially, 75% of fridges and freezers were rated G to D but now 98% are classed A++ or A+++. Worldwide, the energy efficiency of labelled appliances has increased three times faster than appliances without labels, meaning consumers are able to make informed decisions when buying more efficient products. (International Energy Agency, 2016).[10]

3.2 *National:*

3.2.1   The Climate Change Act (2008) was amended in 2020 and clearly outlines aims and objectives for the country in the current years. Through the Climate Change Act, the UK government has set a target to significantly reduce UK Green House Gas (GHG) emissions by 2050 and a legal requirement to forge and facilitate a path to reach those targets. The Act also established the Committee on Climate Change (CCC) to ensure that emissions targets are evidence-based and independently assessed.

3.2.2   In addition, the Act requires the Government to assess the risks and opportunities from climate change for the UK, and to adapt to them. The CCC's Adaptation Committee advises on these climate change risks and assesses progress towards tackling them. The Climate Change Act commits the UK government by law to reducing GHG emissions by at least 100% of 1990 levels (net zero) by 2050. This includes reducing emissions from the Scotland, Wales, and Northern Ireland which currently account for about 20% of the UK's emissions. The 100% target was based on advice from the CCC's 2019 report, 'Net Zero – The UK's contribution to stopping global warming'.[11]

3.2.3   International Energy Agency's 'Net Zero by 2050: A Roadmap for the Global Energy Sector' 2021 report[12] states the importance of behavioural change in reducing emissions: "Behaviour change plays a role in almost two thirds of the emissions reductions. Most of this comes through

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[10] P 60 https://www.theccc.org.uk/wp-content/uploads/2019/10/Behaviour-change-public-engagement-and-Net-Zero-Imperial-College-London.pdf
[11] A legal duty to act - Climate Change Committee (theccc.org.uk)
[12] https://www.theccc.org.uk/wp-content/uploads/2021/06/Progress-in-reducing-emissions-2021-Report-to-Parliament.pdf

consumer adoption of low-carbon technologies such as electric cars, but 8% of total emissions reductions come from directly changing practices such as reduced business flights."

3.2.4 The Behavioural Insights (BI) Team[13] was set up at central government level in 2010 to work in partnership with national and local governments, businesses, and foundations to tackle major policy problems.

3.2.5 The BI team has since become their own social purpose company, whilst still working within the same remit. Using policy expertise, they work internationally across several areas including Sustainability, Energy and Environment.

3.3 *Local:*

3.3.1 The CCC's Sixth Carbon Budget noted that local authorities have powers or influence over roughly a third of emissions in their local areas. More than half the emission cuts needed rely on people and businesses taking up low carbon solutions. These decisions are taken on a local and individual level and need to be supported with infrastructure and systems, local knowledge, and networks[14].

3.3.2 As of 2018, annual emissions across Hertfordshire by all residents, businesses, organisations, and processes were estimated to be 5.61 $MtCO_2e$, based on energy consumption data across the county. This level of energy consumption is primarily focused in three key sectors: business and industry usage, residential energy usage and transportation emissions.

3.3.3 Hertfordshire residents and businesses are amongst the wealthiest, and therefore, highest emitting, in the UK[15]. The county of Hertfordshire is also ranked 135 out of 151 upper tier local authorities for deprivation in England with rank 1 being the most deprived. It is worth stating however, that although Hertfordshire ranks highly on this scale, there are still areas of deprivation across the county.

3.3.4 As stated above, HCCSP's Strategic Action Plans for Water, Carbon Reduction, Transport and Biodiversity recognise that over 60% of actions were outside the direct control of HCCSP Partners. The challenge becomes how to leverage that change. The Hertfordshire context of

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[13] https://www.bi.team/
[14] https://www.theccc.org.uk/wp-content/uploads/2020/12/Local-Authorities-and-the-Sixth-Carbon-Budget.pdf
[15] Strategic Action Plan for Carbon Reduction, HCCSP 2022

historic and modern housing, disparate settlements and a range of wealth and deprivation makes effective communication of modal changes needed for different communities and contexts extremely challenging. A table of Hertfordshire's key population statistics can be found in Appendix 8.5.

