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Section one

Executive summary



The PACT Aim

The Manor House PACT project will reach out to local people, build on and celebrate their connectedness, community spirit and imagination, help understand what motivates them, and enable them to live more sustainably in the face of climate change.

The PACT Approach

Manor House PACT will, over a three year period, enable individuals and communities to build collective resilience to climate change using the principles of Prepare, Adapt, Connect and Thrive.



PACT will address the four Communities Living Sustainably objectives and build a strong sustainable legacy using three strands:

- PACT Home
- PACT Open Spaces
- PACT Green Vocational Training



PACT's engagement, training and community-building activities will build momentum and increase the resilience and capacity of local communities to take control of their own lives, their homes and their neighbourhood.

The project will cost £998,769.00 over three years (approximately 40% in year 1, 30% each in years 2 and 3) to deliver identified outcomes and the ultimate aim of resilient, connected local communities, ready to adapt and thrive in the face of climate change.



Key PACT features

PACT partners will draw upon a number of valuable resources to help realistically deliver the outcomes and create a sustained legacy from the project:



Cross-borough partners Hackney and Haringey Councils who in a joint statement say: *'...we believe that the Manor House PACT project will help us find better ways of meeting local needs through closer working with residents and a partnership approach between different statutory and voluntary sector organisations. We hope that this will provide a useful model for working in other parts of our boroughs where neighbourhoods overlap administrative boundaries, such as in Highgate and Shoreditch.'*

A range of public, private and voluntary and community sector partners:



Lead partner Manor House Development Trust (MHDT), Berkeley Group PLC, Genesis Housing Association, Groundwork London, Hackney Council, Haringey Council, Hackney Homes, Homes for Haringey, London Sustainability Exchange (LSx), London Wildlife Trust (LWT), Transition Finsbury Park (TFP)

MHDT has a proven ability to influence private organisations illustrated by the significant increase in local labour on the Woodberry Down regeneration sites from 3% to 20% in 2 years as a result of working closely with Berkeley Group PLC on this issue to build their capacity



Experience of delivering training and employability initiatives.

Manor House Development Trust brings a wealth of expertise and resources which allows it to access jobs via:

- Building Lives Training Academy
- Woodberry Works
- Woodberry Down Cleaning Group

MHDT's track record of engaging local communities and having robust governance structures means residents are involved in every level of its work from delivering activities to being on the MHDT Board.



Transferability PACT will be an example of best practice for showing how regeneration stakeholders, led by local people, can work together to build resilient and thriving communities.

Who will benefit?

1. Households most vulnerable to the effects of climate change, such as those including:
 - Children
 - The elderly
 - Disabled people
 - People with long-term illnesses
2. Fuel-poor households, most likely to be those on low incomes in inefficient homes
3. Young people not in employment, education or training ('NEETs')
4. Residents who don't think they can influence local decision-making

PACT will primarily target these main beneficiaries and cascade benefits to others living in the Manor House area through the sharing of information and by capacity building local professionals and the wider community; this will facilitate collective resilience to climate change.

Other beneficiaries and stakeholders external to the Manor House project area include:

- British Gas, who will be able to make use of a local green workforce to attract Green Deal contracts
- The Big Lottery Fund, who will be able to better achieve their Communities Living Sustainably outcomes
- Other regeneration sites and urban areas undergoing physical change, where the project could be replicated
- The wider Hackney and Haringey communities, through more effective cross-borough working between the two local authorities to coordinate and enhance their engagement with residents most vulnerable to climate change
- Local councillors and MPs who will be able to effectively engage with their constituents about local climate change issues through PACT.



Section two

Manor House Development Trust

Organisation summary

Background

Manor House Development Trust (MHDT) was formally constituted on 4 April 2007 as a Company Limited by Guarantee (No.06203804) and as a Registered Charity (No.1127604). MHDT is an independent, resident-led Trust which was originally formed as part of the exit strategy for the Woodberry Down and Stamford Hill Single Regeneration Budget (SRB) 6 Partnership which ended in March 2007.

MHDT is a membership-based organisation open to all people living or working within its area of operation: the communities of Manor House, Woodberry Down and Stamford Hill, crossing the boundaries of the London Boroughs of Hackney and Haringey. This area's resident population is approximately 19,000 people, set to significantly increase in the next 20 years over the lifetime of the Woodberry Down regeneration scheme.

The Woodberry Down regeneration scheme is one of largest regeneration projects in the UK. It's having a tangible impact on the lives of local people, a culturally-diverse population of around 5,000 people living on the estate; this number is set to double over the next twenty years. The Regeneration Masterplan sets out 4,412 new homes, 38,500m² of community facilities, including 5,000m² of retail buildings and 30,000m² of class C1 and D1 uses within the local Brownwood and New River electoral wards covering a total area of 24 hectares.

The regeneration scheme is well underway, with the first part of phase one due for completion at the end of 2012 . The Redmond Community Centre opened in November 2011 and is managed by MHDT. It's beautifully positioned overlooking the West Reservoir, a few minutes from Manor House tube station. Since moving into the centre MHDT has continued to develop its wide-ranging programme of activities and initiatives in response to local needs. These are based on four core objectives originally chosen through consultation with residents, local stakeholders and the MHDT Board:

- Championing the community and economic development of the area
- Developing and managing community land and community buildings
- Planning and delivering relevant local social, economic and environmental services
- Coordinating and delivering community engagement and community development activities.

MHDT's work is focused on three strands of activity:

- Community Activities
- Training, Employment and Enterprise
- Partnership and Leadership

Community activities

MHDT offers a range of activities, setting up projects and using its resources to respond to the needs of individuals, families and communities. These include social, educational, creative and social support activities such as:

- Woodberry Down Cook and Eat Snack 'n' Chat for 'younger' older people (50+)
- A community artwork project working with cutting edge artists
- The Woodberry Down Community Library with London Borough of Hackney
- Table Tennis for young people
- Fitness classes
- Woodberry Down Cook and Eat Luncheon Club for older people
- The age2age inter-generational ceramics project
- A local stop smoking service
- The Woodberry Down Community Garden
- The Woodberry Down Community Choir

A number of these activities were established as part of the Big Lottery funded Well London project in partnership with University of East London, London Sustainability Exchange and City and Hackney Primary Care Trust. They are a valued legacy of this previous funding.

Training, employment and enterprise

MHDT has worked hard to create new value within the local training, employability and employment arena. It's done this through developing partnerships with the major construction and building companies involved in the regeneration scheme and with new and existing social housing providers. MHDT has been the strategic catalyst and community driver for the development of the Woodberry Works partnership. Woodberry Works was officially launched in December 2007 to develop a range of training and employability initiatives linked to the regeneration scheme, especially on behalf of those traditionally under-represented in the construction industry.

Since its inception Woodberry Works has engaged and worked with **major developers and contractors** including:

- Berkeley Homes
- Mulalley & Company Ltd
- Wilmott Dixon Ltd
- Lakehouse Construction

Registered social housing providers including:

- Hackney Homes
- Genesis Housing Association

Education and vocational training providers such as:

- Hackney College
- Construction Youth Trust
- Citrus Training Ltd
- The Learning Trust
- Hackney Council for Voluntary Service (HCVS)
- Connexions
- Jobcentre Plus
- Skinners' Academy
- Ways into Work partners
- Building Lives Training Academy

MHDT has worked consistently over the past five years to assemble the Woodberry Works partnership and has produced significant results. Over the last three years 475 local people, mostly unemployed and often with additional hurdles and complex needs, have accessed vocational training, work-experience, volunteering and employment. MHDT has sought and accessed resources to launch projects that have provided structured and supported pathways into vocational training, targeting the most disadvantaged and those furthest from the labour market including:

1. **Built2Work** – a four-week introduction to construction training project for 16-25 year olds
2. **The Woodberry Works Club** – weekly Information, Advice and Guidance sessions
3. **ESOL classes** run by The Learning Trust

In addition MHDT has developed its own stand-alone social enterprises to close market gaps and offer unemployed people direct local employment opportunities via:

- **Local Labour Hire** Community Interest Company (CIC)
- **The Woodberry Down Cleaning Group**
- **The Woodberry Training Partnership CIC** developed in partnership with a private sector partner Citrus Training. The latter offers paid-for specialist vocational training and for every 10 commercial spaces sold, the CIC provides a free space for a local resident. In this way MHDT combines commercial activity with producing social value, encouraging forward-thinking private sector partners to invest in the area.

This progressive approach and activity has attracted major social investors and – after a long period of planning and relationship-forming – MHDT has recently announced the formation of a new partnership with Lakehouse Construction and Hackney Homes which will establish and open the new Building Lives Training Academy in the area.

This is based on the highly successful Arlington House model in the London Borough of Camden. The new academy opens in August 2012 and will become a primary route for young people in the area seeking vocational training and entry into the construction industry.

The partnership and leadership

As PACT partnership lead MHDT brings a wealth of experience of partnership working, a willingness to take and manage risks and a clear focus on our primary mission of enabling ordinary people to benefit from, participate in and be empowered by local opportunities.

Over the past five years MHDT has emerged as a capable, trusted partnership lead for community and voluntary sector organisations in the area, building on its sustainable base, local accountability and recognition of its role by the local authorities. MHDT bridges the gap between statutory authorities, the private sector and community organisations working on the ground. Its practical projects and strategic initiatives offer funders value for money, assured delivery and innovation that adds value to investment.

This project delivery plan combines all MHDT's past experience and will enable it to work effectively with the other partners to increase the scale of local engagement, ensuring value for money and creating a sustainable legacy of engaged, and knowledgeable local people who are resilient and prepared for climate change.

Section three

Manor House PACT working in partnership

There are eight main partners working together on this Communities Living Sustainably project delivery plan, each contributing their own particular experience, area of expertise and focus:

Partner	Sector represented	Contact
Genesis Housing Association	Private	Paula Hines
Groundwork London	Voluntary and community	Kenne Amissah
Hackney Council	Public	Francesca Bury
Haringey Council	Public	Adam Parvez
London Sustainability Exchange	Voluntary and community	Gail Freeman
London Wildlife Trust	Voluntary and community	David Mooney
Manor House Development Trust	Voluntary and community	Simon Donovan
Transition Finsbury Park	Voluntary and community	Jo Homan

The proposal is further supported by strategic partners who will enable us to develop the project and build a strong legacy, for example through offering in-kind or match-funding, channels of communication to reach local people, and employment opportunities:

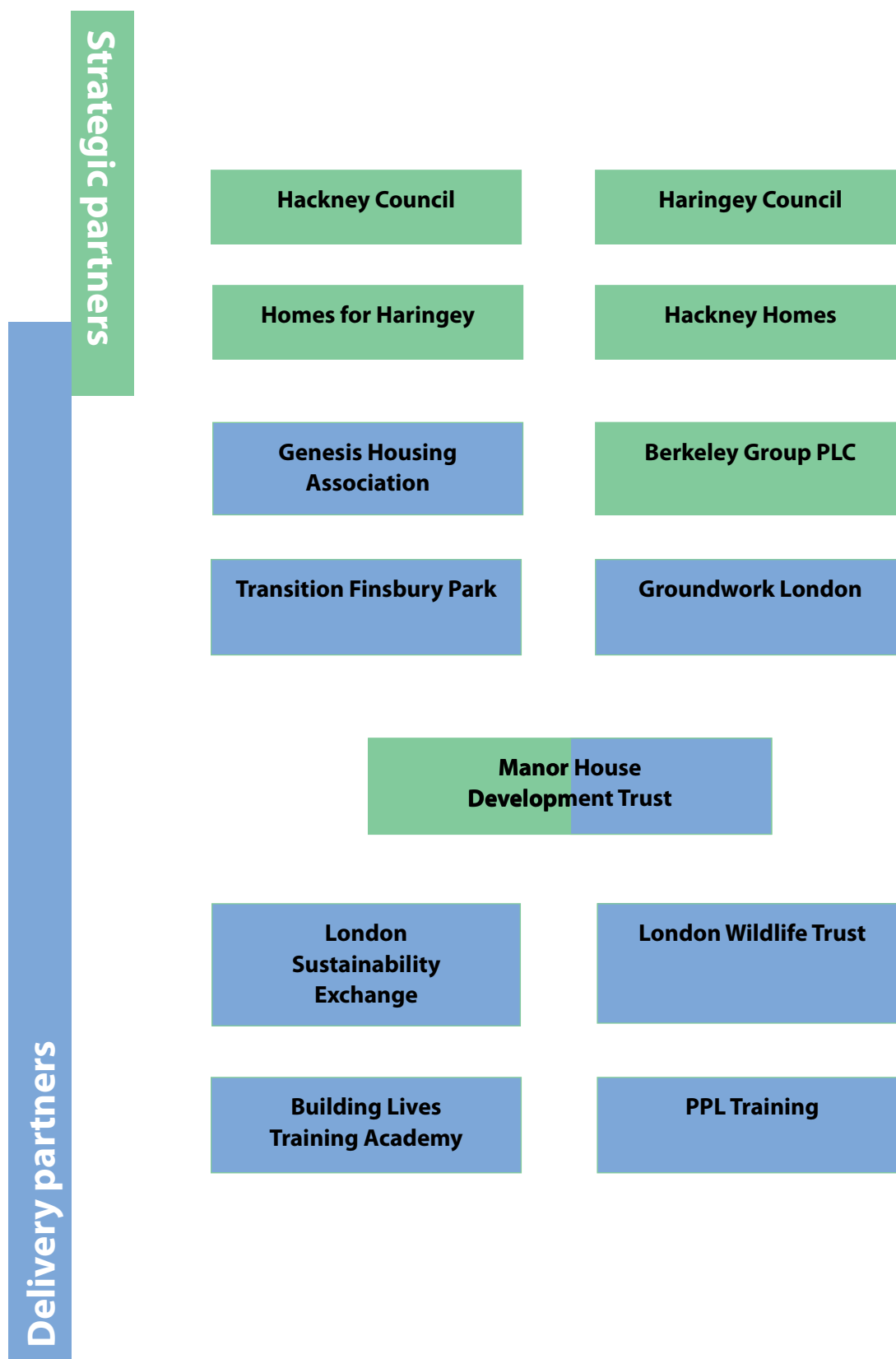
Partner	Sector represented	Contact
Berkeley Group	Private	Sarah Hines
British Gas	Private	Kelly Greer
Hackney Homes	Public	Faisal Pirbhai
Homes for Haringey	Public	Robert Price

The partnership will also draw upon a broad range of local resources – see section 7, page 77 for full details.

Each partner will add value to the work of others through close coordination and by being responsive and accountable to feedback from monitoring and evaluation activities.

Manor House PACT

Overview of partnership



Roles and responsibilities

Berkeley, Genesis, Hackney Homes and **Homes for Haringey** will provide access routes to their tenants, for example through their own newsletters, enabling PACT partners to engage these residents.

Berkeley will use their relationship with letting agent **Kinleigh Folkard & Hayward** to enable PACT partners to engage their privately renting tenants. Berkeley is involved in the Woodberry Down Masterplan review from June 2012 - June 2013 – this will include a review of the open green spaces provision.

Genesis and **MHDT** will jointly manage the Volunteer Coordinator post for which Genesis will match-fund £10,000 per year. They will also facilitate access to their 4 Step programme which provides enterprise and business skills for residents looking to set up a business.

Groundwork London is a leading environmental regeneration charity with expertise in training and capacity-building through initiatives such as Haringey Timebank, now established for 3 years with 140 active resident members.

On this project **Groundwork London** will lead on the PACT Home Visits activity. This will involve line-managing the Energy Assessor who will supervise the PACT Champions on home visits. Groundwork will coordinate the distribution and installation of energy saving measures. They will also be responsible for collecting initial and follow-up surveys completed by residents on home visits and will compile these as part of the monitoring process, providing monthly monitoring returns to the PACT Project Coordinator.

Hackney Council and **Haringey Council** have been actively collaborating on the sustainability agenda since late 2010. They are two thirds of an accord between the three London boroughs of Hackney, Haringey and Islington, working together to support the regeneration of the neighbouring town centre (Finsbury Park).

Both local authorities will provide ongoing strategic support including supporting other funding bids, sharing resources and information with partners. They will also provide referrals for known vulnerable and fuel-poor residents from their relevant services to PACT activities. At a more strategic level, they are keen to use feedback and to engage with residents in the Manor House area to strengthen joint work on climate change, and to facilitate local people to influence decision making.

London Sustainability Exchange (LSx) is a charity working London-wide to enable the capital to become a sustainable world city by connecting and motivating people. LSx works in partnership with business, government and the voluntary sector to:

- Reduce London's environmental footprint
- Improve the lives of London's disadvantaged communities
- Improve the health of Londoners
- Improve the knowledge and skills of our communities to achieve these goals

To achieve these goals LSx staff run learning networks and innovative exemplar schemes. They also seek to influence policy and practice throughout London.

For PACT LSx brings its expertise in evaluation and monitoring for the duration of the project delivery enabling us to capture valuable information. They are the lead on PACT Home: Better Neighbourhoods where they will be coordinating fieldwork projects and citizen science workshops. They will use their established relationships with the University of Greenwich and the CREW Project to help deliver these activities (for details of CREW see footnote on p.56). LSx will be leading on PACT Cleaner Air 4 Manor House Schools which will engage young people in understanding the causes and effects of air pollution in their local area.

