



# The Tavistock Story



THE  
TAVISTOCK  
INSTITUTE®



# The Tavistock Story



Our approach



What have we  
done so far



Short stories



Why now?



# Our approach

1. Reducing our own environmental impact
2. Projects and partnerships
3. Supporting other organisations





# What have we done so far | Reducing our own environmental impact





# What have we done so far | Projects and partnerships





# Smart Meters

Finding out how and why people adapt to using energy saving smart electricity meters in the home.

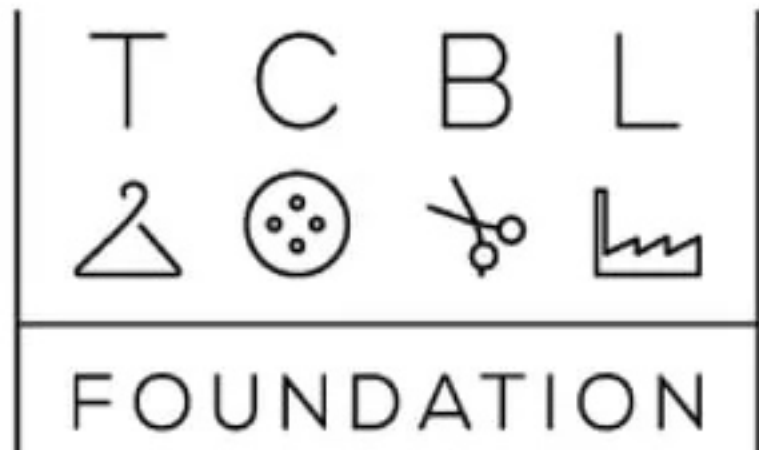
*(Evaluation of Smart Meter trial 2015, UK Dept Energy and Climate Change)*





TCBL

We evaluated The Textile and Clothing Business Labs project. It aimed at creating a more socially and environmentally sustainable business model for the European fashion business (2017-19)







# CECAN (Surrey University)



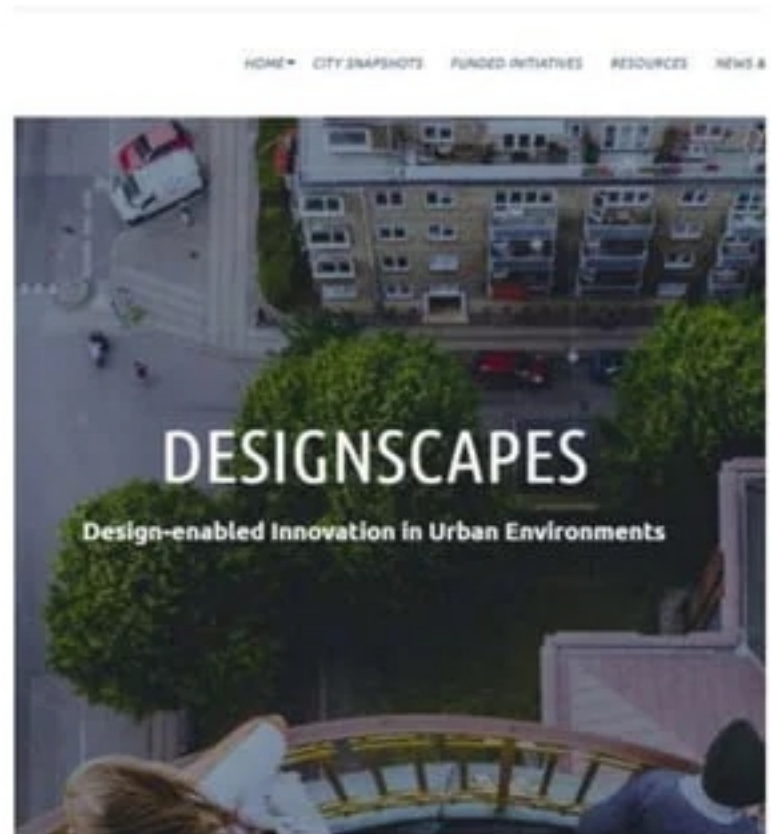
CECAN pioneers, tests, and promotes innovative policy evaluation methods across Nexus domains such as food, energy, water and the environment, through a series of 'real-life' case study projects with co-funders. TIHR have participated in several of these.