3.3.5   Behaviour Change science recognises that for campaigns to resonate and lead to effective, sustained outcomes, specific audience needs must be addressed to ensure relevance, understanding and context. This specificity will require clarity of objectives and resource but there are also economies of scale that can be made use of in terms of sharing learning and applying knowledge to similar contexts.

3.3.6   The Behaviour Change Unit (BCU) was set up within Hertfordshire County Council (HCC) in 2019 to help implement behaviour change of the employees when it comes to achieving outcomes of their projects. This team sits within the Public Health directorate and can be approached by other HCC teams for help on specific projects. Although, to date, there has been no direct work relating to climate change, they are the experts when it comes to designing interventions and along with University of Hertfordshire, are a resource which should be utilised.

3.3.7   Each of the District and Borough Councils, the LEP and Hertfordshire County Council has committed to the HCCSP Behaviour Change subgroup. With community engagement, social care and embedded community teams in each locality, the hyper-local knowledge of HCCSP will be critical to designing, delivering, and evaluating campaigns that will deliver with impact. The membership has a great wealth of knowledge about behaviour change and the issues of long term, sustainable change.

3.3.8   Regarding behaviour change for climate, it is acknowledged that two main barriers are time and money[16]. When developing interventions and shaping projects, behaviour change science starts with community engagement and insights so there is an understanding as to why people are doing what they are doing and behaving in certain ways. During this time, it is important to put aside any assumptions or pre-conceived ideas as this could skew development of any interventions.

4.   Defining the problem and identifying actions

4.1 *Problem 1: Understanding the scale of change*

4.1.1   By extracting and collating all actions based in behavioural change from the initial four subgroups, as mentioned above, the HCCSP subgroup for

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[16] Habit and hassle: psychological barriers to sustainable behaviour | LSE Business Review

Behaviour Change has developed the action plan below, to identify what HCCSP wants to achieve. The first actions have been re-located from pre-existing action plans, with BC13, BC14 and BC15 required to be identified before wider work can fully embed.

4.1.2 This means understanding the question, 'Who do we want to do what, differently?' If the Partnership is successful in answering this question to each of the actions outlined below, we can identify the behaviours and the target group and begin to develop interventions which will change behaviours.

4.1.3 The actions collated from other HCCSP Strategic Action Plans are intentionally broad and undefined as there is significant resource required to effectively deliver the actions sitting behind each ambition. It is suggested that the ambition be approved and agreed, and that individual projects to address the actions be resourced, researched, and undertaken on a case-by-case basis.

4.2 *Problem 2: Understanding the subjects and audiences*

4.2.1 Understanding the above will help HCCSP identify the Capability, Opportunity, and Motivation (COM-B) context of the groups whose behaviours we want to change. Once this research has been done, it will be possible to understand which one is missing and HCCSP will be able to develop appropriate interventions to tackle the problem(s).

4.2.2 This research will also assist in identifying audiences attached to actions. Engagement of these audiences may fall to specific officers, local authorities or to county council level.

4.2.3 As school engagement falls predominantly under the responsibility of County Council and recognising that local authorities will have their own direct contacts, such as specific officers or councillors which act on the Board of Governors for respective schools, the actions listed in section 5 below do not mention the education sector specifically but will include engagement and interaction with these stakeholders. HCCSP understands that curriculums are methodically planned, and so welcomes engagement with school representatives on matters relating to the environment and sustainability to complement their learning. Representatives will be encouraged to contact HCCSP to progress these actions.

4.2.4 Local businesses are another key stakeholder to which the actions in Section 5 below may apply. Engagement with all sizes and types of businesses operating in Hertfordshire will be facilitated by groups such as

the Herts Growth Hub, the LEP, and/or economic development officers from each of the respective councils. Any business or forum will be encouraged to use the contacts noted above in section 1.6 to discuss the initiatives of the HCCSP Behaviour Change subgroup and how this can improve the sustainability performance of their companies.