London Wildlife Trust (LWT) is the only charity solely dedicated to protecting the capital's wildlife and wild spaces, engaging London's diverse communities through access to their nature reserves, campaigning, volunteering and outdoor learning. They have a base in the project area – the East Reservoir Centre – offering local people hands-on activities such as bird-watching over the reservoir, arts and craft workshops, bush-craft, landscape design and construction, wild walks, pond and river dipping and mini-beast hunts along the nature trail.

LWT is a training provider for the purposes of the project. They will specifically provide training courses in health and safety, first aid, land management and machinery use in years 2 and 3. They will also support the development of a grounds maintenance social enterprise by recruiting interested residents, and negotiate with partners to find two sites for public management and ownership. They will also manage the wildlife walks by recruiting sessional workers to run them.

Manor House Development Trust (MHDT) will manage the whole project, reporting directly to The Big Lottery and ensuring the partners and project as a whole complies with all BIG's terms and conditions. The partnership agreement will contain a disputes clause and MHDT will implement this if needed. MHDT will share key information and learning through the CLS Learning Hub.

MHDT is experienced at managing large budgets and projects. For the last three years MDHT has led a consortium of youth provider organisations to deliver services and activities for young people across north Hackney on behalf of Hackney Council. These contracts were worth £250k over the three years.

From 2008 – 2011 MHDT managed the local Big Lottery-funded Well London programme in Hackney. This involved coordinating activities and projects from principal partners, engaging the local community, creating a pool of volunteers – Health Champions – and establishing a number of small resident-led voluntary groups across the area. Phase 2 of Well London is being launched in June 2012 and MHDT will again play a key role.

As mentioned in section 2 MHDT also leads **Woodberry Works**, a partnership of private, public and voluntary sector organisations interested in maximising employment and training benefits for local people in and around the regeneration of the Woodberry Down estate. MHDT will also manage the contract for PPL training who will deliver the accredited 'Green' vocational training for Building Lives.

MHDT will employ the PACT Project Coordinator and the PACT Marketing & Administration Assistant who will work with all partners to deliver the full range of activities and services.

The PACT Project Coordinator will manage the partnership and ensure that partners adhere to the partnership agreement. They will ensure that the cash flow is monitored and ensure relevant information is shared between all partners.

MHDT will lead on marketing and communications with its Trust Manager supported by the PACT Marketing / Administration Assistant. It will provide strategic support to the project by liaising with Building Lives Training Academy and the other training providers.

The new grounds maintenance social enterprise will be incubated within MHDT until the point where it's ready to be spun-out as a resident-led independent company.

Transition Finsbury Park (TFP) is the local branch of the Transition Network. The Transition Network's role is to inspire, encourage, connect, support and train communities as they self-organise around the transition model, creating initiatives that rebuild resilience and reduce CO2 emissions, strengthening local communities against the effects of climate change and peak oil.

TFP were one of the initial partners of the project, first approaching Hackney Council then others. They will be providing training, manage the foraging walks by recruiting sessional workers to run them, and liaise with the People's Kitchen who will be sub-contracted to prepare food for the PACT Meals activities. They will use their established relationships with the Green Lanes Strategy Group to coordinate PACT festivals in conjunction with the Haringay Green Lanes Food Festivals.

Other partnerships

Building Lives Training Academy

As mentioned in Section 2. MHDT and Woodberry Works are working with Lakehouse to set up the Building Lives Training Academy in Hackney which will facilitate City and Guilds accredited green skills construction training for local residents. This will be an effective vehicle for delivering a key strand of the project.

The Building Lives Training Academy will be supported by PPL Training who will be delivering accredited vocational Green Deal Assessor training and other green training schemes within the Building Lives Training Academy.

Involving and influencing statutory decision-makers

The proposed project area of operation crosses the boundary between the London Boroughs of Hackney and Haringey so during the initial conversations between Hackney Council and Transition Finsbury Park it seemed an obvious move to contact Haringey Council at the Expression of Interest stage to seek their involvement in the partnership.

This has created a strong partnership comprising grass-roots organisations, individuals, small community groups and the statutory place-shapers. The policies and strategic initiatives of the local authorities, regional authorities and their major partners will enhance the project's outcomes and underpin and sustain the project's legacy.

The PACT partnership has developed a quality feedback and influencing process, to be used for the duration of this project and beyond. This will enable local people to respond to the local authorities' need for specific data, base-line information and feedback around climate change and sustainability issues, thereby genuinely informing and influencing future policy formation at a local authority and regional level. This won't be a one-off consultation but an on-going process to help the local authorities to accurately target policy in a way that demonstrates to local people that they can make their voice heard, take part in monitoring the responses and affect local authority actions.

Adam Parvez from Haringey Council says:

London Borough of Haringey has been taking great steps to work with and support community-led initiatives and was genuinely excited by this proposal when approached by Transition Finsbury Park members who have been working hard in the borough for a

number of years. The prospect of working with such a range of partners, both familiar and unfamiliar was, we felt, an opportunity for working together that could not be missed.

Working together to deliver this project we will be able to build on and develop existing knowledge to support local community groups elsewhere in the borough, particularly in deprived communities where it is often most needed.

The area of focus is one where residents move in and out of the borough at a higher than average rate in addition to a more widespread need for skills development and access to training. Many are part of vulnerable communities, not being able to pay fuel bills whilst being more prone to the effects of inadequate heating and insulation. This project stands to benefit a number of residents in an area that could well fall between the cracks either side of the political boundary.

Fran Bury from Hackney Council says:

London Borough of Hackney is extremely pleased to have been involved in this bid from the early stages, and to have been given the opportunity to work so closely with such a diverse group of partners.

The area around Manor House is home to one of the largest regeneration projects in Europe – testament to its high levels of economic deprivation. However, it is also an area with a thriving ecosystem of community and voluntary sector organisations, many of them very small and run entirely by volunteers. As the views and needs of local people have been central to the design and development of these proposals we believe this bid represents a great opportunity to build on existing strengths in the local community to meet needs which are not currently being met and ensure that the whole neighbourhood becomes more resilient to the impacts of climate change.

In addition to the clear benefits for our residents of the Manor House PACT proposals, we believe there are a number of direct benefits to us as a council:

- *Growing the early seeds of the local low carbon economy which will be crucial to the long term strength and resilience of Hackney's local economy*
- *The opportunity to extend existing services to ensure they reach as many residents as possible, such as our seasonal health referral hub SHINE¹ and energy advice service²*
- *The chance to test and pilot new approaches to engage vulnerable communities on issues around climate change adaptation and mitigation which could potentially be applied elsewhere in the borough in future*

1 SHINE – www.hackney.gov.uk/shine

2 www.hackney.gov.uk/greenerliving-energy-advice-line.htm

However, the overriding reason for our support and involvement in this bid are the clear benefits for local residents, including:

- *Developing new skills*
- *Improved employability and economic opportunities*
- *Opportunities to build and strengthen social networks*
- *Empowerment to shape the local environment*
- *Building resilience to the effects of climate change*

Hackney and Haringey Councils have also written the following joint statement about Manor House PACT

The London Boroughs of Hackney and Haringey are already working closely together to understand and implement opportunities to make homes in our boroughs more energy efficient. However, we are aware that there are many other areas in which closer joint working could improve our communities' resilience to the effects of climate change. For example, Haringey has developed a pioneering partnership with residents to support and encourage them to contribute to carbon reduction activities (Haringey 4020) which Hackney is keen to learn from. Conversely, there may be lessons which Haringey could learn from Hackney's cycle friendliness and high levels of bicycle commuting.

The involvement of Hackney Homes, Homes for Haringey and Genesis means that new ways of working and lessons learned through this project can be disseminated across a large number of homes and neighbourhoods beyond the Manor House area (Hackney Homes manages 30,000 homes, Homes for Haringey 16,000, and Genesis 42,000 across London), thus extending both the learning and the positive benefits of the project to a far wider audience.

In addition, through the relationships we have developed, and will continue to develop, between the two boroughs, we hope to be able to explore longer term cross-border opportunities, such as decentralised energy and heat networks.

We know that our residents perceive their community in ways which do not conform to council administrative boundaries, and we believe that the Manor House PACT project will help us find better ways of meeting local needs through closer working with residents and a partnership approach between different statutory and voluntary sector organisations. We hope that this will provide a useful model for working in other parts of our boroughs where neighbourhoods overlap administrative boundaries, such as in Highgate and Shoreditch.

Accountability

As project lead Manor House Development Trust has structures in place, including a resident-led board, which provide robust accountability to local people. MHDT Members meetings are open to anyone in the project area and there will be regular PACT discussions at these meetings.

Residents who are engaged through PACT will be able to become MHDT Members and thereby be eligible to join the MHDT Board.

Section four

Project Background

History of the PACT project

The PACT partners worked together with our Enabler to gather information for the Community Assessment Tool (CAT). This exercise helped the partners to map out the main issues affecting our community. Information gathered for the CAT Tool is presented and analysed in section five.

The development stage of the project allowed partners to talk openly about needs in the community and opportunities for change. The suggestion of ideas helped to test and stretch partners, including green roofing which we concluded was not appropriate for this stage of the regeneration programme. However, partners agreed there was potential around identifying sites in the project area for community ownership and management.

The CAT showed us that the issue of flooding was not a priority in the project area, with infrequent and minor reports of flooding compared to the Hackney Wick area (located west of the project area). Although this was mentioned in our initial expression of interest form, after further investigation the PACT partners decided to focus efforts on issues which are currently having the most impact in the area.

New partners interested in PACT

A number of organisations have approached MHDT to discuss how they can become PACT partners and add value to what is being planned. See Section 6, p62 for details.

British Gas have also approached PACT, with offers to support the programme by attracting Green Deal contracts into the area, which will provide jobs for local residents.

Consultation

PACT used the opportunity in the development phase to measure the current needs of the community. The gathering of baseline data of the project area for the CAT tool helped us to identify three main issues affecting the community. These were fuel poverty, worklessness and a lack of resident influence on decision-making. The PACT partners designed a questionnaire to measure what residents felt were the main issues affecting them, to inform their knowledge. Health Champions who were trained as part of the Big Lottery funded Well London programme were enlisted to distribute the questionnaires.

Questions included:

How important are these things to you?

How good is your experience of these things in your neighbourhood?

Statements given included:

- Being able to influence local decisions that affect me
- Fun, local activities
- Local training and opportunities to gain new skills Help and advice on reducing energy and water bills
- Access to good quality open spaces in my neighbourhood

We also asked what activities people would be most interested in participating in.

The approach of engaging participants to fill in questionnaires was important to making the most of the questionnaires. PACT encouraged Health Champions to discuss their personal experiences and concerns of the impact of climate change with questionnaire participants before they filled them out to help to inspire ideas and build the interest of the participant.

PACT did this by inviting Health Champions to a workshop where the PACT partners explained the context to the questionnaire and asked questions about the issues which concerned them. Health Champions said this discussion helped them to realise how many local issues could be attributed to climate change.

The consultation stage ran for three weeks, where Health Champions and PACT partners visited a selection of forums, events and community activities to run focus groups and support residents to fill in the questionnaires. These were chosen to build a representative sample of the population, by engaging residents from a wide range of ages, ethnicities and social backgrounds. They included:

- The Woodberry Down Turkish Forum
- Tai Chi and Chi Kung class (majority of older residents with mobility issues)
- Woodberry Down Community Garden
- MHDT Members Public meeting
- Immediate Theatre (for children under 18 years)
- Knitting class run by the Homeless Families Project
- Woodberry Down Cook and Eat Luncheon Club (majority of residents aged 65 plus)
- Give or Take Day (run by Groundwork London)
- Focus groups at the Edible Landscapes London base
- Focus groups at the London Wildlife Trust East Reservoir centre
- Focus groups at The Redmond Community Centre
- Focus groups at Parkwood School

Results

PACT successfully engaged 224 residents using paper and online questionnaires and focus groups.

The main findings of the consultation highlighted:

- Expensive energy bills have been a problem for 30% of participants
- 53% would like to receive more advice on coping with overheating and droughts
- 78% of participants said they were interested in gardening and food growing training and activities
- There was interest from residents in building on their skills (71%), but a feeling that there were not many opportunities locally
- 44% of people were interested in training in skilled trade professions
- 16% said they had breathing difficulties they think are caused by air pollution. However, concerns over air quality were much higher in the focus groups with Parkwood School and London Wildlife Trust. It showed that those living near main roads and parents of children at local schools were particularly concerned about air pollution.

Analysis

The consultation confirms that fuel poverty, worklessness and a lack of local training and job opportunities, plus not being able to influence local decisions, are major issues in the project area.

Almost 50% of participants have not had any experience of advice to help reduce energy and water bills; and another 12% said their experience of this service was poor. This despite the fact that a significant 30% of participants said they struggled to pay energy and water bills.

Over 50% of participants said they had no experience or otherwise a bad experience of accessing local training and employment opportunities.

Almost 50% said they had no experience or otherwise a bad experience of being able to influence local decisions, despite the fact that 88% said this was important to them. A considerable 45% of participants said they have no access or poor access to good quality open spaces in their neighbourhood; although 96% said access to good quality open spaces was important to their health and well-being.

There was also interest in more affordable transport, but partners agreed this was not in the capacity of the PACT project to address.

Figure 1

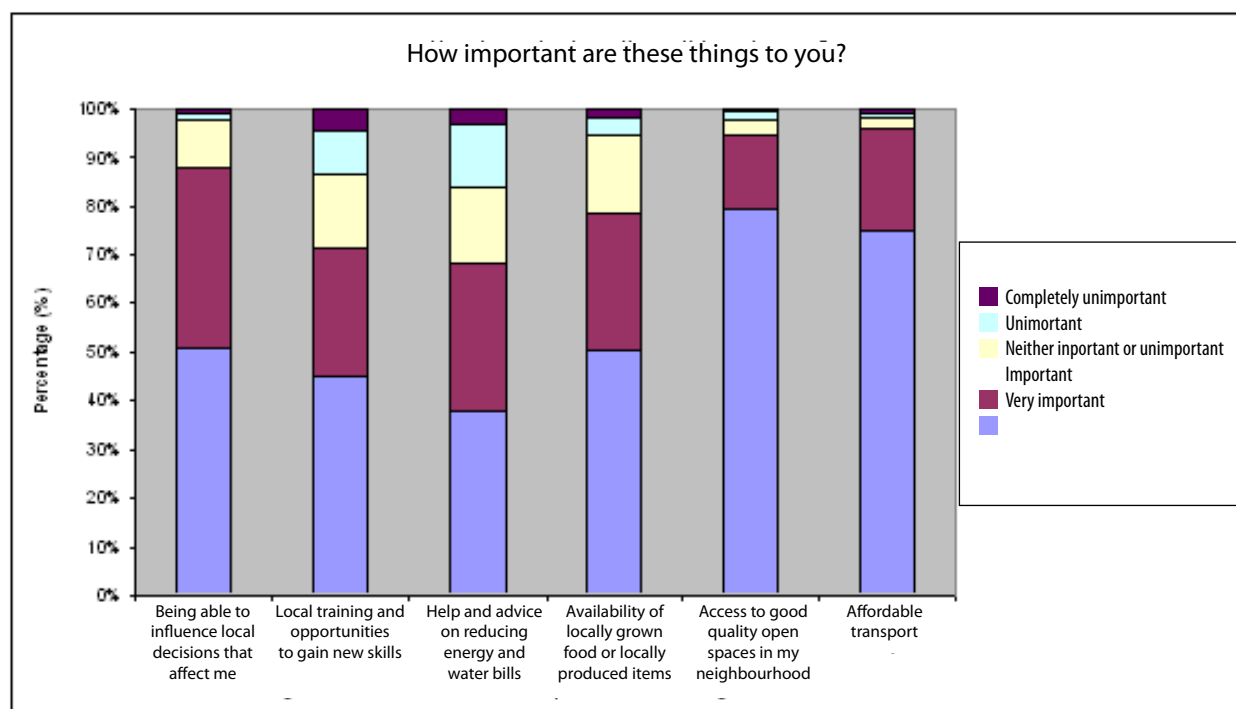
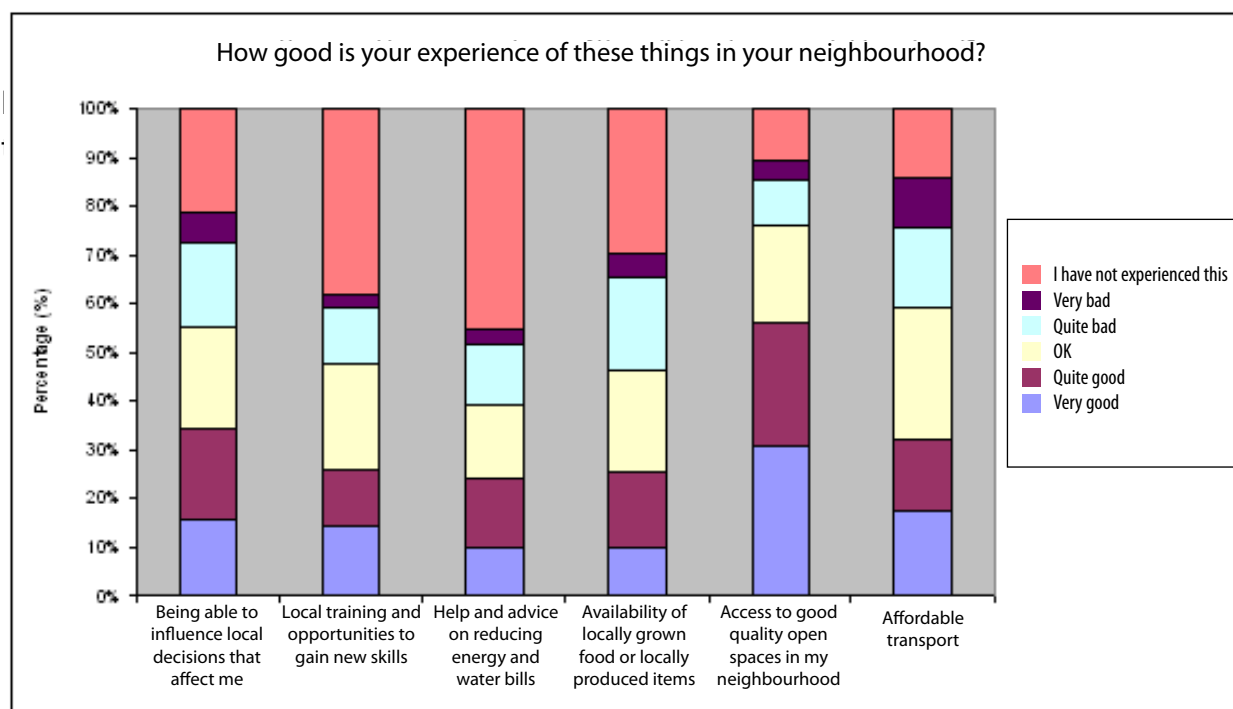


Figure 2



Section five

Strategic Context

The PACT Aim

The Manor House PACT project will reach out to local people, build on and celebrate their connectedness, community spirit and imagination, help understand what motivates them, and enable them to live more sustainably.

