



# Measurement and Evaluation Framework

## Tenant engagement pilot report

# Introduction

In April 2019, The Better Buildings Partnership (BBP) and CitySwitch, two sustainability leadership programs run by the City of Sydney and partners, launched the Better Buildings Cup. The Better Buildings Cup is a framework to increase whole building engagement in achieving net zero emissions. This gamified approach to building collaboration aims to catalyse building owners to leverage existing programs, resources and industry stakeholders to deliver coordinated and meaningful environmental engagement with their tenants and occupants.

The Cup is comprised of four different seasons, each focussed on a specific aspect of sustainability, with distinct calls to action for each of the stakeholder groups.



Each season prioritised the focus area through a combination of platform activities, marketing collateral, activations and building events, email marketing campaigns, and meetings with the building leadership team.

In March/April 2020, due to COVID-19 impacts on participants, a semi-season of additional material was created and distributed instead of beginning the final pilot wrap up and data collection and measurement campaign, as most participants were experiencing disruptions to building and office occupation and business operations. The additional materials extended the Bring Your Best Self season with extra wellbeing activities and resources, plus 'sustainability at home' options for companies and individuals, as staff moved to working from home, and companies responded by engaging remote staff through wellbeing and sustainability activities.

# Measurement and Evaluation introduction

The objective of the Better Buildings Cup (BBC) is to drive continuous improvement in building, company and personal sustainability performance by facilitating collaboration between building owners and their tenants. Led by the City of Sydney's Better Buildings Partnership the BBC is a unique and innovative program that is being piloted between March 2019 and April (extended to July due to Covid-19) 2020.

## Why the BBC is needed

There have been significant improvements in the sustainability performance of commercial buildings. This has primarily been achieved by building owners and tenants working separately. There is significant potential to achieve further progress through improved collaboration between owners and tenants. However, barriers to owner/tenant collaboration include:

- the push for whole-building engagement is relatively new and there is no infrastructure that supports this to happen reliably at scale
- within buildings the sustainability KPIs do not permeate all the way through operations and engagement with tenancies
- many tenant organisations don't know how to improve environmental performance or the benefits of doing so, and need help;
- workers are not engaged enough around the sustainability of their companies or workplaces specifically, and there are insufficient avenues for action within that context that connects to their values.

## BBC Design principles

Research conducted by the City of Sydney identified 7 critical characteristics of a successful tenant engagement model. These have informed design of the BBC.

The principles are:

- Know your audience – target initiatives to the participating entities through understanding and designing for their drivers, culture, attitudes and capabilities
- Make it easy - make a program as frictionless as possible to avoid rejection because it's not 'core business'
- Make it attractive - connect each action to both the participant's values and the business benefits
- Make it social – create the sense that participants can work together, sharing and receiving recognition for success
- Make it timely - it has to be timed right, coinciding with similar initiatives and avoiding busy work periods
- Encourage commitment – create opportunities individuals and organisations to make public commitments to actions and outcomes they want to achieve
- Provide continuity - behaviour and system-level change occurs on a long timescale

## Monitoring and evaluation (M&E) objectives

Given that the BBC is an innovative model and has the potential to be delivered at scale, M&E is essential.

M&E objectives are to establish:

- the outcomes achieved by BBC participants including:
  - improvements in NABERS ratings
  - energy, water, waste and emission reductions
  - changes in participant knowledge and motivation as well as improved understanding of how these influence changes in sustainability behaviour
- The value of the engagement model and the theory of change that informs it
- Ways in which the design can be refined to ensure that it is highly engaging, scalable, and transferrable to other cities
- Ways to refine the digital platform that underpins the BBC to ensure that it is robust, scalable, and transferrable to other cities.

This document informs development of an M&E Framework for the BBC. It is structured as follows:

- Headlines. This section outlines the high-level data and information about the BBC that is expected to be of most interest to stakeholders
- Evaluation logic and data capture
- Targets
- Data gathering

# Headlines

The following information and statistics will inform the development of an infographic to provide an overview of BBC participation, activity and outcomes. It is expected that it would be of interest to a wide variety of stakeholders including future participants in the BBC.