4.2.5 HCCSP recognises that there are many non-governmental organisations and individuals operating in Hertfordshire on these subjects including community, local, regional, and national groups, as well as businesses, organisations, and charities. Many of these organisations are operating partly or wholly outside of the public sector, often engaging communities, or groups on a bespoke basis beyond the remit and mission of the local authorities. Where possible and with relevant foresight into the cost and benefit for all parties of such collaboration, HCCSP itself, and the individual partners will seek to work with the wider community across Hertfordshire. In doing so collectively it will be possible to share resources and learnings, funding opportunities, project development opportunities and ultimately to foster a community-wide environment for lasting change.

4.3 *Problem 3: Prioritising actions*

4.3.1 For each action and intervention, there will need to be discussion around audiences and necessary clarification needed around, for example:

- *Audience: high emitters? Deprivation? Most likely to be impacted by climate change risks?*
- *Consideration of Climate Justice?*
- *Barriers to change: what do we as HCCSP have the ability to navigate/change to support adoption of wanted behaviours?*
- *Budget: who will pay? Scale of costs? Local versus national governance? Cost of measurement and evaluation?*
- *Communication methods and messengers: who do our audiences trust? Where do they get their information? What will resonate? Cost of different communication methods?*
- *Indicators of success: individuals engaged/impacted? Personal cost savings? Carbon savings? Public cost savings?*
- *Level of ambition relative to goals: what is 'enough' behaviour change?*

4.3.2 Each of the above categories could be considered politically nuanced and highly charged, but sensitive decisions on outcomes and audiences will need to be made to facilitate both meaningful interventions and the ability to demonstrate measurable outcomes.

4.3.3 It is suggested that the Priority Actions identified in the Communications Strategy work carried out for the Partnership with Local Partnerships in January 2022, can be used initially to identify opportunities for Behaviour Change interventions. These target subjects were appraised for the carbon value of the impact, the level of ease of engaging on that issue, and the influence that public sector officers have on the impact. The results of that analysis can usefully be applied to the broader Action Plan ambitions outlined below.

Priority Action Areas for Communications Activity

Action Area	Impact	Level of Ease	Influence	Overall Position
Domestic				
Heating	High	Low	Medium	Amber
Home insulation	High	Low	Medium	Amber
Transport (modal shift)	Medium	High	High	Green
Transport (EV)	High	Low	Medium	Amber
Renewable installation	High	Low	Medium	Amber
Commercial				
GHG monitoring & management	Low	Medium	Medium	Red
Heating	High	Low	Medium	Amber
Premises insulation	High	Low	Medium	Amber
Transport (fleet)	High	Low	Medium	Amber
Renewables installation	High	Low	Medium	Amber

4.4 *Problem 4: Resourcing actions*

Targeting the right people for the behaviour change intervention is imperative to ensure resources are not wasted and there are no issues with offence or reputational damage for any of the stakeholders. For example, it would be a waste of resources to facilitate faster, but unfunded, retrofitting activity to audiences who are unlikely to have the funds at their disposal to pay for them, or own the home that they live in. These messages could also offend those audiences, turning them off to future interventions, and risk reputational damage to the authorities involved.

4.4.1 As demonstrated in the Communications Strategy referenced above, developed by Local Partnership on behalf of HCCSP, a further piece of work will be required to clarify and focus time and budgets according to the principles decided above to ensure an appropriate value and impact return on investment. Once completed, we will be able to develop stages to achieve actions and implement specific projects reflecting actions in section 5.

4.4.2 Given the (sometimes nuanced) changes to behaviour attempted in many of these interventions, it is likely that detailed SMART actions will be challenging to baseline, quantify and subsequently measure. Larger outcomes and the success of wider initiatives could be measured tangentially through enquiries, online activities, or signups to initiatives, but these will all by necessity be proxies for carbon savings or positive wildlife or human health outcomes in the longer term. Given constrained budgets and resources, HCCSP will attempt to quantify and evaluate achievements and outcomes pragmatically, unless scales of funding opportunities can facilitate a more scientific approach.

5.   HCCSP Actions and targets

The following actions will be kept under regular review with an annual assessment of required work programmes for the financial year and a subsequent progress report to be presented to HCCSP.