The PACT Approach

Manor House PACT will, over a three year period, enable individuals and communities to build collective resilience to climate change issues using the PACT principles of Prepare, Adapt, Connect and Thrive.

The PACT Outcomes

Please see Appendix B for PACT project outcomes.

PACT Activity Introduction

PACT will help to achieve the four Communities Living Sustainably outcomes and build a strong, sustainable legacy using the three strands of **PACT Home, PACT Green Vocational Training and PACT Open Spaces** coupled with a range of engagement activities, building momentum over the course of the project as more people and stakeholders get involved.

PACT Home will target householders – particularly those in low income and vulnerable households – with advice and practical support delivered by our trained **PACT Champions. Closer Neighbours groups** will sustain that support with ongoing monitoring, engagement and support in times of extreme weather. Individuals will be able to access energy assessment training, work-experience and opportunities for employment in the green economy.

PACT Green Vocational Training will provide training packages to enable residents to better access local employment opportunities emerging from the Green Economy and social enterprise sectors.

PACT Open Spaces will coordinate area-wide activities through the Closer Neighbours groups, informal and accredited training and will target open spaces in the area for improvement and community-led management initiatives. Individuals will be able to access vocational training, work-experience and opportunities to become involved in social enterprises targeting employment opportunities in the emerging green economy.

How PACT will achieve the Communities Living Sustainably Outcomes

Communities Living Sustainably Outcome 1

Vulnerable people affected by the impacts of climate change are able to make greener choices to help improve their quality of life.

PACT Home Visits will achieve this first outcome by providing a way of effectively identifying and engaging vulnerable people affected by the impacts of climate change (specifically fuel poverty). They will receive practical resources and one-to-one support to help them make realistic and appropriate lifestyle changes, thereby generating significant improvements to their quality of life.

Communities Living Sustainably Outcome 2

Communities are better prepared for environmental challenges and longer term environmental change and understand the improvements they can make to live more sustainably.

PACT Closer Neighbours also works towards achieving this outcome, supporting residents to learn together about the improvements they can make to live more sustainably. Participants will have access to a forum – to continue beyond the life of the project – which will provide information and guidance to help prepare them for future environmental challenges.

Communities Living Sustainably Outcome 3

Communities maximise the use of their assets and resources to create new economic opportunities and live more sustainably by, for example, using the skills and knowledge of individuals within their community to create green social enterprises and jobs. Vulnerable people affected by the impacts of climate change are able to make greener choices to help improve their quality of life.

PACT Green Vocational Training works towards achieving this project outcome by offering accredited green vocational training followed by a guaranteed apprenticeship for completers. This will create a local green workforce, helping to attract Green Deal contracts into the area. MHDT has established relationships with a number of local contractors and British Gas, who will be managing Green Deal contracts and have expressed that a local green workforce will help them to reach their obligatory 20% local labour targets. PACT will also inspire local interest in climate change issues through a range of training offers, which will teach residents how to live more sustainably and help them qualify for related jobs, volunteering, work experience and enterprise opportunities.

PACT Open Spaces will also work towards achieving this outcome. It will enable the community to make better use of local outdoor resources to improve their skills base and confidence; access new economic opportunities, including jobs, social enterprise; and grow some of their own food.

Communities Living Sustainably Outcome 4

Communities have a greater understanding of and more opportunities to use natural resources more efficiently.

PACT Open Spaces will work towards achieving project initiative outcome 4. PACT Meals will encourage participants to buy their food from affordable UK grown sources to reduce food miles and to reduce household food waste by using left-overs. PACT Open Spaces training will teach residents how to use community and private gardens more efficiently. Foraging and wildlife walks will communicate the importance of using the local outdoor environment responsibly, respecting areas designated for wildlife and foraging to cause minimum disturbance.

PACT Home Visits and **PACT Closer Neighbours** will also work towards achieving this outcome, by encouraging residents to adopt greener behaviours to make more efficient use of household water and energy.

Needs summary

The Manor House PACT project area

The Manor House PACT project area has been defined to include four local electoral wards that are among the most deprived wards in the city (Brownswood and New River in the London Borough of Hackney and Seven Sisters and Finsbury Park in the London Borough of Haringey).

The English Indices of Deprivation (2010)¹ measures relative levels of deprivation in small areas of England called Lower layer Super Output Areas (LSOAs). It reports that the London Borough of Hackney has one of the highest proportions of LSOAs that are among the most deprived in the UK (42%). The 2004 Indices of Multiple Deprivation show that 2 of the 6 LSOAs that make up the area are in the worst 3% in the UK, 3 are in the worst 5% and 1 is in the worst 11% to 20%.

¹ Department for Communities and Local Government © Crown Copyright, 2011

Characteristics of the project area include:

- A high percentage of unemployed people
- A high percentage of people claiming benefits
- Low income families
- Isolated and/or vulnerable individuals
- Distinct ethnic minority communities
- Public open spaces, with barriers to connectivity and potential for collective action

The Woodberry Down regeneration scheme

One of the largest regeneration schemes in the UK with £1 billion investment over 20 years, Woodberry Down is located towards the centre of the PACT project area in the London Borough of Hackney.

The regeneration scheme means that the estate is currently undergoing rapid change. The physical fabric of the area will be transformed; new housing, new landscaping and new facilities are being constructed and this will have a profound effect on demographic, economic, environmental and social make-up of the area. Major changes include:

- There are currently 5,000 people living on the estate, which is predicted to double to 10,000 over the next ten years²
- The community is already seeing an influx of residents moving into new private rented accommodation
- Decanting and relocation of residents into interim or new properties has meant the population of long-term residents are often living in new homes and are disconnected from their local support networks
- Regeneration planned over the next 20 years means that many residents will continue to inhabit energy inefficient homes for some years to come
- The demolition of local shops and services over the new few years will disrupt local access to community facilities
- Creation of more local job opportunities, in the current and historical context of low levels of local employment

Understanding the local consequences of the regeneration programme is crucial to understand the implications for community resilience to climate change.

PACT partners have identified three major limiting factors which are particularly prevalent in the PACT project area and are likely to be exacerbated by the regeneration programme:

2 Woodberry Down Case Study Baseline Report. Source: www.cchpr.landecon.cam.ac.uk/Downloads/MixedComm/Woodberry_Down-Hackney-case_study_writeup.pdf

1. **Fuel poverty** As residents are decanted from their homes, this can disconnect them from support networks leading to social and physical isolation. This limits their capacity to be resilient, especially for residents who are elderly, disabled or immobile. A new home also means new energy systems to get used to which can affect a household's energy use.
2. **Worklessness** Local contractors have a history of low employment levels on the regeneration sites, which means residents are forced to travel further afield for work. The increase in local job opportunities has not necessarily increased local access to these jobs, which residents find disillusioning.
3. **A lack of positive engagement with decision makers about how open spaces are used, maintained and developed for future use** Despite the emergence of the Woodberry Down Community Organisation, many residents surveyed in the consultation said they felt they had no influence over the Regeneration Masterplan and the use of local open spaces.

Manor House PACT has therefore highlighted these particular issues as priorities in the project delivery plan.

Fuel Poverty

'A household is said to be in fuel poverty if it needs to spend more than 10% of its income on fuel to maintain a satisfactory heating regime (usually 21 degrees for the main living area, and 18 degrees for other occupied rooms)' ³.

The 'Fuel poverty ratio' is therefore defined as:

Fuel poverty ratio = fuel costs (modelled consumption x price) ÷ income

Whether a household is in fuel poverty or not is determined by the interaction of a number of factors. However the main factors affecting fuel poverty (as defined by the Department of Energy and Climate Change) are:

1. Energy efficiency of a property
2. Household income
3. Cost of energy

Fuel poverty is an important factor affecting people's **resilience** to the impacts of climate change because it limits the access of households to the fuel they need to cope in extreme cold weather conditions. This can lead to serious health problems, which has been linked to 2,700 deaths a year in the UK⁴.

In recent years in the UK, fuel poverty has been exacerbated by a combination of:

- More extreme weather conditions, including colder and wetter winters
- Falling household income levels
- The exponential rise in household fuel bills
- Inefficient equipment and a lack of insulation in older homes

This has led the Greater London Authority to predict a worst case scenario that 25% of homes in London will be fuel poor by 2013.

3 Fuel Poverty Statistics, Department of Energy and Climate Change, 2012

Source: http://www.decc.gov.uk/en/content/cms/statistics/fuelpov_stats/fuelpov_stats.aspx

4 BBC News, Fuel poverty to rise to 8.5m, report warns

Figure 3 illustrates the incidences of fuel poverty typically found in the following household types⁵

Household Type	1998
Younger Couple	7%
Older Couple	20%
Couples with children	8%
Lone Parent	6%
Adult Households	11%
One Younger Person	11%
Single Older Person	37%

The figures show that older people, especially those living alone, are the most likely to be fuel poor. They are also more likely to be vulnerable to the health effects of fuel poverty and cold living conditions. These include high risk of respiratory and cardiovascular problems, including asthma, bronchitis, hypothermia, strokes, heart attacks and respiratory ailments from mould growth. The associated stress and anxiety that often goes hand in hand with fuel poverty can also lead to feelings of helplessness and depression⁶.

Heat wave

Along with the effects of cold weather, the GLA identify serious health issues associated with hotter drier summers as a result of climate change. London is particularly vulnerable, with homes, workplaces and transport infrastructure not designed for high temperatures. The effects of the 2003 heat wave were greatest in London in terms of the number of deaths per head of population, especially amongst the elderly (overall there were approximately 600 all-age extra deaths in London)⁷. Higher numbers of deaths from hot weather are most associated with the elderly living in deprived areas.

National strategic context

Reducing fuel poverty is high on the Government agenda according to the UK's *National Strategy for Climate and Energy: Transition to a Low Carbon Society: Building Britain's Future* report. The report highlights key priorities:

- Prioritise services for households most vulnerable to the effects of fuel poverty, including the elderly, children, people with disabilities and long-term illnesses, low income households and those living in energy-inefficient housing

⁵ Fuel Poverty, Haringey Council.

Source: http://www.haringey.gov.uk/index/housing_and_planning/housing/housingadvice/homeheat_loss/energy_efficiency/fuel_poverty.htm

⁶ Marmot Review Team, The Health Impacts of Cold Homes and Fuel Poverty, 2011

⁷ Source: http://static.london.gov.uk/mayor/environment/climate-change/docs/UHL_summary_report.pdf

- Pilot community-based approaches to delivering more energy efficient homes in low income areas
- Increase the level of Warm Front grants so most eligible applicants can receive energy saving measures without having to contribute payment themselves

Regional strategic context

Haringey reports an average of 15%⁸ of households in the borough as fuel poor, the fourth worst in London along with Hackney in 2007. Haringey experiences high variance in fuel poverty between its wards, with the highest incidence in Seven Sisters ward and lowest in Muswell Hill ward.⁹ New River ward has the second highest incidence of fuel poverty in Hackney¹⁰. Each local authority has sets of policies which shape their approach to tackling fuel poverty. Carbon reduction strategies are a major focus in this approach, as a means to reduce domestic energy use, thereby alleviating the costs of energy for fuel poor households.

The Home Energy Conservation Act 1995 (HECA) requires every local authority to identify cost effective measures to improve the energy efficiency of all residential accommodation. An ageing housing stock in both boroughs provides the opportunity to make energy efficiency improvements to housing stock as a means of reducing domestic energy consumption and tackling fuel poverty.

The London Borough of Hackney

Local Development Framework (LDF) Core Strategy; Climate Change and Environmental Sustainability is the primary strategy guidance for new development in the borough. It commits to cutting carbon dioxide emissions by: boosting energy production from renewable sources; improving Hackney self-sufficiency for power; improving energy efficiency of housing stock; reducing car use and encouraging greener behaviours.

⁸ London LSOA Atlas, 2009

⁹ Haringey's Local Plan: Strategic Policies (formerly the Core Strategy), Draft, 2012

¹⁰ New River ward: health and wellbeing profile

Source: <http://www.hackney.gov.uk/Assets/Documents/hwp-new-River.pdf>

Figure 4: Carbon Dioxide (CO2) reduction by 2050 to achieve Hackney's 80% reduction target¹¹

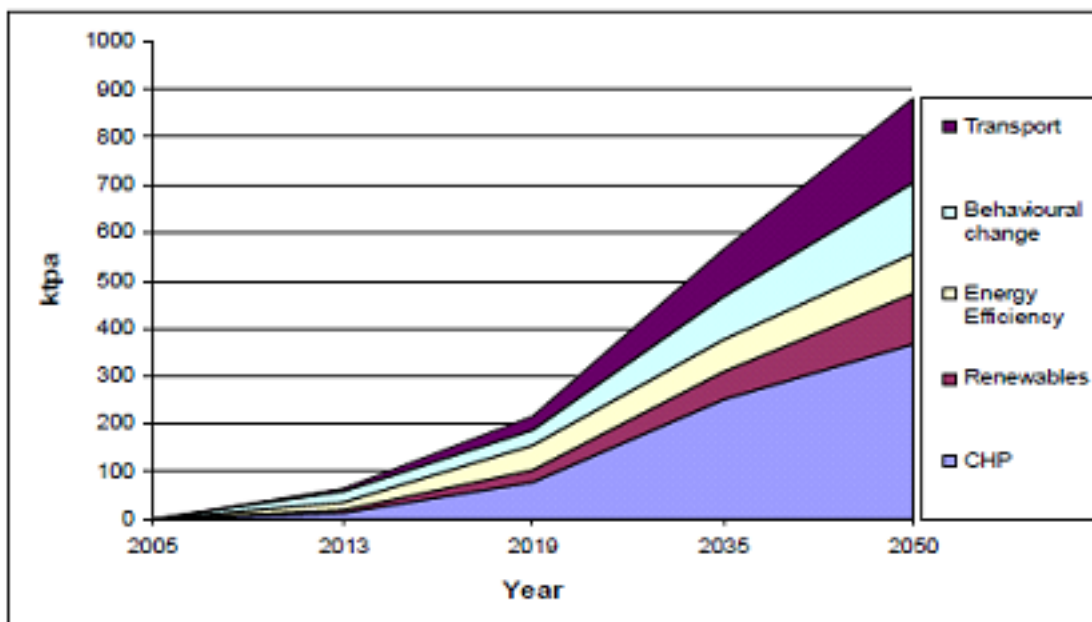


Figure 4 illustrates this approach and shows that in 2013, energy efficiency and behaviour change are expected to be the largest contributors to reducing carbon emissions.

The current prioritisation of changing behaviours in reducing carbon emissions is reflected in the Hackney Climate Change Strategy 2009. It commits the council and its partners to a variety of actions which support the reduction of CO2 emissions:

- Hackney Council continues to support the Thames and Central Energy Efficiency Advice Centre (TACEEAC) which provides free advice on energy efficiency to Hackney residents and distributes energy saving light bulbs
- The Coldline project run by Age Concern Hackney, will provide energy efficiency advice to older people in the borough
- SHINE is a referral system established to tackle fuel poverty and reduce seasonal deaths and hospital admissions in Hackney. It provides advice on energy bills and keeping warm and dry in the home.