Who are the BBC participants?

- Number of participant buildings
- Number of participant tenants
- Number of building occupants within each of the participating tenancies
- Square meter coverage of cup participants
- Number of activities implemented (by building, tenancy and individual participant)

What have participants (collectively) achieved?

- Number that have completed NABERS co-assess
- Improvements in NABERS ratings (for those that previously conducted a rating)
- Greenhouse gas reductions (by building, participant, individual tenancy and average per person)
- Waste diverted from landfill
- Water saved
- Financial benefits
- Productivity/ other benefits
- Number of organisations that develop new and/or more ambitious sustainability targets

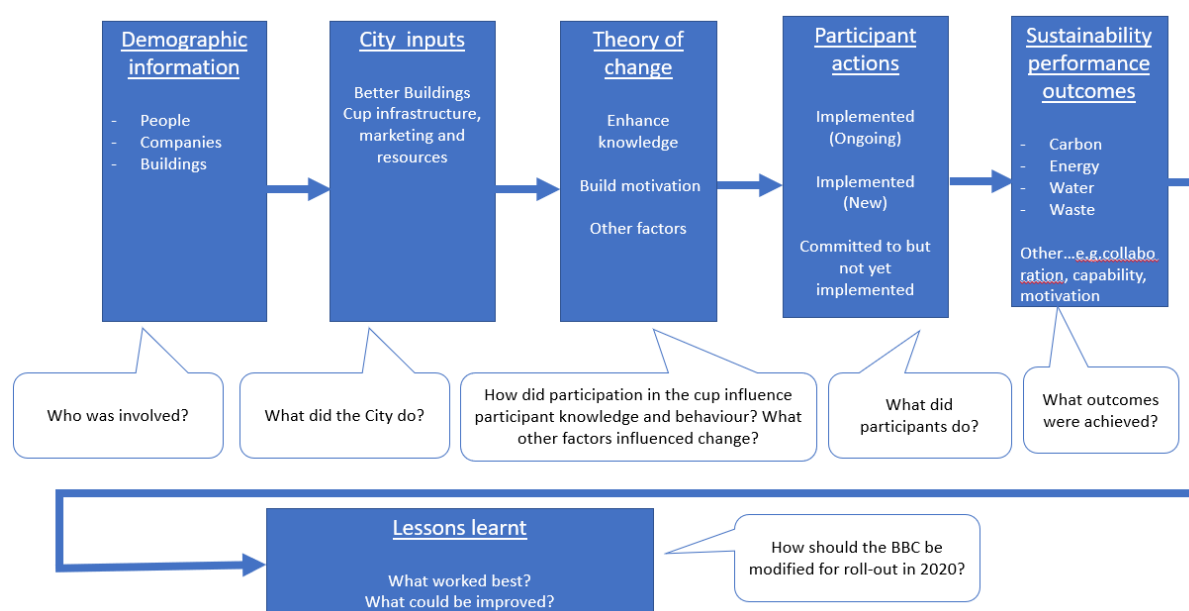
What did participants do?

- Most popular activities – top 3
- Activities that had the most impact overall – top 3
- Case examples from winners in each category. E.g. For each building:
  - What they achieved (3-4 key statistics)
  - 3-4 success factors (i.e. what worked and why)

# Evaluation logic

Figure 1 summarises the evaluation logic for the BBC. It highlights the different areas of focus and the evaluation questions to be examined.

Figure 1: Evaluation logic



Data collection for this program is supported by its design as a competition. Participants in any competition would typically expect to be required to provide data in order to enable comparison against others. Additionally, the point systems in the BBC provides a simple way to directly reward participants for providing data.