# Designscapes

A multi partner project generating the use of design principles for innovation and sustainability in urban environments across the EU. TIHR provides a framework, approach and tools to capture and understand whether, and how, it has achieved its objectives (2017 – 2021).





# RESILOC

Resilient Europe and Societies by Innovating Local Communities (RESILOC) is a EU wide project. It is built on the theory that more resilient societies are able to recover and adapt following natural disasters and become stronger. TIHR is working with partners to produce a cloud based tool that will enable communities to self assess their resilience and plan ways of strengthening it (2019-2022)





# Heat Networks Investment Project (HNIP)



HNIP is a £330m UK govt funded programme aimed at stimulating the de-carbonised district heating market. TIHR, is evaluating it in partnership with Risk Solutions (2017-2022)

THE  
TAVISTOCK  
INSTITUTE®



Department for  
Business, Energy  
& Industrial Strategy



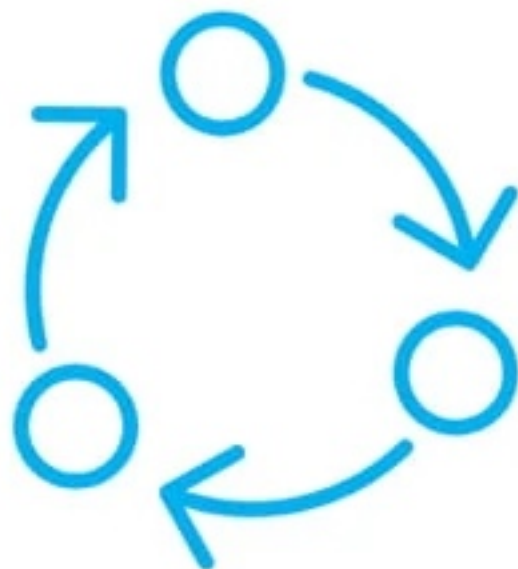
Triple Point  
**HEAT NETWORK**  
INVESTMENT MANAGEMENT



## What have we done so far | Supporting other organisations

### Designing a developmental evaluation

- Learning while doing
- Incorporating feedback into the process
- With the aim of using our learning to help others





## Two short stories

1. HNIP
2. TCBL







# Journeying to net zero





## Where we started ... Socio Technical Systems and coal mining 1951



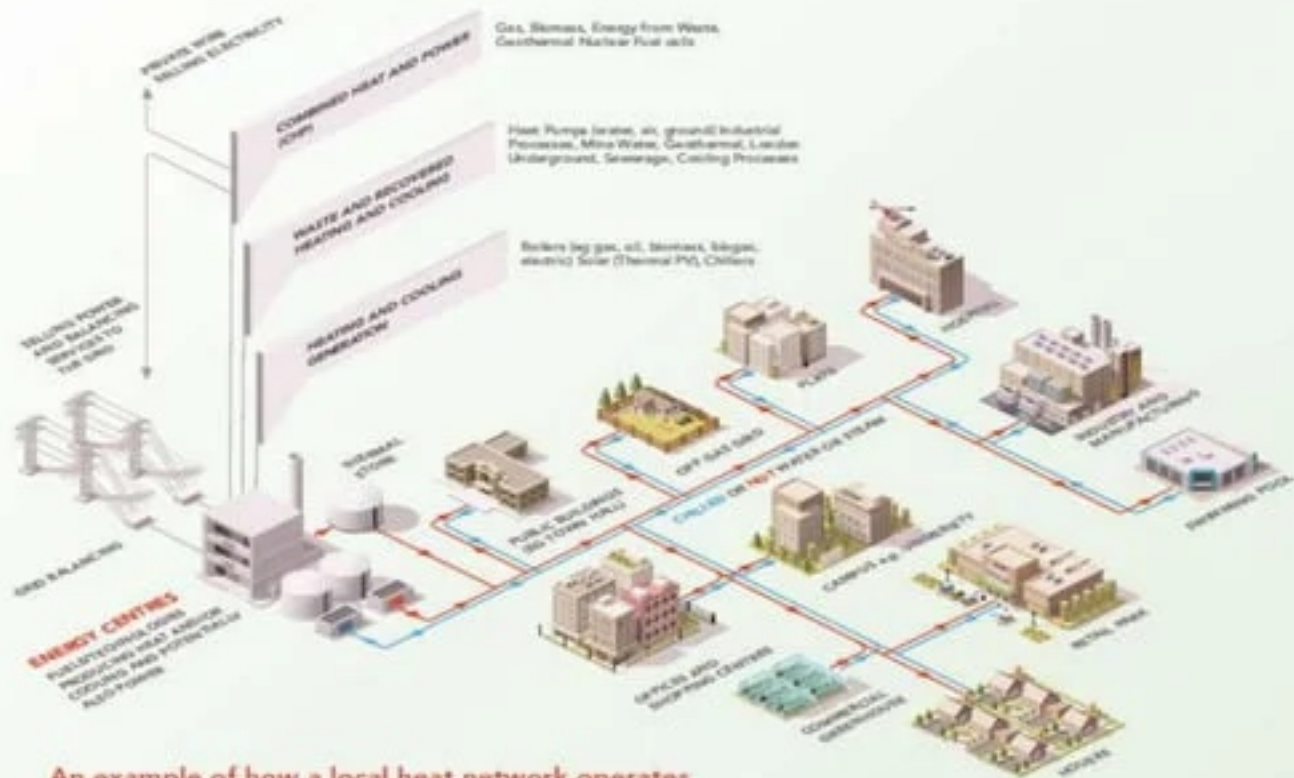
Small semi autonomous teams replaced by separated single workers operating long wall mechanization