The London Borough of Haringey

The Greenest Borough Strategy – 'Going Green' in July 2008-2018 proposes that Haringey becomes one of London's greenest boroughs by working towards:

- Reducing carbon dioxide emissions in the community
- Empowering local communities to create an environmentally sustainable future
- Raising awareness and promoting a change in behaviour among residents, businesses and other key partners

¹¹ Hackney Climate Change Strategy, 2009

The Haringey 40:20 Project was launched in June 2011. Haringey was the first local authority to sign up to an ambitious 40 percent carbon reduction target (from 2005 levels) by 2020 as part of the Friends of the Earth **Get Serious** Campaign. The project aims to:

- Reduce carbon dioxide emissions in areas including housing, traffic and waste to achieve a 40% reduction in local carbon emissions by 2020
- Provide grants to help residents to retrofit homes with energy saving measures

The PACT project area

The PACT partners collated fuel poverty data across the project area. This was determined by calculating fuel poverty per Lower Super Output Area, which is shown in figure 5. Fuel poverty rates are particularly high in the Hackney LSOAs 002E, 002C and 002D at a maximum of 22.1% compared with the London average of 13.3% (according to the DECC measure).

Figure 5: Total population, fuel poverty rates (%) and total population in fuel poverty per Lower Super Output Area within the PACT project area

Lower Super Output Area (LSOA)	Total Population of the PACT project area	Fuel poverty rate (%)	Total population in fuel poverty
Haringey 031C	1697	13.7	232.5
Haringey 031D	1498	11.3	169.3
Haringey 032D	1209	16.5	199.5
Haringey 032C	1629	17	276.9
Hackney 002E	1197	21.7	259.7
Hackney 002C	803	22.1	177.5
Hackney 002D	1304	21.4	279.1
Hackney 002B	1222	19.1	233.4
Hackney 002A	1517	13.9	210.9
Hackney 007A	1079	14.8	159.7
Hackney 007B	1097	16.5	181
Total / Average	14252	16.7	2379.4

Heat loss

Heat is primarily lost through walls, ceilings and roofs of properties, so heat loss maps are a useful indicator of energy efficiency. Haringey Council was the first London Borough to publish the results of an aerial thermal survey on its website captured data in 2007.

The primary solutions to heat loss are capital investments like insulation, which Haringey Council are already assisting residents with in the form of grants schemes like Warm Front. However, heat loss can also be mitigated by changes to resident behaviours. Heat loss from doors and windows is a significant factor, where changing behaviours along with low cost insulation equipment like seals and buffers are effective solutions.

Figure 6 shows heat loss levels in the highest two categories across the PACT project area (in Haringey). It shows that heat loss levels are generally higher where buildings are isolated or exposed. It also shows two areas where high heat loss is particularly prevalent and concentrated, to the north of Eade Road and to the south of Templeton road, both in Seven Sisters ward. The maps also show relatively high heat loss at Stamford Hill Primary School compared to the other schools, which could be investigated further.

The more energy efficient a building, the less consumption of energy is needed to maintain a satisfactory heating regime. Improving energy efficiency of homes is a major contributor alongside changing behaviours to tackle fuel poverty.

Figure 6: Heat loss maps showing areas within our project area in Haringey where high heat loss levels are most concentrated¹²



¹² Heat Loss Survey Data (2007) provided by BlueSky

Conclusion: Needs and opportunities

Analysis of the baseline data of the PACT project area shows there is high incidence of fuel poverty locally, which is much higher than the London average.

The consultation confirms these data, where 30% of those surveyed said they struggle to pay their fuel bills; 58% would like to receive more energy advice/guidance.

Analysis of the local regeneration scheme data shows that the regeneration of the Woodberry Down estate has important implication for fuel poverty in the project area. Issues around decant and energy inefficient homes which are not be due for demolition for some years, lead to fuel poverty being a significant problem in the area.

Analysis of national policies will help PACT to target those most vulnerable to the effects of fuel poverty. The Government identifies these as the elderly, children, people with disabilities and long-term illnesses, low income households and those living in energy-inefficient housing.

Analysis of the borough policies shows us that behaviour change is a prioritised approach to achieving carbon reduction targets and alleviating fuel poverty. Haringey in particular emphasizes the importance of empowering communities to adopt greener behaviours. In order to help achieve Council objectives, PACT will work under the same principles. PACT will focus on ways to build the capacity of communities to change their behaviours for themselves, as a means to generate sustainable change where residents see long-term value in greener behaviours.

PACT Closer Neighbours is an approach to changing resident behaviours through capacity-building. The project will support residents to meet their neighbours and work together to monitor and find ways to reduce their energy use. Providing tangible benefits in greener behaviours including building relationships with neighbours and reducing energy bills will stimulate long-term change.

PACT aims to build upon existing services in the boroughs in order to add value to work already being achieved and maximise outcomes. The existing services in the boroughs which tackle fuel poverty include the **Haringey 40:20 Project** which provides retrofit services to homes; **Coldline** which provides energy advice to the elderly; and **SHINE**. Initial discussions with representatives from the two Councils identified their need to engage more vulnerable residents with these services. This is especially important where vulnerable residents are isolated, disabled or immobile and unable to physically access services. The CERP evaluation recommended that a more thorough referral network is needed in Hackney that will direct people at risk of fuel poverty towards the help that is available¹³.

13 Carbon Emissions Reduction Pilot Evaluation

PACT Home Visits is the PACT approach which responds to this need of the Councils, by targeting households vulnerable to fuel poverty directly in their homes. The service will install energy saving measures, offer energy advice and provide referrals to relevant Council services. The PACT partners offer a combination of access routes to residents, which we will draw on to enhance engagement with vulnerable households.

PACT Home Better Neighbourhoods is a research project designed to run alongside Home Visits. It will identify vulnerable households to ensure there are no gaps in the service.

Hackney Homes and Homes for Haringey have adopted an Affordable Warmth Strategy with a focus upon developing decentralized energy and district heating schemes. Work is already being done in this area, which led PACT to decide not include a Combined Heat and Energy scheme within the remit of this project.

Analysis of heat loss data helps to identify appropriate energy saving measures to provide at the PACT Home Visits and PACT Closer Neighbour groups. The data suggest equipment like insulation tape and draft-proofing would benefit homes in the project area. It also suggests homes which would benefit from receiving referrals to the Warm Front scheme and other grant schemes for improving energy efficiency.

Climate change is likely to cause hotter and drier summers, with London the urban 'heat island' being especially vulnerable. PACT will take practical action to ensure those most vulnerable to the effects of hot weather are better prepared. PACT Closer Neighbours groups will make check-ups on vulnerable residents in times of extreme hot (and cold) weather and PACT Home Visits will provide advice on how households can adapt to these situations. We will also encourage residents where possible to make use of open green spaces where temperatures are likely to be cooler.

Worklessness

National Strategic Context

A major aim of the national strategy to reduce worklessness is¹⁴:

- Helping make the UK a centre of green industry by supporting the development and use of clean technologies, including up to £120 million investment in offshore wind and an additional £60 million to cement the UK's position as a global leader in marine energy.

14 UK's National Strategy for Climate and Energy: Transition to a Low Carbon Society: Building Britain's Future

Green Deal

The Energy Act 2011 includes provisions for the new 'Green Deal', which intends to reduce carbon emissions cost effectively by revolutionising the energy efficiency of British properties. The new Green Deal policy will boost the burgeoning low carbon economy by supporting up to 60,000 jobs in the insulation sector alone by 2015, up from around 26,000¹⁵.

Social Enterprise

The number of social enterprises in the UK is growing at almost twice the rate of other types of business, according to Claire Dove, chair of the Social Enterprise UK¹⁶. Backing social entrepreneurs with support, education, and investment has been proven to have a significant impact in changing communities, tackling poverty, delivering better services and creating new local jobs. Social entrepreneurs create on average 3 jobs each, whilst two thirds set up new organisations that survive and thrive. The Big Society fund is investing £600 million in this growing sector.

Regional Context

The London Borough of Hackney

Hackney Climate Change Strategy 2009 commits the Council's primary Social Landlord Hackney Homes to preparing an Asset Management Strategy which prioritises the need for investment in the housing stock to provide environmentally sustainable homes, thereby creating local employment opportunities.

Local Development Framework (LDF) Core Strategy: Climate Change and Environmental Sustainability – its commitment to ensuring that developers incorporate energy saving and recycling technology into new developments will increase jobs in green economy.

The London Borough of Haringey

Overall employment among 16-24 year olds is significantly lower in Haringey (37%) than the national average (50%)¹⁷. Taking into account rising youth unemployment in the borough and the local Tottenham and Hackney riots, the creation of local job opportunities is more important than ever.

The commitments of the *Greenest Borough Strategy* and the *Haringey 40:20 Project* to provide energy efficiency measures including new boilers and better insulation at council buildings will increase jobs in green economy.

15 Department of Energy and Climate Change, Source: http://www.decc.gov.uk/en/content/cms/news/pn12_073/pn12_073.aspx

16 Source: www.thirdsector.co.uk/news/1075113/Social-enterprises-growing-twice-speed-businesses/

17 Source: <http://www.minutes.haringey.gov.uk/mgConvert2PDF.aspx?ID=23414>

The PACT project area

The percentage of the population in Hackney (7.3%) and Haringey (6.4%) claiming jobs seeker allowance are well above the London average (4.1%)¹⁸. Figure 7 shows that the percentage of the population with no qualifications in Seven Sisters and New River are significantly higher than the London average; while the percentage of the population with the equivalent of a Level 1 qualification in Harringay and Brownswood wards is significantly lower than the London average.

Figure 7: Table showing the percentage of the population with no qualifications and with the equivalent of Level 1 qualification, per ward compared with London

	Seven Sisters	Harringay	New River	Brownswood	London
No qualifications	28%	21.30%	33%	22.80%	23.70%
Level 1	11.20%	7.90%	11.10%	8.90%	13%

Dominant local circumstances affecting employment in the area are:

- The Woodberry Down regeneration scheme
- The growing green economy
- The growing social enterprise sectors

Woodberry Works

Local organisations (including Hackney Council, the major developer Berkeley Group plc, Genesis the Registered Social Landlord, Hackney Community College and Manor House Development Trust) have been working together over the last few years to combat worklessness and increase local employment on the regeneration sites. This led to the formation of the Woodberry Works partnership, managed by MHDT since 2009. Woodberry Works is a steering group which directs the training and employment strategy for Woodberry Down and wider Hackney. The partnership has helped build the capacity of its partners to provide more job opportunities for local people. Between 2010 and 2012, local labour levels on one regeneration site increased from 3% to 20% (meeting the national target).

The major contractors involved in the regeneration scheme are already working in partnership with MHDT and can be influenced to review their future plans to better meet PACT objectives, support green training and apprenticeships and offer employment opportunities for local people as part of the project.

18 Department for Work and Pensions, 2010

Building Lives Training Academy

Building Lives is an award-winning Community Interest Company that provides construction training. It engages, motivates and supports people of all ages and backgrounds, male and female, to overcome barriers to work in construction. MHDT is the Hackney delivery partner and the Academy is due to launch in August 2012.

Conclusion: Needs and Opportunities

Analysis of the national and regional context tells us that there are increasing employment opportunities in the green economy and social enterprise sectors. PACT will tap into opportunities such as the emergence of the Green Deal, which will create new job opportunities around energy efficiency. Social enterprise is high on the Government agenda. This is another area where local people are receiving growing support to set up their own enterprises which are trading and delivering community benefits. The PACT response is to provide the business and green skills training which will enable residents to take advantage of these opportunities.

Analysis of the project area show us there are many existing services which aim to reduce worklessness, including the Genesis 4 Steps programme, Woodberry Works and Building Lives Training Academy.

PACT Green Vocational Training will draw on these resources to maximise job opportunities for residents in the project area:

- The Genesis Four steps programme will support residents in setting up new green businesses.
- As part of its outreach and consultation exercise for PACT, MHDT approached Building Lives Training Academy and convinced them that the training curriculum within the new academy in Hackney should include green construction skills.
- Local contractors including British Gas and Lakehouse have expressed their support of the PACT project. By building a local green workforce, they will be able to attract Green Deal contracts into the area as a legacy for the PACT project.
- Woodberry Works will provide strategic training and employment support, holding contractors to account for providing local employment opportunities.
- A new grounds maintenance social enterprise will be incubated by MHDT to provide up to 12 jobs for local people and supported by PACT partners to bid for contracts.

The Lack of positive engagement with decision-makers about how open spaces are used, maintained and developed for future use

National Strategic Context

A major aim of the UK's *National Strategy for Climate and Energy: Transition to a Low Carbon Society: Building Britain's Future* is to support community-led initiatives for renewable and low carbon energy, including developments outside such areas being taken forward through neighbourhood planning

Regional Strategic Context

London boasts outstanding green spaces and parks which cover around two thirds of the capital. Improvements in access to existing sites and developing access to sites that were previously inaccessible have meant that more Londoners now have access to green spaces.

Allotments are increasing in popularity in London: there has been a 13% increase in the number of sites but waiting lists are still long in some boroughs, including our target boroughs of Hackney and Haringey . Allotment land covers around 1,000 ha providing green land cover and urban wildlife corridors as well as food growing spaces in the capital. The green space element of the Manor House PACT will contribute to the development of at least 12 new community gardens/orchards across the target area.

London supports many important species and habitats. All types of habitat in London are being restored and improved and are increasing, except meadows and pastures.

The London Borough of Hackney

One of the main objectives of the Hackney Sustainable Community Strategy 2008 - 2018 is to create a sustainable community where all the citizens take pride in and take care of Hackney and its environment for future generations. Hackney Council have undertaken a three year review of the Sustainable Community Strategy. They concluded that they need to remain focused on efforts to keep streets and public spaces cleaner and better maintained.

The London Borough of Haringey

The Greenest Borough Strategy aims to protect Haringey's natural environment by working with local people and other partners to ensure that it preserves, improves, and increase green spaces and their biodiversity through improved maintenance accessibility and sustainable practices.

The PACT project area

The PACT project area contains a number of local open spaces from the historic and municipal Finsbury Park, the West and East Reservoirs and their surrounding banks, the 399 year old New River and the Woodberry Down Community Garden. See page 160 for an Asset Map of the project area, which shows the location of local open spaces. The consultation undertaken during the project inception stage highlighted that 96% of participants felt access to good quality open spaces was important to their health and wellbeing. However, over 50% of those surveyed felt that they had little if any control over how open spaces in the area were used or maintained. This lack of representation is disempowering and leaves individuals feeling isolated because important resources in the area appear to be beyond their control or influence. The involvement of local people in designing open spaces was identified as a priority for action by the Woodberry Down Community and Economic Development Framework partners in 2011. The partners include Genesis, MHDT and Berkeley Group plc.

Conclusion: Needs and Opportunities

Analysis of the PACT project area shows us that access to local green spaces is important to the health and wellbeing of residents. However, a majority of residents do not feel they are able to influence the future use of their local open spaces. PACT aims to use this sense of value to inspire the community to make better use of their outdoor environment. Analysis of the national and regional context show us the importance of community-led initiatives which build community pride in their local open spaces, as a way to encourage communities to take ownership of their future development.

PACT Open Spaces will work under this principle of capacity-building to encourage the community to take ownership of their local open spaces by providing tangible benefits of connecting with them. Activities will include:

- Open Spaces Training to enable residents to make better use of their local outdoor environment to access jobs and grow affordable, healthy food.
- Foraging and Wildlife to provide an opportunity to exercise together and build new friendships to promote participants' wellbeing.
- PACT Meals to teach residents the importance of buying UK grown food, preparing foraged food and reducing food waste.
- Friend of groups to provide a forum for residents to participate in the future development of New River and Finsbury Park. Volunteers will be offered civics training to encourage the groups to enlist the support of those who make key decisions including local councillors, MPs, council officers and Berkeley group plc.
- Celebrating local open spaces through PACT Festivals.
- Creation of a new grounds maintenance social enterprise to allow residents to gain employment and bid for contracts in managing the upkeep of the local open spaces.

Section six

Running our project

Introduction

Manor House PACT will engage residents from its target audiences with the project's activities during years 1 and 2 with the aim of building momentum for outcomes that will have wider lasting impacts in year 3 and beyond.

The partnership came up with the acronym PACT as it clearly communicates the different stages and principles it wants to use in approaching the issue of climate change. The partnership's vision is for people living in our area to thrive whatever might happen as a result of climate change; to achieve this will involve local people preparing, adapting and connecting with each other. This activity plan has been designed in line with these four principles.

Prepare

The preparation stage is about:

- Engaging residents
- Exploring what their needs and priorities are – both personally and for their community and local area – and what thriving means to them
- Providing information about climate change through activities and events, using multi-media to facilitate discussions about what it means for them living in this culturally diverse, densely-populated urban area

The preparation stage will involve capacity-building individual residents and existing groups through a range of activities – crucially through training – and starting to establish a network of local Closer Neighbours groups across the area.

Training, employability and employment

Training is a golden thread running through all Manor House PACT activity plans, performing a number of critical functions to help participants to prepare, adapt and connect, and enabling the project to achieve its outcomes including a robust, sustainable legacy.

The project will offer three different types of training which participants can access depending on their ability, need and interest:

1. Skills development including PACT Champion Training, gardening, machinery use, land management
2. Research, learning and knowledge-sharing around climate change
3. Specific trades-related green training that can lead on to Building Lives Apprenticeships and roles as Green Deal and Energy Assessors

Adapt

As conversations develop and groups form and grow, the idea of behaviour change will be introduced. The Closer Neighbours groups, alongside existing groups, will provide a supportive, informative environment as a means of:

- Building neighbourly relationships
- Identifying key changes people can make that will impact on their individual and collective resilience
- Peer-encouragement and support
- Sharing ideas and resources
- Monitoring behaviour change and providing feedback to the partnership
- Providing practical support to local vulnerable people, particularly in times of extreme weather

Connect

The PACT approach is founded on building relationships and connections between individuals, families, voluntary and community groups and statutory and private organisations. This recognises the contribution each brings along with their impact on the local area, within the wider context of climate change. PACT activities 'join the dots' – the project will help to identify specific needs along with clear ways of addressing them.

