

# Hospitality:

## an interview with

## Bourne Leisure

**I**n this regular feature, we will focus on how organisations across different industries approach energy management. In this issue, we are exploring the world of hospitality with Scott Armstrong, Head of Sustainability at Bourne Leisure.

Bourne Leisure is the largest provider of holidays and holiday home ownership in the UK. Our brands are amongst the most recognised within the UK holiday market, and we own and operate leisure assets on 7,000 acres of some of the best leisure real estate in the country.

We operate 38 Haven Caravan Parks, 3 Butlin's Resorts and 13 Warner Leisure Hotels. Our sites are primarily located on the coastline of Great Britain.

In 2015, we provided holidays to 5.1 million guests and had just over 24,000 holiday home owners.

In February 2016, we were ranked by The Sunday Times as 4th in their Best Big Companies to Work For, and we have appeared in their top 25 ranking for the past 9 consecutive years.

### Sustainability within Bourne Leisure:

Bourne Leisure's utility costs rank highly within our main Operating Budget. The Energy and Sustainability Team created in 2012 reports directly into the Main Board, which shows the importance with which energy and water efficiency is placed within the business.

The Energy and Sustainability Team is a small central support team headed up by Scott Armstrong and Sam Arje, both of whom are EMA members and

ESOS Lead Assessors. Their role is to support and coordinate the energy and sustainability activities at all 3 operational brands. Their responsibilities are:

- To purchase energy and manage market risk
- To manage, report on and budget energy, water and waste effectively.
- To drive down consumption through best practice, energy management, team engagement and investment in sustainable technology.
- To ensure compliance with all energy and environmental legislation.
- To ensure that sustainability is a core part of any new development.
- To bring sustainability to the forefront of the Leadership Teams of all 3 brands.

The Energy and Sustainability team adopts an attitude of continuous improvement in the way in which they work with the operational brands, but key to their success is that guest experience should be improved with any investment that they make. This is measurable in the guest and owner advocacy scores.

### What does Energy Management mean to Bourne Leisure?

With the spend on utilities being the third largest annual operating cost to our business, the efficient use of energy and water represents a significant opportunity to boost the profitability of the company. Coupled with this internal driver, our guests, holiday home owners and team members are expecting more environmentally friendly

*Butlin's*

*Haven*  
Britain's favourite seaside holiday

Warner Leisure  
We're all growing



ways of operating as sustainability, and environmental responsibilities become more commonplace in our lives.

Energy Management in all its forms is therefore an important part of our daily operation across all levels of our team. From low cost, high value initiatives such as team engagement and a review of operational procedures to high cost capital projects, including new building and venue design.

It was important to achieve Board level involvement early on, and our CEO was happy to support this and sit on our cross brand Sustainability Working Party with representatives from all operational brands.

### How does Bourne Leisure deal with Energy Management?

Sustainability audits are key to understanding the operational uses of energy and water within our brands. In the first quarter of each year, the Energy and Sustainability Team undertake audits within each brand at a range of their sites. These audits are then written up and follow the format of identifying the issue and presenting the solutions. From these audits, the Energy and Sustainability Team identify commonalities which can then be applied to all sites across the brand and even between brands. Opportunities are then categorised and solutions reviewed and costed using an agreed payback/ROI methodology.



ogy. These are then presented to the Leadership Team within each brand from which investment capital is sought. The roll-out of all approved initiatives is then managed by the central Energy and Sustainability Team between November and March to coincide with our shut-down period in Haven and our off-peak periods in Butlin's and Warner Leisure Hotels.

As well as identifying the capital based initiatives, the energy audits also look at ways in which we can achieve energy savings through team engagement. Here, we work with the brand culture teams to increase engagement and ownership of utility consumption. This may take the form of a review of venue opening and close down procedures or through highlighting what bad behaviour looks like. Night walks are one of our most effective processes during an audit where photographs are taken highlighting areas of overnight waste – lighting and AV facilities, bar fridges and frozen drinks machines, arcade machines and

external ambient space heaters left on overnight, to give a few examples. Team engagement and ownership are supported by giving visibility of usage at venue/department level. We have invested in the installation of electric sub-meters across all main venues/ departments at all our sites, and we have the ability to present this data on a day plus one basis in half-hourly format. This gives great granularity and ownership. Coupled with this, we provide league table reporting on a weekly basis. Reporting against both budget and last year creates powerful competition between sites.

Each of our operational brand sites now have an Energy Champion responsible for keeping the focus on energy and water management.

**What areas of Bourne Leisure's everyday business are most challenging in terms of Energy Management?**

The key challenge we are faced with is how our guests and holiday home owners manage their energy and water consumption whilst on holiday with us. Here, we focus on passive controls rather than overt directions. After all, our guests are on well-deserved holidays whilst with us and we want them to feel completely relaxed.

The use of controlled ambient set points, LED lighting, PIR technology, RFID technology, light sensors, aerated taps and power showers and the design of guest accommodation providing a well insulated and light, airy ambience are the preferred methods of control.

When designing any new development, we focus on guest comfort, if we place this at the centre of what we do then we make the right decisions in terms of design and practical use. Energy and sustainability are key to this within the Leisure and Hospitality industry, and this again supports why sustainability holds such importance within Bourne Leisure.

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**ENERGY AUDITING**