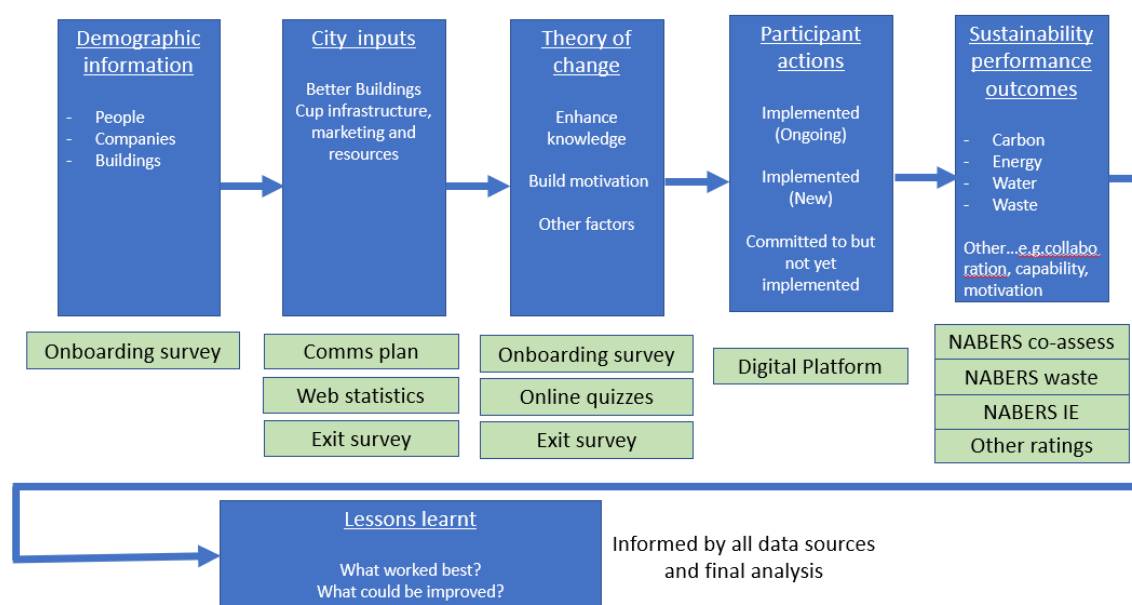
Principles for data collection for the BBC to be considered include:

- Privacy. Ensure that participants understand how their data will be used and the extent to which they will be identified
- Relevance. Collect only the data that is needed to achieve the stated objectives of administering the program and obtaining insights through the M&E
- Streamline data provision. Avoid duplication to minimise the time and effort required to gather and submit data. Use common units to enable existing data (e.g. as required for NABERS ratings) to be provided.
- Automation. Plan data capture to enable key statistics to be generated easily. This can support ease of monitoring throughout the BBC.
- Multiple sources. Utilise a range of data sources to enhance the validity and reliability of M&E and to maximise insights.



Figure 2 demonstrates how the data sources relate to the evaluation logic. Table 16 outlines a range of data collection opportunities and the relevant target audiences. The key touchpoints outlined here are mapped against the data points in the attached spreadsheet.

Figure 2: Data sources overlaid onto the evaluation logic



## Targets

The following targets have been established for the BBC.

### Challenge objectives

1. High quality engagement with Participants and the delivery of environmental efficiency.
2. Increased number or net zero / carbon positive targets by Tenant Organisations
3. A minimum 50% participation by net lettable area in each Building and a positive trend thereafter.
4. Increasing the capacity and capability to act for participating organisations.
5. Delivering value for its contributing Partners in the form of emissions reduction and alignment to corporate targets
6. Improve the quality and frequency of reporting in order to improve data quality (acknowledging that it is a voluntary Challenge and cannot compel Participants to report).