Thrive

Thriving will mean different things to different people – however it includes core needs being met along the lines of Maslow's Hierarchy of Need:

- Physiological needs – including food and water
- Safety – including security of home, body, employment, resources
- Love / belonging – connection with others, including family, friendship
- Esteem – including confidence and achievement
- Self-actualisation – including creativity, problem-solving, acceptance of facts

The project will explore how these needs can be met in a changing environment, in this particular local context, while drawing out key learning, activities and principles that can be applied elsewhere.

PACT Activity Plan

Manor House PACT Home

There are three strands to Manor House PACT Home:

1. Home Visits
2. Closer Neighbours
3. Better Neighbourhoods

Home Visits will engage residents who are vulnerable to the effects of climate change and fuel poverty in their homes. A housing assessment carried out by an Energy Assessor will identify appropriate low-cost measures which they will install to help improve energy efficiency. PACT Champions are local residents who will receive a package of training enabling them to support householders make realistic changes to their behaviours to reduce their energy use. PACT Champions will help householders fill in an initial survey on their energy use, to be filled in a second time on the follow-up home visit.

PACT partners will ensure that by the end of the three years:

- **900** homes will receive at least two home visits from PACT Champions, carrying out behaviour change monitoring through the use of a survey
- **People from 900** households will feel more resilient to effects of climate change
- **900** households will receive referrals to other local relevant services, helping our local authority partners better connect with hard-to-reach households

Closer Neighbours will encourage people to change their behaviours to reduce their energy use, by supporting them to work collectively. It will train local people as PACT Champions to lead Closer Neighbours groups. There will be 36 groups by the end of the project, with 8 members per group. PACT Champions will share their energy awareness knowledge to discuss practical ways in which householders can reduce their energy use. Members will also learn how to influence decisions locally. Experts and professionals will be invited to speak at Closer Neighbours groups to discuss specific concerns of the group. Group members will monitor their own energy use and the impact of making behaviour changes in a workbook. Groups will meet four times a year and will check-up on vulnerable residents in times of extreme weather. PACT partners will ensure that by the end of the three years:

- **People from 288** households benefit from Closer Neighbours groups
- **900** households receive check-ups in times of extreme weather
- **People from 288** households feel they know how to influence decisions locally

Better Neighbourhoods will engage and support local people to undertake fieldwork and desk research using citizen science techniques. Residents will receive training to enable them to create a risk map of the environmental issues affecting the local area and identifying those most vulnerable to climate change. This research will be used to inform PACT Champions of homes to visit and emerging climate change issues. Research will be shared via written materials to local professionals to inform their service delivery.

PACT Green Vocational Training

Green vocational training will ensure residents have access to training, advice and support to take up employment opportunities in the emerging green economy and social enterprise sectors. Green vocational training and a guaranteed apprenticeship for completers will be offered to residents interested in pursuing a career in construction and related trades. Packages of green vocational training will also be offered to residents over the age of 18 of any educational background, which provide progression to employment. PACT partners will ensure that by the end of three years:

- **48** residents receive City and Guilds accredited training and a guaranteed apprenticeship
- **A minimum of 84** residents gain employment as a result of PACT training
- **5** new resident-led green social enterprises are set up

Manor House PACT Open Spaces

There are two phases to Manor House PACT Open Spaces:

Phase 1

PACT will encourage residents to feel proud of their local outdoor environment and make better use of it to improve their health and wellbeing. PACT will do this by highlighting and offering ways of accessing the tangible benefits of connecting with open spaces including green employability training, social enterprise jobs, exercise, affordable healthy food and building new friendships. PACT will ensure that by the end of the three years:

- Residents receive **480** PACT Open Spaces training courses
- **500** residents feel their wellbeing has improved from attending PACT Wildlife and Foraging walks
- **250** residents feel they are able to use their local open spaces to grow and forage their own food

Phase 2

PACT will encourage and empower local residents to set up 'Friends of' groups for each identified local open space, creating a sense of ownership and pride in local open spaces. PACT will ensure that by the end of the three years:

- **2** sites are identified for community management and ownership
- **1** grounds maintenance social enterprise is formed
- **200** residents feel they are able to influence decisions which affect the management of the two sites

PACT Home Visits

PACT Outcome 1

Residents most vulnerable to fuel poverty will have better access to the physical and social resources they need to:

- Prepare through participation and improved knowledge of climate change
- Improve their home's energy efficiency
- Adapt their behaviours to be more energy efficient
- Better connect with local services allowing them to adapt to climate change in the long-term
- Be resilient in times of extreme weather
- Thrive through greater connectivity, greater financial capacity and improved resilience to change

Introduction

PACT aims to engage, influence and motivate residents to enable them to better manage the resources they use in their own homes. This requires individual householders to recognise that:

- Better resource management is important
- They can take action to change the way they use and pay for resources
- By doing so they can thrive – that they can directly improve their quality of life

Analysis of the baseline data has shown us that there is high incidence of fuel poverty in Hackney and Haringey, especially in the Manor House project area. Consultation with 224 residents across our project area showed us that 68% would like to receive more help and advice on reducing energy and water bills.

Hackney Council is investing nearly £1 billion in the regeneration of the Woodberry Down estate, one of the largest housing regeneration schemes in the UK. This is improving the energy efficiency of the housing stock, a significant factor in helping to reduce local fuel poverty levels. However, both councils agree that behaviour change is an essential element to reducing energy use and mitigating the effects of fuel poverty. In Hackney's plan to reduce energy use by 80% by 2050 changing behaviours and improving energy efficiency are given equal weighting in their contribution to reducing energy use. With borough-wide regeneration programmes planned over the next 15 years, this is an opportunity for PACT to add value to this local regeneration scheme by delivering services which promote sustainable behaviour changes. It will also enable the project to identify knowledge, activities and learning that might be particularly applicable and transferable to other regeneration schemes. The involvement and support of Hackney and Haringey councils in the PACT project is testament to their regard for the value of the project.

The Target Audience

Fuel poverty is a useful indicator of a household's resilience to climate change. A 'fuel poor' household pays more than 10% of its total income on fuel, so has less financial capacity to be resilient in time of extreme weather conditions.

The Government Fuel Poverty Implementation Plan prioritises the importance of targeting households most vulnerable to the effects of climate change. Not only are they susceptible to cold- and heat-related illnesses, they have less capacity to access resources and services to help improve their resilience.

The Department of Energy and Climate Change identifies vulnerable households as: ***Households with people who are elderly, have young children, or who have long-term illnesses or disabilities.***

PACT Home Visits will target fuel poor households and residents most vulnerable to climate change, which are most in need of help and advice on reducing energy and water bills. The aim of this is to enhance the financial capacity of residents to improve their resilience by providing and installing affordable equipment and encouraging behaviour change options to significantly reduce energy bills.

Activities

PACT Home Visits will engage vulnerable residents in their own homes: those who would be less able to access other PACT or external activities/services due to long-term illness, disability, immobility or isolation. Hackney and Haringey councils, Genesis and research through Better Neighbourhoods activities will play a central role in identifying these residents.

These people will receive an initial energy assessment including a survey of their current energy use. From this, households will receive basic energy-saving equipment and referrals to other services, according to the findings of the assessment. In addition, they will be given guidance and examples of what easy actions and lifestyle changes they can make to substantially reduce home energy use and consequently save on fuel bills. They will then receive a follow up home visit to reiterate key information as necessary and to support them to sustain lifestyle changes.

The Home visits service will be delivered by local volunteers called 'PACT Champions' who will receive a package of training to enable them to safely undertake this task with skill, confidence and sensitivity. Groundwork will provide ongoing support and training to these volunteers as well as providing a referral mechanism to other job opportunities.

PACT Champion Training

The training package includes:

1. **CRB Checks** PACT Champions will be visiting people's homes and the CRB checks are necessary to ensure service users' safety.
2. **Customer Care Course** PACT Champions will need to communicate with residents in a way which is confident, persuasive and respectful of diversity. They must also be able to listen and carefully assess residents' concerns with sensitivity.
3. **Civic Training** A one-day training session on voice and representation, how to make your voice heard and influence decision makers; local Councillors, the Local Authority officers, the local MPs, the GLA
4. **Green Deal Awareness Course** PACT Champions will undertake the City & Guilds Green Deal Energy Awareness course. This is a one day course that introduces them to all aspects of the Green Deal

The PACT Champion training package is a pre-requisite for residents who want to volunteer to deliver PACT Home Visits and/or lead Closer Neighbour groups. Everyone who trains as a PACT Champion will have the opportunity to progress into part-time work leading Closer Neighbours groups whether or not they carry out home visits. CRB checks are essential to minimise risks to vulnerable people, especially given PACT Champions will be working in their homes.

PACT Champions will be recruited by the Volunteer Coordinator employed by Genesis and MHDT. Residents will be able to access information about the opportunities and register their interest at any PACT event or activity. Their information will be referred to the Volunteer Coordinator to process and access. The training is open to residents from any educational background, and we are looking for those who have developed social networks within their community, to help us to more easily engage other residents.

The Volunteer Coordinator will also refer people to appropriate employability services, including Hackney Onsite jobs brokerage service, Hackney Council for Voluntary Services and the Woodberry Works Club which offers Information, Advice and Guidance, English for speakers of other languages, and computer skills training.

The training can be adapted to ensure a participant's ability to claim benefits is not affected. The training will be provided in a number of cohorts for a maximum of:

- **18** residents in year 1
- **24** residents in year 2
- **24** residents in year 3

We have prepared for a 10% drop-out rate.

Green Deal Energy Assessor Training

The PACT Champions will be supervised on home visits by a qualified Green Deal Energy Assessor. The Assessor will carry out an initial energy assessment of the home and install energy saving measures provided by the PACT Champion. The Assessor will be a local resident who will receive training and part-time employment in this role and will be managed by Groundwork London. The training is a four week course (which can be taken over a longer period of time) and will be provided for one person from year 1.

Engagement

Our engagement will involve Hackney and Haringey Councils, Genesis and Berkeley identifying vulnerable households within their housing stock to target potentially vulnerable residents:

- Hackney Homes and Homes for Haringey between them manage an estimated 50,000 homes across the boroughs, helping us to target social rented properties in the project area
- Kinleigh Folkard & Hayward is the estate agent working in partnership with Berkeley across the project area. They will provide an access route to private rented households through their established relationships
- All partners run regular showcasing and consultation events for their tenants: the project can use these as a way of referring people to the PACT project by asking people to complete surveys to assess their needs
- Hackney Homes, Homes for Haringey and Berkeley will provide data on the energy efficiency of homes to enable us to prioritise which homes to target with PACT
- MHDT has established relationships with low income households and unemployment residents in north west Hackney who we already engage through various training and employment initiatives
- PACT Better Neighbourhoods has been designed to research the location of vulnerable households and emerging community issues to inform our engagement

Figure 8: The percentage of population who are ‘fuel poor’ in the project area who will be engaged by PACT Home Visits

Indicator and level	Total population in the project area who are ‘fuel poor’	Percentage of population who are ‘fuel poor’ being engaged by PACT Home Visits
900 vulnerable households will receive home visits	2,379	38%

Figure 8 shows that PACT Home Visits will engage 38% of the ‘fuel poor’ residents in our project area. The PACT approach is to target people in their homes so it is likely information will be disseminated to other household members. Therefore 38% is the minimum percentage of the population we will engage. It is important to note that our target participants will be the ‘fuel poor’ who are most vulnerable to the effects of fuel poverty. This population is difficult to measure, so we cannot show the exact percentage of the vulnerable ‘fuel poor’ we will engage. However, this will be researched by PACT Better Neighbourhoods. PACT Closer Neighbours will also contribute to engaging fuel poor households as part of its remit.

Outputs

Figure 9: Indicators for measuring progress towards achieving PACT Outcome 1

Project outcome	Indicator	Level of change	Timescale
PACT Outcome 1 Residents most vulnerable to fuel poverty will have better access to the physical and social resources they need to: <ul style="list-style-type: none"> • Prepare through participation and improved knowledge of climate change • Improve their home’s energy efficiency • Adapt their behaviours to be more energy efficient • Connect better with local services allowing adaptation to climate change in the long-term • Be resilient in times of extreme weather • Thrive through greater connectivity, improved resilience to change and improved economic potential 	Number of vulnerable households that will receive at least 2 home visits	200	By the end of year 1
		500	By the end of year 2
		900	By the end of year 3
	Number of referrals made to other PACT and external services	200	By the end of year 1
		500	By the end of year 2
		900	By the end of year 3
	Number of vulnerable residents referred by PACT Better Neighbourhoods for home visits	100	By the end of year 1
		300	By the end of year 2
		500	By the end of year 3

PACT Home Closer Neighbours

PACT Outcome 2

Residents are inspired and supported to work together to:

- Understand the impacts of climate change and extreme weather on their community
- Adapt by making long-term changes to their behaviours
- Help others to adapt by sharing their knowledge and checking on vulnerable residents
- Understand how they can influence local, regional and national decisions that affect them

Introduction

The aim of PACT Home Closer Neighbours is to provide an accessible route for residents to connect with their neighbours, as a way of taking action together on issues that concern them and collectively adapting their behaviour to become more resilient to climate change issues.

It's easier to make the changes with help from your friends"¹

The Transition Network uses a similar model – Transition Streets – and found that the principal benefit for participants was the social relationships they were able to develop. These bonds enabled participants to achieve substantial cuts to their energy, fuel and water bills by collectively monitoring resource usage. Participating households save on average £570 per year off their household bills and around 1.3 tonnes of CO₂. In 2011 Transition Streets won the Ashden Award which champions practical, local energy solutions that cut carbon, protect the environment, reduce poverty and improve people's lives.

PACT Home Closer Neighbours builds on the learning and successes of Transition Streets, adapting the model to respond to climate change issues which affect our community such as fuel poverty and extreme weather. The informal nature of the Closer Neighbours groups will allow participants to respond to the issues that concern and affect them, by bringing them to the group for discussion.

PACT Home Closer Neighbours directly contributes to Hackney and Haringey Council's prioritisation of promoting behaviour change as a means of cutting energy use in the boroughs.

¹ Transition Streets, Source: www.transitiontogether.org.uk

The Target Audience

Closer Neighbours groups will provide an effective vehicle for more active individuals to engage others who have previously not considered the relevance of climate change to them and their local area. It is a way to target hard-to-reach residents who may not be active in their community and may not have engaged in any activities related to climate change issues in the past. By offering the opportunity to build relationships, access training and understand how lifestyle changes can benefit them, Closer Neighbours will create a sustainable forum for action.

The location and catchments of groups will be chosen according to areas where PACT can have the greatest impact in helping residents become more resilient to the effects of climate change:

- The baseline data showed that there are **three Lower Super Output Areas** in the PACT project area which have relatively high fuel poverty ratios of above 20%. It is important that the project establishes Closer Neighbours groups here to help address this issue. Residents from 'fuel poor' households will be invited to join their local group.
- Haringey Council reports high heat loss levels in properties to the north east of the PACT project area, an issue which could be targeted by Closer Neighbours groups providing low-cost insulation equipment (e.g. insulation tape and draft-proofing).
- The recent PACT initial consultation showed that residents living along main roads including Seven Sisters Road had concerns over air quality. The location of Closer Neighbours groups at these locations will provide a forum for residents to learn more about the issue and ways they can adapt.
- Existing groups like tenants & residents associations, local faith groups and social /community clubs will be encouraged to take part in the groups as a means of sharing information and learning with their members and networks.
- It is important that vulnerable residents engaged through PACT Home Visits are linked with a Closer Neighbour group. Whether or not these residents are able to attend group sessions, they will receive check-ups from PACT Champions in times of extreme weather.
- Findings from PACT Better Neighbourhoods (see p. 56) will help identify fuel poor and vulnerable households who will then be invited to join their local Closer Neighbours group.

PACT Home Closer Neighbours activities

The aim of the Closer Neighbours groups is to help residents understand the reasons behind rising energy and food prices and climate change, and what this means for them, their family and their local community. Local residents trained as PACT Champions will lead Closer Neighbours groups. They will be paid to lead the sessions – this will not affect their ability to claim benefits.

Closer Neighbours will involve setting up:

- **8** Closer Neighbours groups of around **8** members each in **Year 1**
- A further **14** groups in **year 2**
- A further **14** groups in **year 3**

These **36** groups will cover as much of the project area as possible. The groups will formally meet four times a year at times where weather is more likely to be extreme: in winter where the weather is likely to be coldest and in summer where weather is likely to be hottest.