Actions which rely on Partner's encouraging, influencing, or facilitating others to change

	Theme	Action	Targets or indicators: means of measuring progress	Organisation(s) who will deliver the action	Timeframe for delivery inc. intermediary milestones where appropriate
BC1	Raising awareness of the value and need for protection of biodiversity and promoting behaviour change to residents and businesses	Explore initiatives to expand and enhance natural habitats and biodiversity through community engagement: for example, increasing tree canopy cover	Initially increase in number of wards with >15% tree canopy cover	Countryside and Rights of Way (CRoW) - Jeremy Clarke, HCC	To be reviewed annually
BC3	To encourage citizens to make sustainable choices in everyday life that will reduce their carbon footprints	HCCSP to look to launch a county wide information and behaviour change campaign to encourage citizens to reduce energy consumption in their everyday life.	Launch of Energy Savings Trust Heat App	Melanie Parr, Dacorum	22/23
BC4	To increase deployment of renewable energy in Hertfordshire	To examine options to establish bulk purchasing schemes that facilitate deployment of renewable energy technology across domestic, commercial, and industrial sectors Distribute and cascade future opportunities in	Launch of Solar Bulk Buy scheme	Hemel Garden Communities, iChoosr, Hertfordshire Sustainability Officers Group (HSOG)	22/23

	Theme	Action	Targets or indicators: means of measuring progress	Organisation(s) who will deliver the action	Timeframe for delivery inc. intermediary milestones where appropriate
		renewable energy technology as they arise.			
BC5	Support new developments only where they have full sustainable transport access	Develop joint communications campaign prioritising sustainable growth and opportunities for improved sustainable transport provision.	SMART amended target to be provided by Herts Planning Group upon assessment of current policy statements. Clear communications campaign of all sustainable transport options with alternative options provided	HSOG	24/25
BC6	Systematically pursue opportunities for active travel in everything we do	Undertake assessment of existing travel apps (including for example Google, Mobility ways and Watford travel app) to determine where their sustainable travel features can be promoted to the public, and to compile a list of requirements for future apps to enable discussions with app developers. Consider development of Intalink within this piece.	HSOG to coordinate and assist entities such as the active travel team as well as active travel projects conducted by University of Herts to deliver the assessment of travel apps	HSOG	23/24

	Theme	Action	Targets or indicators: means of measuring progress	Organisation(s) who will deliver the action	Timeframe for delivery inc. intermediary milestones where appropriate
BC7	Systematically pursue opportunities for active travel in everything we do	Develop increased dialogue with health sector to develop comms campaign around the health benefits of active travel to promote personal travel behaviour change and modal shift.	Coordinate and support the work between active travel team, NHS, schools, and community groups to feature the benefits of active travel through events and social media	HSOG	22/23
BC8	Look to reduce air pollution arising from local transport sources	Develop comms plan for regular programme of data led campaigns, targeting specific areas to improve air quality standards.	Coordinate and support the work of Environmental Health / Air Quality (AQ) officers to coordinate and support AQ improvement initiatives as they arise	HSOG	22/23
BC9	Look to reduce air pollution arising from local transport sources	Develop information and behavioural change campaigns to inform stakeholders over the risks of poor air quality and what can be done to deliver meaningful improvements at a personal level.	Coordinate and support the work of Environmental Health /AQ officers to coordinate and support AQ improvement	HSOG	22/23

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	Theme	Action	Targets or indicators: means of measuring progress	Organisation(s) who will deliver the action	Timeframe for delivery inc. intermediary milestones where appropriate
		Stakeholders can reduce air pollution by carpooling, walking, and cycling together.	initiatives as they arise		
BC10	Promote a shift to active travel and public transport through behaviour change campaigns and infrastructure improvements	Major behaviour change is key to facilitating a lower carbon transport "lifestyle"; and, to achieve this a focus on active travel and modal shift must be central to the future HCCSP sustainable behaviour change campaigns.	Coordinate and support the work of active travel and public transport initiatives as they arise	HSOG	to be reviewed annually
BC11	Raising awareness of the value of water and promoting behaviour change to residents and businesses	Support water campaigns and promotions by water companies and other relevant stakeholder groups, to promote water saving behaviours	Regular coordination between sustainability, comms, parks and greenspaces, planning, infrastructure, facility managers and risk management to share awareness training and opportunities as they arise	HCCSP Coordinator / HSOG	To be reviewed annually
BC12	Raising awareness of the value of water and	Promote through Partners' communications channels	Share communications	HSOG	22/23