PARTICIPANT PERFORMANCE INDICATOR	TARGET
Ratings	>80% of building by NLA participates in NABERS Co-Assess ratings >80% of building by NLA shares energy data for the purposes of benchmarking and improvements

	NABERS ratings are disclosed to others in the building
Energy efficiency	5 star NABERS Energy for tenancy rating without GreenPower by 2021
Emissions / renewables	6 star NABERS Energy for tenancy rating with GreenPower i.e. Tenant organisations purchase 100% of their energy from fossil fuel free sources by 2021
Waste	Building participates in NABERS Co-Waste ratings and shares data at quarterly meetings 10 Waste streams per office 10% increase in recycling 10% decrease in contamination
Health and Productivity	10% increase in occupant satisfaction

CHALLENGE PERFORMANCE INDICATOR	TARGET
<b>Cost of Delivery</b>	
Challenge cost of carbon	Sub \$15/ tonne 10,000 tonnes of emissions reduction is evidenced for every \$150,000 spent
<b>Challenge Relevance</b>	
Positive trend in participation	20% of occupants then positive trend thereafter
% Challenge completed	>70%
% Participant satisfaction	>75%
<b>Environmental Impact</b>	
Positive trend in tonnes of energy and other resource savings achieved in previous year as evidenced by NABERS or other records as agreed	
Positive trend in energy efficiency ratings of those with multiple ratings	Year on year improvement in NABERS performance
% projects undertaken influenced by Challenge to some extent	>50%
<b>Economic impact</b>	
\$ value in energy savings to participants	
<b>Social Norming</b>	
% Feeling value of acting together	>75%
<b>Capacity Building</b>	
% Feeling Challenge makes them more empowered and enabled to take action	>60% of those answering close out survey
<b>Council Strategic Connection</b>	
% aware of global and City climate change strategies and supportive	Positive trend
<b>Challenge Reach</b>	
number of Web visitors	Positive trend
mailing list and social sharing	Positive trend



## Data gathering

The Cup pilot has been a research project with continuous data gathering built into the design of the platform and engagements. Multiple sources of data are being used in the evaluation of the engagement assumptions, the theory of change, and the interventions used. This table outlines the key sources.

Touchpoint	Format	Stakeholder	Comment
Application	Web-based form	Owner lead with some input from tenant leads	Led by owner lead with some input from tenant leads. Basic information only with more detailed information to be provided by end of season 1. Aim to make entry point easy by minimising information required.
Platform sign up	Platform-based fixed choice survey	- Building - Company - People	Short and straightforward.
Onboarding survey	Online survey	- Building - Company - People	SCOPE <ul style="list-style-type: none"> <li>• Demographic information (self)</li> <li>• Trigger for involvement in the cup</li> <li>• Sustainability motivation</li> <li>• Sustainability knowledge</li> <li>• Experience implementing sustainability</li> <li>• Perception of barriers and needs</li> </ul>
Exit survey	Online survey	- Building - Company - People	SCOPE <ul style="list-style-type: none"> <li>• Demographic information (self)</li> <li>• Trigger for involvement in the cup</li> <li>• Sustainability motivation</li> <li>• Sustainability knowledge</li> <li>• Experience implementing sustainability</li> <li>• Perception of barriers and needs</li> </ul>
Exit interviews	Individual evaluation interviews	- Building - Company - People	SCOPE <ul style="list-style-type: none"> <li>• Experience of involvement in the cup</li> </ul>

		- stakeholders (BBP and council partners) - BBC pilot team (BBP, CitySwitch)	<ul style="list-style-type: none"> <li>• Sustainability motivation</li> <li>• Sustainability knowledge</li> <li>• Experience implementing sustainability</li> <li>• Perception of barriers and needs</li> </ul>
Use of platform	User statistics	All	Includes participation statistics and trends, document downloads and activities committed-to and completed.  Refer to the Platform metrics specification for detail
Various quizzes	Platform-based	Owner lead Tenant lead Individuals	
BBP meetings	Meeting discussion	BBP leads	Insights (whats working, what not, suggested changes) captured in meeting minutes
Submission for awards	Web-based form Multimedia	Owner and tenant leads	May be in form of video for example to demonstrate collaboration between owner and tenant
Conference/ workshop	Case study presentations	Owner, tenant and individual occupant perspectives	PowerPoint presentations and transcripts from presentations can be captured.  Potential to use as the basis to developing video and/or written case studies

## Acknowledgements

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