Closer Neighbours group members will:

- Learn from the PACT Champion about the issues and likely impacts of climate change on their community
- Receive information on research findings from Better Neighbourhoods
- Learn about how they can influence local and regional policies that affect them. PACT Champions will be encouraged to share knowledge from their civic training to inform group members
- Learn from the PACT Champion about ways of changing behaviour and supporting others to adapt to these issues
- Receive a workbook to help them develop their own action plan, to record how changes to their behaviours reduce water, energy use and waste
- Be offered a referral from the PACT Champion to other PACT activities, including employability training courses, plus external services
- Help identify and check on vulnerable residents in their catchment area at times of extreme weather, with the person's consent. This adds value to PACT Home Visits by encouraging members to take responsibility for supporting more vulnerable residents
- Find out how to access, use and contribute to the PACT website

Each Closer Neighbourhood Group will be encouraged to discuss specific climate change issues including extreme weather, heat wave, drought, air pollution, biodiversity, open space management, food shortages and fuel poverty. To enable them to do this groups will receive updated local information gathered through the PACT Better Neighbourhoods research projects. Speakers with specialist knowledge on these subjects will be invited to attend Closer Neighbour groups to facilitate discussions. This could be local residents who have been carrying out research, or staff members of the PACT partners.

PACT Champions will meet as a group with the Volunteer Coordinator before each Closer Neighbours group meeting. This will allow them to get to know each other and share experiences. The Volunteer Coordinator will ensure that research findings about climate change issues from PACT Better Neighbourhoods are disseminated to

the groups. The roles of the Volunteer Coordinator and the PACT Project Coordinator involve capacity-building, supporting PACT Champions and their Closer Neighbours groups to incorporate themselves as a way of ensuring their legacy beyond the three year life of the project.

Engagement

The Closer Neighbours Groups will be formed by location with PACT Champions recruiting residents who live within a street or block. Representatives from existing groups will also be invited to join along with fuel-poor households, identified by Hackney Homes, Homes for Haringey, Berkeley and Genesis.

Sharing of information with the wider community

As shown in the table below, the Closer Neighbours groups will directly engage 288 residents by the end of the project. The PACT Marketing and Communications Strategy will facilitate the sharing of information with the wider community. Therefore, 8% is the minimum percentage of the total population who will benefit from PACT Closer Neighbours. We will do this in the following ways:

- Existing groups will be invited to take part in the groups and learn about the specific interests of their members, to encourage the sharing of information. For example, youth groups may have particular concerns around issues affecting young people like air pollution and associated respiratory conditions; and issues affecting their families like rising fuel prices.
- Closer Neighbours group participants will be asked to share knowledge about issues affecting their homes with their families. They will learn how to contribute to the PACT website as a way of sharing their experiences with the wider community.

Figure 10: The percentage of the population in the project area who will be engaged by PACT Closer Neighbours

Indicator and level	Total population in the project area	Percentage of population who are being engaged by PACT Closer Neighbours
288 residents joining Closer Neighbours groups; 900 households receiving check-ups in time of extreme weather	14,252	8%

Outputs

Figure 11 Indicators for measuring progress towards achieving PACT Outcome 2

Project outcome	Indicator	Level of change	Timescale
PACT Outcome 2 Residents are inspired and supported to work together to: <ul style="list-style-type: none"> • Understand the impacts of climate change and extreme weather on their community • Adapt by making long-term changes to their behaviours • Help others to adapt by sharing their knowledge and checking on vulnerable residents • Understand how they can influence local and regional policies that affect them 	Number of residents who feel empowered and informed on how to influence policies which affect them	288	By the end of the project
	Number of residents who receive check-ups in times of extreme weather	900	By the end of the project
	Number of residents who will be engaged by the Cleaner Air 4 Manor House Schools Programme	900	By the end of the project

PACT Home Better Neighbourhoods

Introduction

The aim of PACT Home Better Neighbourhoods is to facilitate the achievement of Outcomes 1 and 2 of PACT and the project initiative by conducting research which will be used to inform the activity plan and train local professionals to better respond to climate change issues.

PACT Better Neighbourhoods will identify 500 households vulnerable to the impacts of climate change over the life of the project. This will inform PACT Home Visits of the households most in need of the service. In addition, PACT Better Neighbourhoods will create a risk map and propose ways communities can adapt to new environmental challenges. This will be disseminated to PACT Champions, local residents, local professionals and the PACT partners. This will inform Closer Neighbours groups and enable vulnerable households to access the resources they need to be more resilient to environmental change.

The Target Audience

PACT Better Neighbourhoods will disseminate research to the PACT partners, PACT Champions, local professionals, and the wider community. The scheme will identify people most vulnerable to extreme weather, including: older people, especially those over 75, families with babies and young children, people with a serious chronic condition, people with mobility issues.

PACT Home Better Neighbourhoods activities

Three cohorts of ten residents and one cohort of fifteen residents will be trained and supported over the life of the project to carry out desk research and fieldwork to produce a risk map of the project area, helping to identify the most vulnerable residents and emerging climate change issues. The range of potential changes will be researched, e.g. higher temperatures, rising air pollution and reduced availability of affordable food. Engagement and further consultation with the community through feedback forms and surveys will help to shape the topics to be covered. The training will consist of four training sessions in citizen science and desk research skills, spread over the life of the project (see GANTT charts). London Sustainability Exchange (LSx) will coordinate the training, fieldwork, analysis and recommendations with the assistance of the University of Greenwich. This will be achieved by the following activities:

- Citizen Science workshops
- Fieldwork Programme
- Cleaner Air for Manor House Schools project

Citizen Science workshops

Workshop 1 will bring together local people with experts to identify the impacts of climate change in the project area, drawing on the latest scientific research and desk research relevant to the area. By the end of the workshop, participants will have gained an understanding of the key climate issues facing inner London communities such as the ones at Manor House, including: rising temperatures, the risk of overheating, water stress (especially during hot periods), heavier snow and rainfall. Workshop 2 will identify specific priorities for the local area to be presented in a risk map and proposals for ways in which communities can adapt to them.

Fieldwork programme

This will be coordinated by LSX with additional expertise from the University of Greenwich, partner in the Community Resilience to Extreme Weather (CREW) project². Drawing on tools developed through CREW and the risk mapping exercise, volunteers will work with housing providers in the area to identify which properties and householders are most vulnerable to environmental issues, now and in the future. The programme will run over the next twenty years to build knowledge in the impact of climate change issues over time. The programme will support volunteers to:

- Develop a set of plans for times of extreme weather, which make use of existing community assets and spaces.
- Distribute information and guidance to local agencies such as Age UK, Mind, GP surgeries and social care services for the vulnerable. LSx will provide materials for professionals and community leaders of these groups so that the guidance can be cascaded through existing channels.
- Inform Closer Neighbourhood groups of residents who are most vulnerable to climate change and extreme weather, who may need check-ups in extreme weather. They will make suggestions to groups around ways to adapt to extreme weather, like walks in cool areas during a heatwave.

PACT Cleaner Air 4 Manor House Schools

Findings from the focus groups carried out by London Wildlife Trust showed that air pollution, particularly in the vicinity of schools, is a key concern for residents. Four of the six schools in the project area are within 150 metres of roads, which leading European scientists claim in a new study could be responsible for up to 30% of all new cases of asthma in children. Seven Sisters Road, Green Lanes and Blackstock Road are all major routes in the project area.

² <http://www.extreme-weather-impacts.net/twiki/bin/view> CREW is an EPSRC-funded research project, established to develop a set of tools for improving the capacity of local communities to be resilient to impacts of future extreme weather events. Taking a case study of five south-London boroughs, CREW investigated local-level impacts on householders, businesses and local decision-makers of a range of geohazards including flooding, subsidence, heatwaves, wind storm and drought. A web-portal presents probable extreme weather events with an evaluation of coping mechanisms. The CREW project comprised a consortium of researchers drawn from 14 Universities.

This PACT project aims to raise awareness of the issue locally, by engaging teachers, school children and their parents in adapting their behaviours to combat the issue for themselves. This approach has already been piloted with three schools in Westminster by LSx. This resulted in a reduction of car journeys made by parents, an increase in bike journeys, an increase in the use of public transport and a reduction in the time parents spend with their car engine idling while stationary.

'The children have absolutely loved it and have been inspired to really take things further. We don't have to stop do we? They've come up with loads of new ideas for projects and things and want to keep going.' Teacher at St Edward's

This project will run in year 1, managed by LSx and will train **5** volunteers from each of **3** schools. Parents, teachers and governors will be recruited by the Volunteer Coordinator to volunteer for the project for a maximum of 6 hours per week. PACT partner LWT has established links with the schools plus the Principal of Skinners' Academy is on the MHDT Board – such relationships will all help PACT to recruit these volunteers.

Training will include citizen science workshops and fieldwork and desk research skills. Volunteers will be supported to identify areas of poor air quality using simple pollution monitoring techniques. They will use this data to produce an air quality map of the project area. The volunteers will be supervised and managed by a Project officer at LSx. Volunteers will be supported to present research findings on posters and art displays, which will be exhibited around each of the schools.

Targeting parents, teachers and their children in school will help create a virtuous cycle, where they encourage each other through lesson time and family journeys to schools to change behaviour. Rather than driving for short journeys and 'car-idling' after school, PACT will encourage a dialogue between parents and their children to find alternatives, like walking, cycling and public transport.

The project will engage **900** students, teachers and school governors as means to achieve the following:

- **10%** uptake of more sustainable transport behaviours walking and cycling
- 10% of those asked will have reduced their incidences of car driving
- **5%** reduction in car engine idling outside the school

Sharing of information with the wider community

Geographic Information System (GIS) will be used to present the risk map. This will be uploaded onto the Manor House PACT website for residents to access. Findings will be presented in written reports to be uploaded onto the PACT website. Information will also be distributed via email, PACT Champions, Closer Neighbourhood groups, PACT

newsletters and other written material available at any PACT activity or event. Research will be showcased and presented at PACT Festivals.

PACT Champions will be encouraged to keep themselves informed to enable them to share research findings on home visits and with their Closer Neighbours groups. Volunteer researchers will be invited to discuss findings at Closer Neighbour groups, to inform them of households particularly at risk and new issues and ways to adapt to them. All of these activities will help residents and households prepare and adapt to existing and emerging environmental issues.

Sharing information with professionals

LSx will create print material for distribution to local professionals by the PACT Champions. These include Age UK, Mind, GP surgeries and social services.

Research volunteers will present their findings to local councillors, stakeholders and community representatives who will be invited to PACT Festivals throughout the life of the project. The PACT project coordinator will ensure that any recommendations are communicated through channels which govern planning, housing, education and health and wellbeing policies.

Engagement

Volunteers – whether PACT Champions or Better Neighbourhoods volunteers – will be recruited by the PACT Volunteer Coordinator. Residents will be able to access information about volunteering opportunities and register their interest at any PACT event or activity. The Volunteer Coordinator will then process and access their initial enquiry. For these volunteering positions, PACT is looking for people who are confident using a computer and with NVQ1 English literacy. It will also be the Volunteer Coordinator's role to refer people who do not match the agreed criteria to appropriate employability services including the Hackney Onsite jobs brokerage service, Hackney Council for Voluntary Services and the Woodberry Works Club, which provides Information, Advice and Guidance, English for speakers of other languages and training in computer skills.

PACT Better Neighbourhoods volunteers will be able to refer vulnerable residents identified through research to other relevant PACT activities, in particular PACT Home Visits (with their consent). PACT will enable residents to identify further relevant topics residents would like to be researched through feedback forms and surveys given out at events and activities.

PACT Green Vocational Training

PACT Outcome 3

Residents are more able to access the growing employment opportunities in the green economy and social enterprise sectors

Introduction

The percentage of the population in Hackney (7.3%) and Haringey (6.4%) claiming Job Seekers Allowance are well above the London average (4.1%)³. Figure... shows that the percentage of the population with no qualifications in Seven Sisters and New River are significantly high than the London average, while the percentage of the population with the equivalent of a Level 1 qualification in Harringay and Brownswood is significantly lower than the London average. In March of this year, Haringey Council recommended an increase in investment in its Worklessness Programme⁴. Taking into account rising youth unemployment in the borough and the local Tottenham and Hackney riots, the creation of local job opportunities is more important than ever.

Figure 12: showing the percentage of the population with no qualifications and with the equivalent of Level 1 qualification, per ward compared with London

	Seven Sisters	Harringay	New River	Brownswood	London
Number of qualifications	28%	21.30%	33%	22.80%	23.70%
Level 1	11.20%	7.90%	11.10%	8.90%	13%

PACT will create accessible routes for local people to gain training, volunteering and part-time work experience that will enable them to take up employment opportunities in the emerging green economy and social enterprise sectors. PACT will tap into opportunities such as the emergence of the Green Deal, which will create new job opportunities around energy efficiency. Social enterprise is high on the Government agenda. This is another area where local people are receiving growing support to set up their own enterprises which are trading and delivering community benefits. The PACT response is to provide the business and green skills training which will enable residents to take advantage of these opportunities.

³ Department for Work and Pensions, 2010

⁴ Source: <http://www.minutes.haringey.gov.uk/mgConvert2PDF.aspx?ID=25620>

PACT is building upon partners' experience and successes in increasing training and employability opportunities at Woodberry Down and wider in Hackney. The main existing resources that PACT accesses to maximise employability outcomes are:

- The Woodberry Works partnership
- The Woodberry Down Cleaning Group
- The Genesis 4 Step Programme
- The Building Lives Training Academy

Woodberry Works

"Woodberry Works exemplifies how striving to engage with public and private sectors and communities can bring sustainable outcomes"

Alex Fleming, Hackney Community College

Woodberry Works is a highly innovative model, led by Manor House Development Trust, bridging relationships between local stakeholders to reduce worklessness at Woodberry Down and in Hackney. The partnership has proven particularly attractive to corporate partners as a way of getting more involved in the community and achieving their Corporate Social Responsibility objectives: the partnership facilitates this involvement where no mechanism existed before. Woodberry Works proves that effective partnership working can achieve long-lasting and significant results.

For example:

- Berkeley recruited a Local Labour Champion upon request from the Woodberry Works partners, to help increase local labour opportunities on their Hackney and Haringey sites. The proportion of their staff that lives locally has since increased from 3% in 2010 to 20% in 2012.
- 120 subsidised training courses were provided in 18 months for Hackney residents to the value of £90,000
- MHDT has created two social enterprises which provide training and employment services.

Woodberry Works partners MHDT, Berkeley, Genesis and Hackney Homes are partners on the PACT project. PACT will build on these relationships and the Woodberry Works infrastructure to allow partners to work together to create new employability opportunities in the project area and more widely in Hackney and Haringey.

Building Lives Training Academy

Building Lives is an award-winning Community Interest Company that provides construction training. It engages, motivates and supports people of all ages and backgrounds, male and female, to overcome barriers to work in construction.

The brand new Building Lives Training Academy in Hackney offers a three-tier accredited training model and a route into employment:

1. **5-day Back to Work taster** – City & Guilds Entry Level 3 in Construction
2. **10 week course, 2 days per week – Level 1 City & Guilds 6218 Basic Construction Skills** qualification, teaching tiling, painting & decorating, plumbing and carpentry, and soft skills such as teamwork and time keeping.
3. **One year NVQ Level 2 Framework Maintenance Operations Apprenticeship**, with on-site work experience, putting into practice skills learned throughout the course.

The training is delivered by Building Lives in partnership with Harrow College, Hackney Homes and Manor House Development Trust.

New partners interested in PACT

During the three months of preparing this PDP MHDT has been approached by Green Skills Partnership for London (GSPL), part of the TUC union learn project to discuss how the green building skills agenda can be furthered in Hackney, specifically at the Building Lives Training Academy. This increases the scope for more outcomes linked to the PACT project. MHDT, Lakehouse, Groundwork and The College of Haringey, Enfield and North East London have met to discuss how to collaborate further. GSPL focuses on preparatory training, raising awareness of environmental issues, up-skilling members of the local community, creating job opportunities, work placements and where possible apprenticeships for cohorts of young people and other community members.

Once developed this new partnership will commit to:

- Investing in the skills needed for the green economy
- Ensuring diversity and equal opportunities
- Supporting people who face barriers to gainful employment
- Providing sustainable employment opportunities
- Delivering and raising awareness in local communities
- Providing high quality paid employment and training
- Reducing carbon emissions and working towards a cleaner energy economy

4 Steps to Starting Your Own Business programme

This is a business development programme led by Genesis, which supports local people to develop their own businesses either commercial / for-profit, not for-profit businesses or trading for a social purpose. Since 2011, **11** new local businesses have been created, with **5** residents signing off welfare benefits. PACT will train residents in open space related skills and will refer residents interested in using these skills (or skills they already have) to set up their own green business to the programme.

Woodberry Down Cleaning Group

Woodberry Down Cleaning Group (WDCG) is a new social enterprise incubated by Manor House Development Trust to train and support **12** young people aged 16-25 to manage a cleaning business. Its partners My Social Innovation and Be Safe are both providing training and securing cleaning contracts. Once WDCG has built a track record and its participants have gained the required skills and confidence it will be spun out as a youth-led company. This model of incubation will be used by PACT to start up a new grounds maintenance social enterprise for which we will seek a new partner to secure contracts.

PACT Green Vocational Training activities

PACT has developed two approaches to achieve the third CLS outcome. PACT partners manage a number of existing employability services which have already been funded for and can be used to offer progression for PACT participants. These include the 4 step programme, Woodberry Works Club and Woodberry Down Cleaning Group.

1. PACT offers the opportunity for residents of any educational background to follow an employability progression route
2. PACT offers seamless progression to employment for people not in education, employment or training, interested in the construction/building industry:

Domestic Energy Assessor

This course is open to local residents who have registered with Building Lives Training Academy and who are working towards their apprenticeship. They must have previous experience in the construction or building sector. The course will train **48** of these Building Lives recruits over the first two years, to be delivered in 4 cohorts of 12. Successful completers will gain a City and Guilds 6361 Domestic Energy Assessor qualification. The course will enable local residents to carry out energy assessments on buildings and provide access to new employment opportunities in the growing retrofit sector.