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	Theme	Action	Targets or indicators: means of measuring progress	Organisation(s) who will deliver the action	Timeframe for delivery inc. intermediary milestones where appropriate
	promoting behaviour change to residents and businesses	the uptake of water companies' water metering programmes	calendar via HCCSP website to key community stakeholders		
BC13	Systematically pursue opportunities to raise awareness and elicit meaningful change throughout the community across all four Partnership Pillars	Approve a set of principles to clarify an approach for coordinated behaviour campaigns	Key audiences, locations, budgets, and timelines agreed, linked to county-wide targets	HSOG	22/23
BC14	Systematically pursue opportunities to raise awareness and elicit meaningful change throughout the community across all four Partnership Pillars	Deliver cross-county behaviour change projects that deliver SMART outcomes	At least two budgeted projects based on national best practice case studies presented to HCCSP per year		
BC15	Systematically pursue opportunities to raise awareness and elicit meaningful change throughout the community across all four Partnership Pillars	Coordinate community engagement with HCCSP Partners to understand reach and penetration of community Partner networks.	Baseline report demonstrating groups engaged through comms. Present selection of community groups for targeted engagement to HCCSP.	HCCSP Lead Projects Officer	22/23

6. Funding

6.1 It is expected that the primary cost associated with managing and coordinating the delivery of these actions as indicated in section 1.4 will be in the form of officer time; that of the HCCSP Lead Officer, the HCCSP Coordinator and relevant County/District Council officers and the LEP. Low-cost actions will be emphasised as part of the remit of this subgroup, as well as altruistic collaborations amongst all stakeholders.

6.2 Behaviour Change science, when effectively targeted and carried out has significant value and particular costs associated. To re-use the cycling barriers discussion mentioned previously, those barriers that can be managed by finance alone can be costly (installing cycle paths, individuals having bikes and knowing how to ride them) if facilitated by the public purse. Even if limited to 'simple' communications behaviour, the nuance and breadth of language, intervention style and messaging needed to impact on a diverse community will have costs. These costs will vary from project to project depending on focus, outcomes, and methods. An expanded example using the COM-B model can be found in Appendix 8.2.

6.3 For the HCCSP Strategic Action Plan for Behaviour Change to resonate beyond its initial publication, HCCSP will collate opportunities for outreach, interventions and activity, and associated budget proposals. Given the membership of HCCSP and the travels, interconnectedness and human relationships across the county, there will be opportunities to cross-pollinate ideas and interventions through initiatives and collaborative procurement opportunities. These will be shared to members of the Partnership to include in their annual budget planning for consideration and adoption.

6.4 External funding sources including trusts, funds, charitable grants and similar, as well as collaboration opportunities are regularly explored by HCCSP. These will continue to be investigated where relevant. Similarly, open-source research and best practice will be used as appropriate, to avoid duplication of effort (for example Climate Outreach, Local Government Association case studies.) Project-based partnerships may also be explored where strategic and ideological ambitions align to reveal additional funding opportunities. It may also be within the interests and gift of locally based companies to propose or provide funding to support delivery on actions which meet their own strategic objectives.

6.5 It should be noted that to deliver meaningful and impactful Behaviour Change to mitigate the worst impacts of Climate Change, biodiversity and water loss, significant resources will be needed to engage communities and to commit to the actions needed.

7. Version Control

Version Number	Summary of amendments	Submitted to HCCSP
Version 1.1	Submitted to HCCSP including formerly approved actions collated into Behaviour Change categories.	June 2022
Version 1.2	Amendments to include comments and development following stakeholder consultation.	Sept 2022

8.   Appendix

8.1 Example of a systematic analysis using the COM-B model of why people don't cycle to work could show a number of barriers

