

# EMA Recognised Energy Manager

The Energy Managers Association is pleased to announce that Paul Graham, the Utilities, Waste and Sustainability Manager at Kingston Hospital NHS Foundation Trust, has joined the ranks of the EMA Recognised Energy Managers after successfully demonstrating the knowledge and skills in energy management by combining the on-job practical experience with completing the entire EMA LEC 3 Energy Management in Practice training programme across the core energy management competencies.

The core competencies are:

- Technical and Operational Competency
- Energy Assessments, Measurements and Verification Competency
- Behavioural Change and Motivation Competency
- Regulatory & Legal Compliance, and Carbon Management Competency
- Energy Management Strategy and Plan Competency
- Waste Management Competency
- Energy Procurement Competency
- Energy Efficient Transport Competency
- Water Management Competency
- Information Technology Competency

**For more information regarding the EMA Recognised Energy Manager status, please contact [jana.skodlova@theema.org.uk](mailto:jana.skodlova@theema.org.uk) or call 0203 176 2834.**

## EMA RECOGNISED ENERGY MANAGER

*Rewarding Knowledge and Skills*

*Does the EMA Recognised Energy Manager status highlight your credentials as an energy manager?*



Charlie Cox

"It is nice to have the official endorsement of the EMA, and I am sure that it will increase my profile both inside and outside of UHNM. My natural position is to think that it shouldn't matter what qualifications or recognition someone has, as long as they do a good job. However, in reality it is essential for an energy manager to be seen as credible by a broad spectrum of colleagues, in order to garner support for the important work that they do."



Dewi Day

"I believe that an energy management training programme like this is an important aspect of my career development and has helped broaden my skillset. I have learnt a great deal from the modules that I completed as part of this programme as well as other professional training courses. Shortly after gaining the EMA Recognised Energy Manager status, I was recognised as a star performer in my department at QinetiQ. I also believe that having a recognised energy management qualification can strengthen a CV and help future career progression."



Joel Kirby

"Absolutely, and this is one of the main reasons I wanted to become a Recognised Energy Manager. I would like to think that this also helps me to demonstrate competency to key members of staff within my workplace. It has not been long since I got the status, but it has helped from a confidence point of view if nothing else, knowing that your knowledge has been validated and that you do know what you are talking about."

**THE EMA RECOGNISED ENERGY MANAGERS  
SUCCESSFULLY DEMONSTRATED THE KNOWLEDGE AND  
SKILLS IN ENERGY MANAGEMENT.**



**Kingston Hospital**  
NHS Foundation Trust

# An Interview with an EMA Recognised Energy Manager

## How did you become interested in energy management?

Energy management was offered to me as part of a training role to replace the organisation's previous Waste & Energy Manager. When he left, we found candidates who were good at waste or energy management but not both so they created the development role and asked if I would be interested in applying. No-one seemed to know what the previous manager did and there was no real handover as he had left three months prior to my appointment so I didn't really know what I was getting into at the time.

My interest in the field has grown over time as I found out more about it. During my first year, I was mostly focussed on waste which is mainly about compliance with statutory duties. All I gathered about energy from the time was that I had a lot more sales calls regarding energy than I did waste and that the billing and metering was very complicated.

As I attended training and events about energy over the second year, I found that energy management is more about opportunities to improve which I find much more stimulating than delivering waste services.

## What does your role at Kingston Hospital NHS Foundation Trust entail?

My role is to lead and manage Utilities, Waste & Sustainability services to support the delivery of Healthcare by the organisation. In practice, the role is a composite of waste, energy and sustainability management which were new roles to me alongside space and

performance data management which I retained from my previous role.

At a high level, I design energy, waste & sustainability services, monitor their performance and drive improvements.

I'm accountable for overall budgets and performance of all the utilities, waste services and sustainability reporting. The Trust's total spend on energy is around £2.5 million. The main Kingston Hospital site consumes over 40GWh of gas and 3GWh of imported electricity across 29 buildings built between 1868 and 2019 with a combined gross internal area of 75,000m<sup>2</sup>. We employ about 3,000 staff, who deliver A&E, Outpatient, Day Case and Maternity services to the population within 5 boroughs in South West London. We have 500 inpatient beds.

I'm currently overseeing the delivery of a £1.5m energy reduction project using the RE:FIT framework. We're well into the design phase now so this is starting to get exciting. I'm also providing expert advice to the Trust around the procurement of electricity and natural gas supplies.

## What is the most exciting part of your job?

I particularly enjoy two phases of the projects I work on. I find the design phase energising as I work with others to imagine what a great service or system would look like. I also find it gratifying when something I've been involved with

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delivers measurable results which I can communicate to the rest of the organisation. It was great to finally see our half hourly consumption data integrated into an online platform that key staff can see wherever they are. It will be wonderful to see the energy savings monitoring and verification reports from RE:FIT.

## What is the most frustrating part of your job?

I think the lack of focus which comes from a composite role can be the most frustrating thing. Often, I spend time on the non-important but seemingly urgent matters which mean I have to delay the larger projects which will make a greater longer-term impact. On occasions when I carve out time specifically to focus on something significant, I end up worrying about the small things I'm not doing.

