GreenBe

Motivating change.

How the City of Melbourne successfully deployed a behaviour change solution for city workers.

Connecting with city workers

With a 455,753-strong workforce, engaging Melbourne's city workers and inspiring them to make positive, sustainable changes is a priority for the City of Melbourne.

GreenMoney enables City of Melbourne to:

- Recognise and reward city workers for taking sustainable actions.

- Deliver regular, personalised digital engagement directly to each worker.

- Promote local venues and retailers to city workers.

- Align city workers with smart city objectives.

The City of Melbourne's GreenMoney solution had already achieved big results in engaging with the City's residents, motivating and rewarding them for taking sustainable actions. In February 2017, the pilot GreenMoney city workers platform was deployed to key CitySwitch partner organisations.

72%
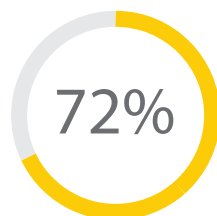
City workers
account for
72% (455,753)
of citizens.

22%
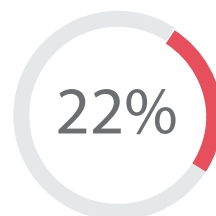
Residents
living in the city
make up 22%
(136,323).

6%
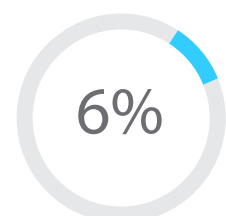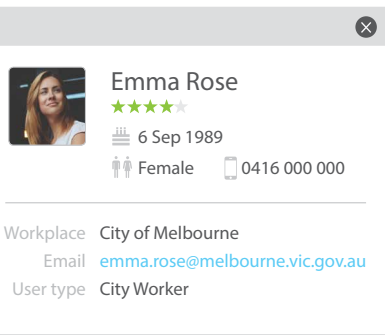
**Business owners
and managers**
equate to 6%
(37,000) of citizens.

CITY OF MELBOURNE

If we are going to meet sustainability targets cities need to connect with and win the hearts and minds of city workers – GreenMoney has enabled the City of Melbourne to start the conversation and take them on a journey.

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Data intelligence and reporting

Emma Rose
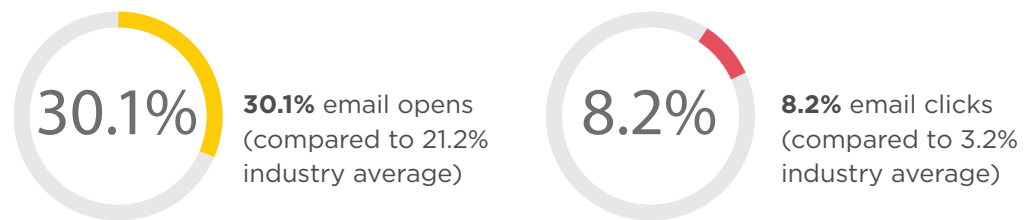★★★★☆
🗓 6 Sep 1989
🚹 Female   📱 0416 000 000

Workplace   City of Melbourne
Email   emma.rose@melbourne.vic.gov.au
User type   City Worker

EAGER TO TAKE ACTION

Employees of CitySwitch partner organisations were eager to activate their City of Melbourne account. Over 71% completed their profile, sharing their personal information directly with the City of Melbourne, such as: age, gender and how they travel to work. Refer to the summary of impacts in below graphic.

The pilot has proven that city workers are driven to learn and participate in a wide variety of sustainability challenges.

• Over 429 sustainable actions have been taken.

• Over 30 unique campaigns/messages have been promoted via challenges.

• Broad engagement with 30.1% open rates on emails and 8.2% clicks.

30.1%   **30.1%** email opens (compared to 21.2% industry average)

8.2%   **8.2%** email clicks (compared to 3.2% industry average)

PILOT DEPLOYED
(7 Feb – 7 May 2017)
3-months

KEY CITYSWITCH
FOUNDATION PARTNERS
5

CITY WORKERS
213

PROFILE COMPLETED
71%

SUSTAINABLE ACTIONS
429

POINTS EARNED
27,100

TRAVEL TO WORK
80%
public transport

AVERAGE AGE
37.5

Data captured between 7 February 2017 to 7 May 2017.

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Motivating change

ENABLING CITY OF MELBOURNE CAMPAIGNS

During the pilot, the City of Melbourne setup and promoted over 30 sustainability and wellbeing challenges to CitySwitch employees. Platform functionality allows council administrators to create and push an unlimited number of challenges to promote a variety of council programs, initiatives and local sustainability events, whilst capturing powerful Business Intelligence (BI) reporting and analytics.

'The platform has allowed the City of Melbourne to easily promote council programs to city workers and capture data on levels of engagement, actions taken and performance ratings in real-time.'