Green Deal Domestic Energy Assessor

This course is a progression from the Domestic Energy Assessor course. The course will train **48** of these Building Lives recruits over the first two years to be delivered in 4 cohorts of 12. Successful completers will gain a City and Guilds 6066 Green Deal Domestic Assessor qualification.

Loft Insulation Qualification

This course is open to local residents who have registered with Building Lives Training Academy and who are working towards their apprenticeship. They must have previous experience in the construction or building sector. This course is open to **20** workers

and training will be delivered over the first two years. Training will be delivered in two cohorts of 10. Successful completers will gain a City & Guilds Domestic Loft Insulation accreditation that qualifies them to install loft insulation.

Knauf Internal Wall Installer Qualification

This course is open to local residents who have registered with Building Lives Training Academy and who are working towards their apprenticeship. They must have previous experience in the construction or building sector. This course is open to **20** workers and training will be delivered over the first two years. Training will be delivered in two cohorts of 10. Successful completers will gain a Knauf Internal Wall Installation Installer accreditation that qualifies them to install Knauf Internal Walls.

Figure 13: Indicators for measuring progress towards achieving PACT Outcome 3

Project outcome	Indicator	Level of change	Timescale
PACT Outcome 3 Residents are more able to access the growing employment opportunities in the green economy and social enterprise sectors	Numbers of people gaining a City and Guilds 6361 Domestic Energy Assessor qualification and a City and Guilds 6066 Green Deal Domestic Assessor qualification	48	By the end of the project
	Number of residents who gain employment as a result of PACT training	Minimum of 84	By the end of the project
	Number of new green social enterprises, including a grounds maintenance social enterprise	5	By the end of the project

PACT Open Spaces

PACT Outcome 4

Residents will make better use of their local outdoor environment to grow healthy food, live sustainably, exercise, gain employment and promote their health and wellbeing

Introduction

The PACT project area contains a number of local open spaces from the historic and municipal Finsbury Park, the West and East Reservoirs and their banks, the 399 year old New River and the Woodberry Down Community Garden.

The consultation undertaken during the project inception stage highlighted that 96% of participants felt access to good quality open spaces was important to their health and wellbeing. However, a majority of those surveyed felt that they had little if any control over how local open spaces are used or maintained. This lack of representation is disempowering and leaves individuals feeling isolated because important resources in the area appear to be beyond their control or influence. The involvement of local people in designing open spaces was identified as a priority for action through community consultation by the Woodberry Down Community and Economic Development Framework partners in 2011. This consultation resulted in the **Working Better Together** report⁵.

The inception-stage consultation showed that 78% of participants felt they would benefit from open space related training including food-growing, gardening and better knowledge of local wildlife. It's significant that there is currently a waiting list of around 60 residents for the Woodberry Down Community Garden.

Woodberry Down residents' number one priority as reported by Genesis is community safety with perceptions of safety affecting their ability and willingness to access local open spaces. Genesis leads the estate's Community Safety Forum, which allows residents to voice their concerns, and are working with the police and Hackney Council to help people feel safe in this area.

Local residents clearly value being able to access open spaces for their health and wellbeing. This information indicates that the following are factors inhibiting residents from making better use of their local outdoor environment:

5 To download visit: www.mhdt.org.uk/working-better-together

- A lack of open space-related skills
- Feeling unsafe using local open spaces
- A lack of control over the use of open spaces
- A lack of access to gardening spaces

PACT Open Spaces aims to tap the huge potential of local open spaces and to integrate them more into the daily lives of local people.

Phase 1

PACT Open Spaces has two phases of activities. The aim of the first phase is to provide residents with tangible benefits of connecting with their natural environment – including employability training, job opportunities, social events, walking groups and access to affordable healthy food through gardening and foraging activities. PACT will also refer residents who engage in any of our activities to the Genesis Community Safety Forum. By doing so, PACT will inspire a sense of ownership⁶, so residents feel more able make use of local open spaces to improve their quality of life.

Phase 2

The aim of the second phase is to build on the achievements made in creating a sense of community ownership of local open spaces to help to achieve Outcome 5 (see page 74) where residents will be empowered and inspired to participate in making decision about how two public outdoor sites will be managed and used.

PACT Open Spaces will help to achieve one of the ***Working Better Together*** open space priorities for action, taking this further by not only enabling residents to design open spaces, but empowering them to manage their upkeep.

6 While 'Ownership' has a legal meaning, it can also be defined in broader terms such as a person's 'sphere of influence' or control

PACT Open Spaces Phase 1 activities

PACT Open Spaces activities include:

- Open Spaces Training
- Wildlife and Foraging Walks
- PACT Meals and Festivals

PACT Open Spaces Training

Our consultation showed that there was a strong interest in learning about gardening (78%), while Haringey Council's Sustainable Food Strategy notes 'would-be home growers often lack the technical skills needed to grow food'.

PACT Open Spaces Training has been designed to attract job-seekers and young people not in education, employment or training (NEET). The Built2Work project managed by Woodberry Works found that, while young NEET residents were some of the hardest to reach in the community, the offer of employability training was effective in engaging them for the first time.

PACT Open Spaces Training will provide transferable skills to enhance the employability of participants. First Aid and Health and Safety training have a universal appeal and are widely recognised as valuable work skills.

Trainees will also learn specific skills to enable them to use local open spaces more effectively. This will include:

- Food growing skills
- Promoting biodiversity in private or community gardens
- Learning about land management as a pre-requisite for accessing jobs through the new grounds maintenance social enterprise.

Health & Safety in the Workplace

This Open College Network (OCN) accredited course is open to all members of the community aged 21 or over. It will involve writing risk assessments, practical workday leadership and dealing with hazards. The course will be delivered by London Wildlife Trust at the East Reservoir Centre over years 2 and 3. It is a **1 day** course with **3** cohorts of **12** people.

First Aid Training

This A.I.D. verified course is open to all members of the community aged 21 or over. This basic vocational qualification is of general benefit to any job-seeker that will enhance their CVs. The course will be delivered by London Wildlife Trust at the East Reservoir Centre over years 2 and 3. It is a **3 day** course with **3** cohorts of **12** people.

Practical Conservation Skills

– Introduction to Land Management for Climate Change

This OCN accredited course is open to all members of the community aged 21 or over. It will cover ecology and conservation; climate change and extreme weather; Land management techniques; writing management and maintenance plans; and quoting for contracts. The course will be delivered by London Wildlife Trust at the East Reservoir Centre over years 2 and 3. It is a **2 day** course with **6** cohorts of **12** people.

Practical Conservation Skills

– Machinery Use (Open Spaces)

This OCN accredited course is open to all members of the community aged 21 or over. It will cover the use of mowers; strimmers; drills; shredders; and hedge trimmers. The course will be delivered by London Wildlife Trust at the East Reservoir Centre over years 2 and 3. It is a **4 day** course with **3** cohorts of **12** people.

Creating a Forest Garden

This OCN Level 2 and 3 accredited course is open to all members of the community aged 18 or over and will train **40** residents. It will cover planning and site preparation, planting, taxonomy, plant identification, soil protection, plant care, safe use of tools. The course will be delivered by Transition Finsbury Park over years 2 and 3. It is a course over **20 days** (which can be staggered) with **4** cohorts of **10** people.

Permaculture

This taster course is open to all members of the community aged 18 or over and will train **120** residents. It will cover ethics and principles of permaculture and showing how these can be used as tools to design sustainable human systems. The course will be delivered by Transition Finsbury Park over years 1, 2 and 3. It is a **2 day** course with **12** cohorts of **10** people.

Plant Propagation

This OCN Level 1 accredited course is open to all members of the community aged 18 or over and will train **40** residents. It will cover the growing of seeds, hardwood cuttings, saddle grafting and chip bud grafting. The course will be delivered by Transition Finsbury Park over years 2 and 3. It is a **16 hour** course with **4** cohorts of **10** people. There is also an AQA version of this course that will be targeted at 16-25 year olds and will train **90** people. The course will be delivered by Transition Finsbury Park over years 1, 2 and 3. It is a **2 day** course with **9** cohorts of **10** people.

PACT Meals and Festivals

PACT Meals

The Big Lottery-funded Well London project showed that community activities involving food are universally-appealing and highly effective in attracting a wide range of ethnic groups and ages. They are especially valuable in attracting hard-to-reach people who do not normally get involved in community activities. PACT Meals will offer free meals for residents as a way of bringing people together around a common interest. Meals will be run **every two weeks in year 1** and every **week in years 2 and 3**. Each Meal has a capacity of **30 people**, engaging **360 people** every year. The People's Kitchen will be sub-contracted to prepare food for the PACT Meals. The People's Kitchen uses and spreads awareness of food waste and celebrates the power of community by bringing together a team of volunteers to transform food that was heading for landfill into beautiful cooked meals served up on a 'pay what you want' basis. They will serve:

- Food that would otherwise be thrown away by local supermarkets which they donate to the People's Kitchen
- Food that has been foraged by the foraging walking groups
- UK-grown ingredients which have less food air miles

PACT Meals will engage participants in preparing the meals, teaching them practical cooking skills such as cooking healthy meals, using fresh ingredients, using new ingredients and cooking for large numbers of people. They will help to raise awareness of the importance of buying UK-grown foods such as flour and pulses, of food waste issues, and of their ability to cook with locally foraged ingredients, thereby reducing food miles.

The aim is to show residents the potential of local open spaces for growing and foraging healthy food. At PACT Meals participants will be informed of other PACT services and activities and will be invited on foraging walks.

PACT Festivals

The PACT consultation reported that 88% of participants feel there is a shortage of free local celebratory events. Many focus group participants indicated they are interested in helping to run community events.

The principal aim of PACT Festivals is to provide biannual accessible events to:

- Raise awareness of the PACT project
- Keep residents informed of key issues
- Showcase successes made
- Provide a forum for residents to tell us what more they would like to see from the PACT project

Participants will be invited to complete a survey to help identify whether they're in particular need of PACT services, e.g. if they're struggling to pay fuel bills. There will be two PACT Festivals each year during the life of the project.

One of these PACT Festivals in each of the three years will be run in conjunction with MHDT Public Meetings (already funded for). MHDT runs these quarterly as forums for residents to observe the work of MHDT, ask questions and provide feedback on what they would like to see.

PACT will have stalls at the hugely popular Harringay Green Lanes Food Festivals run by the Green Lanes Strategy Group, in years 1 and 3. The 2011 festival attracted a crowd of 2,000, featuring stall traders and stage artists. This will be a good opportunity to raise the profile of PACT locally.

The 400th Anniversary of the New River being built will fall within the project's year 1. PACT will use this occasion to run a PACT Festival, bringing residents together to celebrate this local open space and showcase PACT. The local section of the New River forms part of the Capital Ring walk and this will be an opportunity to raise awareness of the potential of this area for walking. Eastside Heritage Trust, a MHDT partner, is bidding for funding from the Heritage Lottery for an oral history project about the history of New River to celebrate the anniversary. They aim to use their findings to stimulate new interest in the New River. The oral history project is match-funded by Berkeley which plans to create a walkway along part of the New River.

Wildlife and Foraging Walks

PACT aims to enable residents to feel proud of their local open spaces and to easily access them. While the New River and Finsbury Park form part of the Capital Ring walking route with signage in the area, few residents are aware of this walking route. Wildlife and Foraging walks will help residents make better use of their local outdoor environment. The walks will take residents to areas they may not have visited before. Participants will benefit by doing exercise collectively, building new friendships, improving their health and wellbeing and increasing their sense of safety in using open spaces

Walkers will also learn to appreciate their local open spaces, discovering more about the wildlife of the area. For example, bats are common in the area and night walks would be a fun, social activity to observe them. These family friendly events will also teach people how to identify and eat edible plants. As a result, local people will be encouraged to stay in Manor House for recreation rather than travelling outside it. They may also travel more within the area on foot. Initial and follow-up surveys will be used to capture this data and the benefits over time for walkers.

The walks will take place along the New River and Finsbury Park, run by Transition Finsbury Park and London Wildlife Trust. Walks will be bi-monthly throughout the three years and 500 people are expected to take part by the end of the project.

Target audiences

The PACT Festivals will be used to target as many residents in the project area as possible. Using themes like the anniversary of the New River and established Food Festivals will appeal to a wider audience.

PACT Meals will be hosted in different venues across the life of the project, each meal targeting a specific social or community group. Groups will be encouraged to share information about PACT with their members and networks as a way of maximising community engagement. Groups PACT will target include the Manor House Mosque, the Woodberry Down Turkish Forum, Skinners' Academy, Woodberry Down Community Garden and St John's Church.

PACT Open Spaces training is designed to attract any resident seeking employment, in particular hard-to-reach NEET young people.

Engagement

The main engagement tools used for PACT Open Spaces are the training offers which are attractive to any job-seeker, and the PACT Meals and Festivals. The PACT Meals and Festivals will attract residents to get involved in other PACT activities.

Project outcome	Indicator	Level of change	Timescale
Outcome 4 Residents will make better use of their local outdoor environment to grow and forage healthy food, exercise, gain employment and promote their health and wellbeing	Numbers of residents receiving PACT Open Spaces training	Maximum of 480	By the end of the project
	Number of residents who feel PACT Wildlife and Foraging walks have improved their health and wellbeing	500	By the end of the project
	Numbers of residents who feel they are able to use their local open spaces to grow and/or forage their own food	250	By the end of the project

Outputs

Indicators for measuring progress towards achieving PACT Outcome 4

Figure 14: The percentage of the population in the project area who will be engaged by PACT Closer Neighbours

Indicator and level	Total population in the project area	Percentage of population who are being engaged by PACT Closer Neighbours
480 residents receiving PACT Open Spaces training; 1080 residents engaged by PACT Meals; 3000 engaged by PACT Festivals	14,252	8%

Figure 14 shows that PACT Open Spaces has the potential to engage a maximum of 33% of the total population of the project area. However, this figure is unrealistic as it does not take into account residents who will take part in more than one activity or enrol on more than one training course.

PACT Open Spaces

PACT Outcome 5

Two local sites will be identified for public management which residents will be empowered and inspired to take responsibility for and participate in influencing its use.

PACT Open Spaces Phase 2 activities

The Friends of New River and Finsbury Park

Participants from the various PACT activities will be encouraged to join a 'Friends of' group, with the purpose of representing the community in deciding the future of these two local open spaces. 200 residents will join the two groups.

Initial discussions with the councils and Berkeley have identified areas within Finsbury Park and New River which could potentially become community-owned in the future. To drive this agenda forward, PACT will develop 'Friends of' networks, groups of local residents who will continue discussions with Berkeley and the councils and work towards acquiring land. The groups will also help to run the New River 400th Anniversary event in 2013.

PACT Champions, Closer Neighbours group members, foraging and wildlife walkers and existing social and community groups will be encouraged to volunteer to join the 'Friends of' groups. The main contacts for the groups will be the Volunteer Coordinator and the PACT Project Coordinator, who will provide advice and guidance.

Community Ownership of Public Spaces

PACT aims to draw on the connections made between residents and the community to generate interest in local management and ownership of two sites in the local area. The two sites will be identified and potentially acquired by the end of year 3. The Friends of groups will provide a forum for residents beyond the life of the project to participate in decisions affecting the sites, which will include what it will be used for. There is potential for the 'Friends of' groups to become social enterprises by the end of the project, with business support from the Genesis 4 Step Programme. This is dependent on whether the two sites are successfully acquired. Partners have already identified two potential sites along New River and in Finsbury Park which could be community owned in the future.

Grounds maintenance Social Enterprise

By the start of year 3, a new grounds maintenance social enterprise will be established. This could manage the upkeep of the two new sites identified for community ownership, depending on resident approval. Local residents who have received land management training from London Wildlife Trust and/or training around preparing land for growing from Transition Finsbury Park will be able to progress towards employment in the social enterprise. The Genesis 4 Step Programme will be able to provide business skills to help residents to set up the business. It will be initially incubated within MHDT, as a way to help it attract grounds maintenance contracts. The management of the community owned sites will act as a valuable first contract, although this is not critical to its success. MHDT will seek another partner with expertise in grounds maintenance if necessary. The social enterprise will create a maximum of 12 jobs for local people by the end of year 3.

Outputs

Figure 15: Indicators for measuring progress towards achieving PACT Outcome 5

Project outcome	Indicator	Level of change	Timescale
Outcome 5 Two local sites will be identified for community management and ownership, which residents will be empowered and inspired to take responsibility for and participate in influencing its use	Sites will be identified and acquired for community management and ownership	2	By the end of the project
	Grounds maintenance social enterprise will be formed	1	By the end of the project
	Numbers of residents who feel they are able to influence decisions which affect the management of the two sites	200	By the end of the project

Equal opportunities

The organisations involved within the PACT Partnership are deeply committed to the spirit of equal opportunities with policies and procedures in place to ensure that services reach everyone in our community regardless of race, gender, sexual orientation, disability or religion.