To overcome this, I've spent the last year working from home one day per week. This means I can plan to spend time on anything that needs special uninterrupted focus on this day without worrying about everything else. The results have been pleasing to both myself and my manager. I don't think the RE:FIT tender would have been completed without it.

I'd like to spend more time on energy management.

## Can you describe your typical day?

A typical day might involve spending periods of time on any or all of the areas I cover so I start the day by creating a list of three important things I want to get done that day. I usually manage to achieve two to three of these every day, so it keeps me motivated. Anything else I manage to complete is a bonus. I also use a set of three weekly goals to remind me what's most important this week. The daily big 3 usually contribute towards these. This is based on the Free to Focus system developed by Michael Hyatt, an American productivity guru. I've found it useful as a framework to structure my day around the most important things.

Then I process emails and messages, adding new tasks to my to do list and responding immediately to anything I can answer within about two minutes or less. If a request is going to be time consuming and is relevant to my role, I'll schedule some time at an appropriate moment to deal with it.

Most importantly, I check the energy management system to see if there were any anomalies during the previous day that need addressing.

The rest of the day is a mixture of meetings, completing my daily three activities and reacting to whatever else comes up. Likely interruptions are contractors who need to be signed in and given access, colleagues asking for my opinion or technical help and information



requests from management. I try to minimise the number of meetings I arrange or attend to those that have the right people in the right place at the right time to deal with a particular issue rather than having regularly scheduled update meetings.

Controversially, I don't have an internal phone extension. I realised early on that 85% of all the calls I received were sales calls. I'm also not at my desk all that much over the day so the phone ringing was annoying my colleagues. The relatively few people who need direct access to me have my work mobile number and everyone else is pointed towards email, which I clear most mornings.

At the end of the day, I review. Did I finish my daily three tasks? Are there any notes or actions I need to capture? What's going on tomorrow? Etc. I've recently started trying to leave something hanging to consider

the following morning after I've slept on it.

I carry out a weekly review every Friday afternoon to check progress against the weekly goals.

## What drives you?

Christian faith. My relationship with Jesus Christ is foundational to who I am. I enjoy the goodness of God in giving me worthwhile work to do and I believe that the work of the healthcare sector is particularly worthwhile. It's exciting that in my capacity as energy manager, I can contribute to reducing the cost burden and environmental impact from what we do. The NHS is a great example of the Biblical idea of grace. Every day we literally give away healthcare services which cannot be earned or merited. There aren't many business models that work on this basis.



## What qualities should a good energy manager possess?

I think there's room for a wide range of approaches within the discipline depending on personality and situation. I think the following qualities, listed in no particular order, are useful:

**Communication** – to explain the merits of what you propose to change in ways that everyone can understand and speaks to the people you are trying to persuade to take action. People need to know what's in it for them.



*Resilience* – to be able to take any lack of interest from your organisation, rejected business cases or lack of understanding in your stride and try again.

*Disciplined prioritisation* – to know what's best to do next and to do it. Ability to decline – to articulate a tactful but firm no to non-essential responsibilities.

### **What prompted you to increase your knowledge through training courses?**

I started from a very low base knowledge, my previous seven and a half years were spent in administration and analysis for soft FM functions like telecoms, cleaning, post and catering etc. Also, expectations varied within the organisation. Some thought I was going to be an engineer, some an administrator, some a green champion.

I needed to know what the job actually was from other professionals and how to do it well. Having initially completed the EMA's two-day foundations course, I thought that their approach was about right. Specifically, it helped to understand the need for energy managers who know what questions to ask of suppliers to signal good quality and to know how to explain technical benefits simply to management.

### **You have become the first EMA Recognised Energy Manager who achieved the professional status by combining the on-job practical experience with completing the entire training programme across all energy management topics. Could you suggest instances where you have already applied the training to your organisation?**

I found the practical focus of the courses very helpful. Whenever possible, I took at least one thing away from each which I could apply straight away.

Following the procurement course, we've taken the bold move to move away from the main public sector buying framework for energy so we can explore other options which might deliver better value.

The technical and operational modules equipped me for what to expect in plant rooms and what signals to look for that may indicate poor performance. I've also been able to advise management regarding what they can expect from electric vehicles and battery storage.

The measurement, assessment and verification modules helped me to evaluate current performance and recommend specific high-use areas for the organisation to focus on.

### **Do you think that the EMA Recognised Energy Manager status will allow you to highlight your credentials as an energy manager?**

Yes. It demonstrates a level of competency and knowledge which I have used to assure my organisation of my abilities.

### **What advice would you give to energy managers who are planning to undertake the Knowledge and Skills' Gap Analysis Interview with the EMA?**

Don't panic. Despite some technical difficulties on the day, I found the discussion format of the interview was much less stressful than I had anticipated. I had met both interviewers during the courses and it was reassuring to be talking through what I'd learned with familiar faces.

### **What does next year hold for you?**

I hope to complete phase 1 of the RE:FIT project and start designing phase 2. I'm coordinating the design of a new energy centre for our main site which will hopefully take shape in the next 12 months. On a personal level, my wife and I are also in the process of being approved to adopt so I'm hopeful that we'll be bringing a child home soon. But what actually happens is in God's hands, I'm happy with that.