CARRIE LEACH, DIGITAL EXPERIENCE AND COMMUNICATIONS, GREENBE

THE COFFEE CUP CHALLENGE

An estimated 3-billion coffee cups Australia-wide end up in landfill every year. Although the plastic lids are recyclable, the cups themselves are not. For the pilot deployment, City of Melbourne promoted a challenge with three easy steps to motivate and reward city workers for choosing a sustainable alternative.

Step 1
BRING A REUSABLE COFFEE CUP
NEXT TIME YOU GRAB A COFFEE.

Step 2
TAKE A SELFIE OF YOU WITH YOUR
REUSABLE COFFEE CUP.

Step 3
SUBMIT YOUR PHOTO VIA APP
OR DESKTOP TO EARN 200 POINTS.

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Measuring behaviours

TRACKING ENGAGEMENT AND PARTICIPATION

During the 3-month pilot, each of the **213 city workers** participated in approximately 2 city challenges. The most popular challenges included the Office Waste Management learn and earn quiz, along with the Greening Laneways and Energy Efficient Computers verified action challenge. Refer to the table below for City of Melbourne's top city worker challenges.

Challenge categories used to promote campaigns include:

• **Learn and earn.** Typically a short, educational article with a quiz or poll.

• **Make a pledge.** Commitment to take a positive action with an end date.

• **Take an action.** A sustainable action verified by submitting a photo, challenge code or electronic document.

CAMPAIGN/MESSAGE	CHALLENGE	TYPE	PARTICIPANTS
Office Waste Management	It isn't enough to just recycle anymore. Read the short article and tell us what is better than recycling.	Learn and earn quiz	**56** (26% participation)
Greening Laneways	The City of Melbourne is investing in greening four laneways to bring more 'lushness' to the concrete jungle.	Learn and earn quiz	**34** (16% participation)
Learn about LEDs	LED lighting technology can greatly reduce energy use. Learn about LEDs and answer the simple question.	Learn and earn quiz	**31** (15% participation)
Learn about Green Procurement	Green procurement can be many things. At its heart though it is an assessment of your purchasing procedures and practices for environmental impact. Read to learn and earn.	Learn and earn quiz	**30** (14% participation)
Energy Efficient Computers	All workstations are not created equal! Some use more energy than others. Play the CitySwitch game online to learn which are the most energy efficient.	Take an action	**28** (13% participation)
Mobile Phone Recycling	Read the following article about how you can recycle old mobile phones and answer the simple questions.	Learn and earn quiz	**26** (12% participation)

Key partnerships

City of Melbourne achieved success by working closely with a select group of CitySwitch foundation partner organisations, including First State Super, Aurecon Group, Momentum Energy, SGSEP and Aecom.

first state super   **aurecon**   **SGS** Economics & Planning   **momentum** energy   **AECOM**

'GreenMoney has helped our employees become more aware of their environmental impact. It's been a fantastic tool to promote climate action and support First State Super's sustainability initiatives'

ZOE HEATH, SUSTAINABILITY OFFICER, FIRST STATE SUPER

FIRST STATE SUPER IMPLEMENTATION

City of Melbourne provided each of the foundation partners with an implementation toolkit as part of the initial implementation strategy. During the pilot, city workers from First State Super achieved the highest number of participations, providing an impressive example of successful deployment.

Zoe Heath, First State Super's Sustainability Officer announced GreenMoney to staff at their monthly meeting, followed by a series of emails prompting staff to join and start taking action. A key part of Zoe's implementation strategy involved keeping communications ongoing and regular. Refer to First State Super's results illustrated below.

ACTIVE EMPLOYEES
15%
in first 3-months

SUSTAINABLE ACTIONS
137

GENDER
54% male

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City-wide expansion

DRIVING BEHAVIOURS AT SCALE

GreenBe's city worker solution enabled the City of Melbourne to efficiently capture demographic data on its workers and motivate change.

Based on the success of the five key foundation partners during the pilot phase (7 February to 7 May 2017), the City of Melbourne was able to gather feedback and insights, test key messages and plan the next stages of city-wide expansion.

The following table provides a summary of feedback results from city workers captured via an incentivised 'learn and earn' quiz on the GreenMoney Melbourne platform, along with phone interviews with select foundation partner managers leading internal implementation.

CITY WORKERS (EMPLOYEES)	FOUNDATION PARTNERS (EMPLOYER)
• **65%** joined GreenMoney to make a difference to the environment.	• Easy program to implement internally to employees.
• **68%** are motivated by earning points and rewards to take action on climate change.	• GreenMoney helped their organisation to reach a broader group of staff.
• **82%** believed GreenMoney Melbourne helped them learn more about sustainability.	• The implementation toolkit included everything needed to promote GreenMoney across the organisation.
• **43%** preferred local Melbourne business rewards, while **30%** would like to receive rebates off eco-friendly products.	• The challenges were helping to engage staff on a broad range of topics, from energy, recycling, water and wellbeing.

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By GreenBe.