# Now - De-carbonised heat networks 2021



An example of how a local heat network operates

Source: BEIS (2018) What is a Heat network?



# Our Role



Discovering:

- Why and how do the local actors respond to HNIP?
- Which parts of the local system is HNIP affecting?
- What is the impact now and in the future?
- What are the ripple effects?



# It's complex ....



For example ...

- Fuel poverty
  - Gas prices
  - Developers
  - Local plans
  - Regeneration
  - Supply chain
- ... are in the mix



## Swaffham Prior villagers warm to absolute zero

Pioneering residents are joining forces to swap their oil tanks for a no-carbon alternative

Saturday January 09 2021, The Times





## Champions - Managing the complexity

“Champions for heat networks or low carbon solutions can, by moving between potential sponsors, or providing services to multiple potential sponsors, support wider engagement with the solutions.” Pilot project impact evaluation (Risk Solutions, TIHR, BEIS, 2019)





# Who are the champions

Who are the champions?

- System leaders
- Project managers
- Passionate climate change de-carbonisers,
- Involved in several energy projects
- Variety of backgrounds – environmental, engineering, energy industry, elected members, policy specialists ...
- AND ....



# District Heating Divas

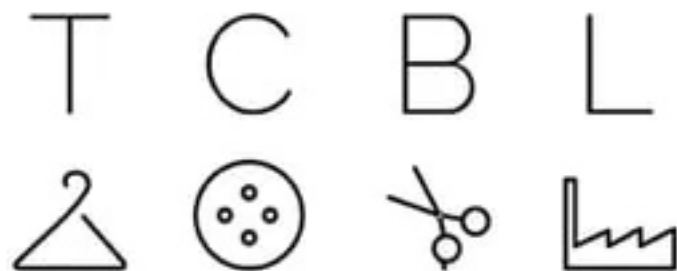






# TCBL

- Second biggest polluting industry
- Globalisation has increased competitiveness
- Increased emphasis on innovation and disruption of traditional models





- Evaluating a large scale systems change approach
- Finding out what works
- Part of our heritage of socio-technical systems





## Fast fashion speeding toward environmental disaster, report warns

Study highlights industry failures and calls for shift in consumer attitudes

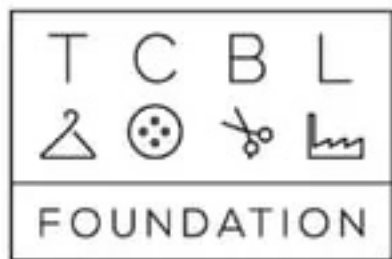


- The work energises us and motivates us to enact change in a number of ways



# TCBL Foundation

- The work has led to the TCBL Foundation
- A community of stakeholders working to create a more sustainable textile and clothing sector





## Why now for us?

- Awakening
- Getting our house in order
- Sharing and supporting
- Contributing





## Break out groups - Questions

Please talk about whatever has come up for you from what we have presented and discussed so far:

- Challenges, dilemmas and choices faced individually and collectively?
- How organisations like TIHR can contribute?
- Experiences, thoughts and lessons that you have?