COM-B[17]	Barrier
Capability	**Physical:** Physical ability to be active/fitness levels Physical skill of being able to cycle Health conditions that restrict levels of active travel **Psychological:** Understanding importance of physical activity Understanding mental and physical health benefits of activity Confidence to ride a bike Knowledge of e-bikes or non-standard bikes
Opportunity	**Physical**: Distance between locations Time needed for active travel Availability of well-maintained, traffic-free cycle routes Ownership or access to suitable bike Appropriate, secure storage for bike at home and at work/destination Local terrain manageable by bike **Social:** Influence (positive and negative) from family Active travel being a social norm in the community Social stigma and embarrassment, particularly around non-standard or e-bikes
Motivation	**Reflective:** Intention to keep fit, lose or manage weight Mental health Wanting to avoid the annoyances of driving Intention to save money Concern about air pollution Concerns to reduce carbon footprint or use of motor vehicles

[17] With thanks to No Named Author (2021), Best Foot Forward, Centre For Ageing Better [https://ageing-better.org.uk/sites/default/files/2021-10/best-foot-forward-report.pdf]

COM-B[17]	Barrier
	Automatic: Fear of traffic danger Unsafe, dark, or isolated locations Bad experiences with other road users Habit or routine Social pleasures as result of active travel Enjoying outdoors Goals and friendly competition Active travel in poor weather being unpleasant Feeling independent

8.2 None of these would individually be solved by a simple poster or communications campaign about the health benefits of cycling, the speed or convenience of bikes, the improvements in air quality, or the benefits to physical fitness to the rider[18].

8.3 Further to this, imparting knowledge to individuals raises questions around what information could resonate personally as well as positively. Evidence shows that outreach containing the wrong messages could deter people from engaging with the cause or any further messages[19].

8.4 Example interventions for Cycling Adoption behaviour changes using the COM-B model

COM-B[20]	Barrier	Intervention
Capability	**Physical:** Physical ability to be active/fitness levels Physical skill of being able to cycle Health conditions that restrict levels of active travel **Psychological:**	**Physical:** Long term public health campaigns to improve physical health of populations Bikeability training courses **Psychological:**

COM-B[20]	Barrier	Intervention
	Understanding importance of physical activity Understanding mental and physical health benefits of activity Confidence to ride a bike Knowledge of e-bikes or non-standard bikes	Communications campaigns that resonate, repeat, and engage in a range of media, languages, and methods
Opportunity	**Physical**: Distance between locations Time needed for active travel Availability of well-maintained, traffic-free cycle routes Ownership or access to suitable bike Appropriate, secure storage for bike as home and at work/destination Local terrain manageable by bike **Social:** Influence (positive and negative) from family Active travel being a social norm in the community Social stigma and embarrassment, particularly around non-standard or e-bikes	**Physical:** Investing in the delivery, maintenance and adoption of cycle routes, bike paths, transport planning and road design Facilitating bike ownership or borrowing schemes Facilitating safe storage facilities **Social:** Long term communications campaign, trusted individuals' endorsement (varying between social groups),
Motivation	**Reflective:** Intention to keep fit, lose or manage weight Mental health Wanting to avoid the annoyances of driving Intention to save money Concern about air pollution Concerns to reduce carbon footprint or use of motor vehicles	**Reflective:** Changing of 'hearts and minds'

COM-B[20]	Barrier	Intervention
	Automatic: Fear of traffic danger Unsafe, dark, or isolated locations Bad experiences with other road users Habit or routine Social pleasures as result of active travel Enjoying outdoors Goals and friendly competition Active travel in poor weather being unpleasant Feeling independent	

8.5 Population of Hertfordshire

Population of Hertfordshire: key statistics[21]:

Population size		**1.195 million**
Age:	Under 16s	250,000
	16-64	743,000
Ethnicity:	White	87.6%
	Asian/Asian British	6.5%
	Black / African / Caribbean / Black British	2.8%
	Mixed / multiple ethnic groups	2.5%
	Other	0.6%
Languages:	Households with no one speaking English as their main language	3.2% (rising to 7.6% in Watford)
	Number of languages as main language other than English	More than 25
Education:	People aged 16-64 in Hertfordshire with a degree or equivalent qualifications and above	38.2 (UK Average 27%)
	People aged 16-64 in Hertfordshire with no qualifications	4.8% (UK Average 10.13%)

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9.   References

What is behaviour change? | Behaviour Change: Behaviour Change

Policy expertise | The Behavioural Insights Team (bi.team)

Behavioural Science and Public Health Network | BSPHN | Foreword

Behaviour Change Unit - HCC (interactgo.com)