The diverse nature of the Manor House area, situated in some of London's poorest

wards, and the links that MHDT has built with the communities living there ensures that PACT will be delivered to some of the hardest to reach groups. These groups and individuals have been widely consulted during the planning of the projects which make up the PDP. MHDT as the lead partner prides itself on being resident-led and through its membership, regular public meetings, attendance at resident and other community meetings will ensure that our diverse community are involved in the planning of PACT activities. PACT activities themselves are led by their participants who will be able to shape their delivery plans to fit local needs. Where there are barriers such as language PACT will be able to make use of existing support organisations and projects, for example ESOL classes which are already delivered in the target area.

However PACT will not be complacent and to ensure the widest take up of services will ensure that:

- Venues for projects are fully accessible and safe
- Projects are well advertised through a variety of means including trusted intermediaries
- Material is provided in community languages and existing volunteer translators are made available
- When publicising successes or reporting marginalised groups are reflected in stories and images etc.
- That projects happen at a range of times

Project timetable

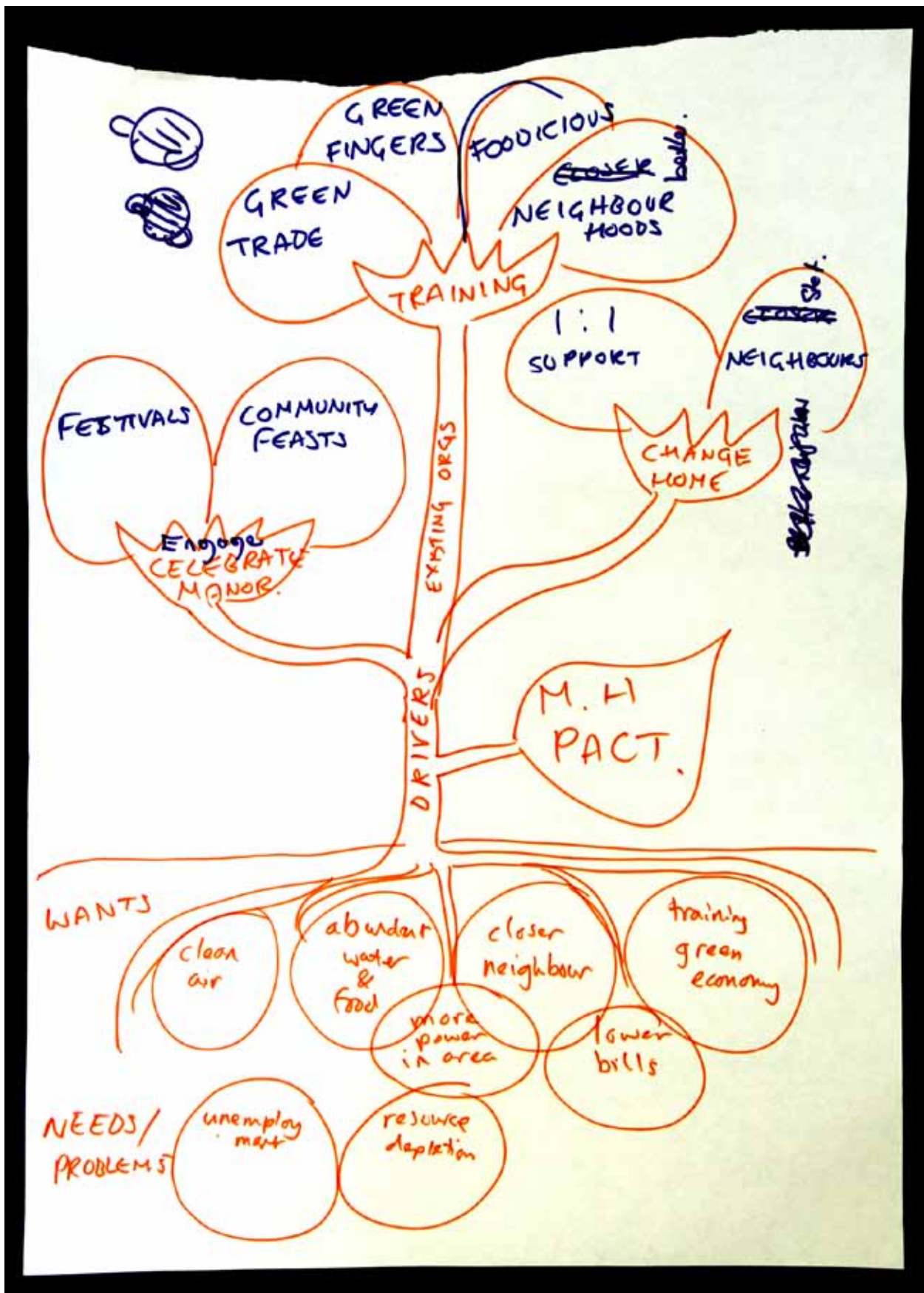
Please see the Gantt charts at the end of this section for timetables of the PACT activities. The outcome indicators are reflected in the Gantt chart for Evaluation and Dissemination plans at the end of Section 12 (p.)

Legacy

PACT is able to draw on the valuable expertise of a range of partners and successful existing services to create a long-lasting impact in the community. By the end of the three years PACT will generate the following outcomes which will continue to help the community build resilience to the effects of climate change beyond the life of the project:

- Provision of **48 apprenticeships** for local residents, enabling them to gain future employment as Green Deal Energy Assessors
- Provision of **480 training courses** in grounds maintenance, food growing and first aid, providing residents with transferrable and CV-enhancing skills
- Creation of **75 volunteering positions** in conducting research and delivering home visits. Volunteers will receive a package of training to help them to access green economy jobs

- **Provision of civics training** and the creation of new forums to enable residents to influence local decision-makers and take collective action on issues that affect them, e.g. Closer Neighbours groups and 'Friends of' groups
- **Identifying and securing two sites** in the local area to be permanently owned and managed by the community
- **Supporting the set-up of at least 5 new resident-led green social enterprises**, one of which will be a grounds maintenance company, which will bid for contracts- with support from PACT- to sustain up to 12 new jobs for local people
- **Attracting Green Deal contracts** into the area with the creation of a local green workforce and established relationships with British gas and other local contractors who have pledged their support to PACT
- **Timebanking** is another resource which PACT could use to enhance the legacy of the project. In the scope of this project partners agreed establishing a timebank was not realistic in the timeframe and budget. However PACT will investigate and consult on the potential for this throughout the life of the project.



Drawing from a PACT partner meeting, to help figure out what the project is about!

Section seven

Project resources

Staffing resources

PACT requests funding from the Big Lottery Fund for the full-funding of four new posts and part-funding for four existing posts. Please see Appendix D for full staff post information.

New posts

PACT Project Coordinator (MHDT)

PACT Marketing and Administration Assistant (MHDT)

Volunteer Coordinator (Genesis and MHDT)

Domestic Energy Assessor (Groundwork London)

Existing posts

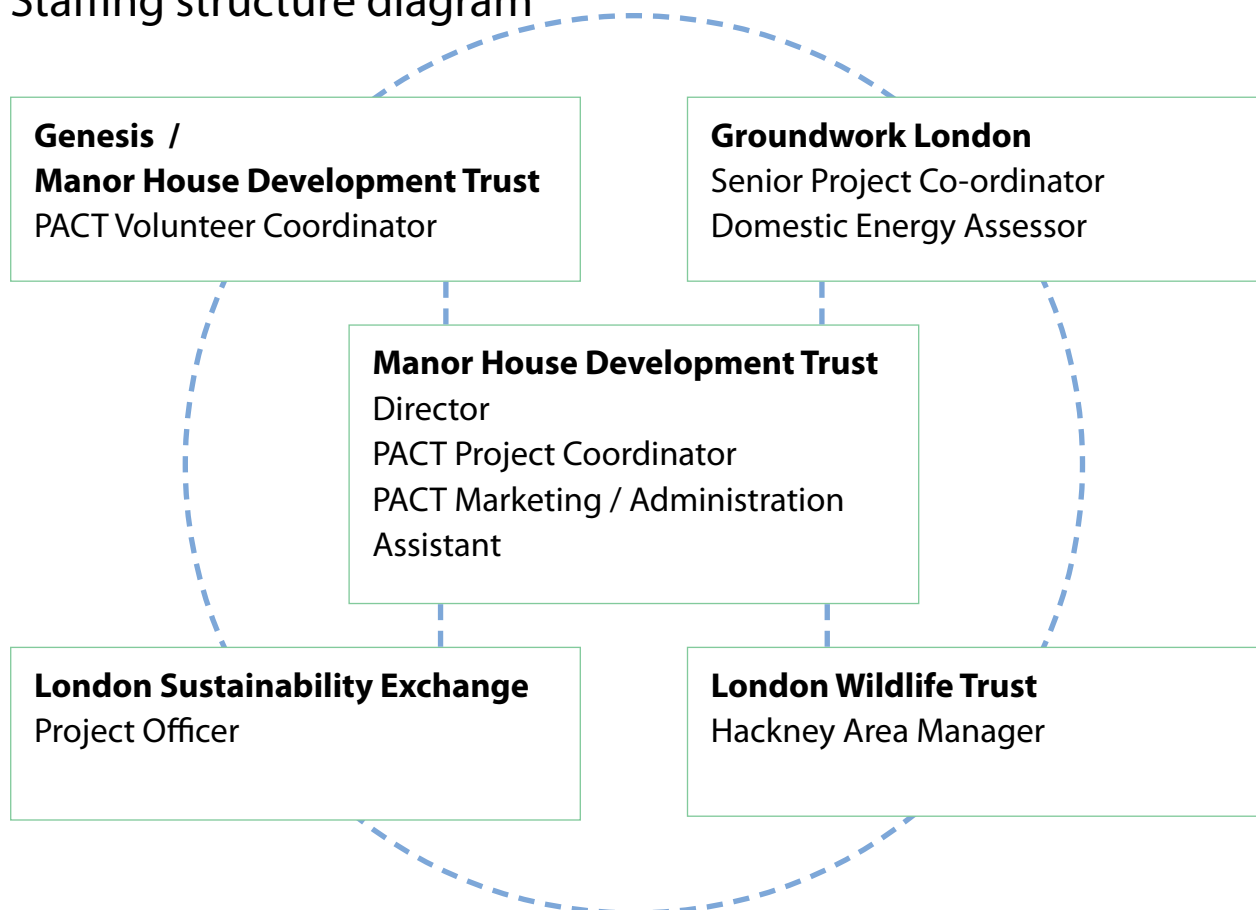
Director, Manor House Development Trust

Hackney Area Manager, London Wildlife Trust

Senior Project Co-ordinator, Groundwork London

Project Officer, London Sustainability Exchange

Staffing structure diagram



Recruitment and training

Genesis will lead on the recruitment and training of the Volunteer Coordinator. MHDT will lead on the recruitment and training of the PACT Project Coordinator and PACT Marketing and Administration Assistant. Groundwork London will lead on the recruitment and training of the PACT Homes Energy Assessor.

Recruitment for the new posts is scheduled for September 2012. We have budgeted £3,000 in total for the recruitment of these posts. The posts will be advertised locally through Hackney and Haringey newspapers; Council newsletters; and MHDT and other partners' marketing channels; so as to provide local residents with equal access to the opportunities.

Training is budgeted for £200 per person per year across the life of the project.

Management and supervision resources

Figure 16: shows how staff, volunteers, freelance workers, consultants and other human resources will be managed

Positions	How these positions will be managed
Staff	
PACT Project Coordinator	Managed by Simon Donovan, MHDT Director
PACT Marketing and Administration Assistant	Managed by the PACT Project Coordinator
LSx Project Officer	Managed by
Energy Assessor	Managed by Senior Project Co-ordinator, Groundwork London
Hackney Area Manager, London Wildlife Trust	Managed by LWT Director
Director, Manor House Development Trust	Reports to the MHDT Board
Volunteer Coordinator	Managed by Paula Hines, Genesis
Volunteers	
PACT Champions: Home visits	Managed by Energy Assessor
PACT Champions: Closer Neighbours	Managed by Volunteer Coordinator
Better Neighbourhoods volunteers	Managed by LSx Project Officer and Volunteer Coordinator
Event volunteers	Managed by Volunteer Coordinator
Sessional workers	
Sessional workers for Wildlife and Foraging Walking groups	Managed by Hackney Area Manager, London Wildlife Trust
Consultants	
As necessary	Managed by Simon Donovan, MHDT Director

How MHDT currently manages finances

MHDT has financial systems and policies in place, approved by its Board. These adequately control the movement of monies into and out of the organisation. They are currently being reviewed and as part of this review, the MHDT Board has formed a finance sub-committee, currently meeting on a monthly basis discussing financial monitoring procedures. The policy currently includes clauses covering:

- Bank account
- Controlling income
- Monitoring expenditure
- Appointment of suppliers and contractors

An external agency provides the MHDT book-keeping, which is reconciled on a monthly basis. Financial paperwork is managed by the MHDT Administrator to facilitate the swift preparation of management accounts. Annual accounts are prepared by our accountants RDP Newmans and filed with the Charity Commission and Companies House. MHDT is currently appointing independent auditors, seeking this on a pro-bono basis.

How we will manage finances for the PACT project

Overall day- to-day financial management for the project will be the responsibility of the PACT Coordinator assisted by the PACT Marketing and Administration Assistant, reporting to the Director of Manor House Development Trust. Invoicing/payments for PACT subcontractors will be managed through MHDT's existing mechanisms.

Experience

The PACT Coordinator is a new post and a key element of the Job Description and Person Specification will be the ability and experience of managing a cost centre/ restricted fund. We will expect the successful candidate to demonstrate their financial proficiency.

Manor House Development Trust policies

Health and Safety

The person in the organisation who has overall responsibility for H&S compliance and performance:

Name	Simon Donovan
Position	MHDT Director
Employer	MHDT
Direct Line	020 8356 6726
Email	simon.donovan@mhdt.org.uk

The person who acts as your organisation's Appointed Person for Health and Safety as required in the Management of Health and Safety at Work Regulations

Name Caroline Tomiczek
Position Training Manager
Employer MHDT
Direct Line 020 8356 8536
Email caroline.tomiczek@mhdt.org.uk

Statement of intent

MHDT policy is to provide and maintain safe and healthy working conditions, equipment and systems of work for all its employees, and to provide such information, training and supervision as they need for this purpose.

MHDT also accepts its responsibility for the health and safety of other people who may be affected by its activities, including contractors and users of its building. MHDT will co-operate with other employers within its premises on health and safety issues. The allocation of duties for safety matters and the particular arrangements which MHDT will make to implement the policy are set out in the pages that follow.

The policy will be kept up to date, particularly if MHDT changes in the nature of the work undertaken and in size. To ensure this, the policy and the way in which it has operated will be reviewed each year.

The Health and Safety at Work Act 1974 places a statutory duty on all employers to ensure, so far as is reasonably practicable, the safety, health and welfare of all its employees at work and other people who may be affected by their activities e.g. users, volunteers, members of the public. The MHDT Board, as the employer, has overall and final responsibility for health and safety matters at MHDT, and for ensuring that health and safety legislation is complied with.

Risk assessment

MHDT will ensure that a competent person carries out a risk assessment in accordance with the 1992 Management of Health and Safety at Work Regulations and the Approved Code of Practice (ACOP).

Training

MHDT will ensure that new employees receive information on health and safety as part of their induction. MHDT will organise training for employees on health and safety matters as appropriate, including: general health and safety training, first aid, manual handling, fire safety, risk assessment.

Office security

It is in the nature of MHDT work that staff or volunteers may find themselves in potentially dangerous situations whilst on MHDT business. The policy is concerned to minimise the risk to people working for MHDT.

Personal awareness

There are lots of things MHDT staff already do to keep them safe, but becoming more aware of their surroundings puts them in control of their environment. MHDT will provide awareness training on these issues when required under PACT.

Reporting and recording

All incidents of aggression or violence should be reported to management and recorded. These will be reported to the MHDT Board.

Subcontractors and partners

MHDT will ensure its partners and subcontractors follow its health and safety procedures. Any organisation using its premises must agree to adhere to MHDT Terms and Conditions, which include health and safety policies. Any activity carried out on its premises or any activity which has been subcontracted to another organisation must have a thorough risk assessment, which is checked and monitored by the responsible officer. MHDT will conduct random checks on these activities to ensure health and safety procedures are properly adhered to.

Equalities and diversity

The person who has overall responsibility for equality and diversity within your organisation

Name	Rob Francis
Position	Trust Manager
Employer	MHDT
Direct Line	020 8356 7590
E-mail	rob.francis@mhdt.org.uk

The MHDT Equalities & Diversity Policy expressly outlines the organisation's responsibilities with regards to the 11 target equalities strands cited in the 2010 Equalities Act:

- Gender
- Age
- Ethnic or national origin
- Colour
- Religious belief/faith
- Sexuality/sexual orientation
- Gender reassignment

- Marital/civil partnership status
- Pregnancy and maternity
- Disability
- Socio-economic and cultural background

MHDT's Equalities & Diversity Policy expressly states that all recruitment and selection procedures, including Board members, take account of equalities and diversity issues. This involves regular reviews of recruitment advertisements and other literature, including MHDT's contractors' recruitment and selection processes, the use of contractors and consultants and all other systems and procedures which are integral to MHDT's commitment to its Equality & Diversity Policy. Particular attention is given to the need for written translations, information in Braille or on audio-tape, interpreters and other accessible media.

MHDT constantly monitors equalities and diversity data and processes to ensure that the organisation identifies the varied needs of its workforce and service users/potential service users. This includes collating information about population trends, the composition of different groups within the community, and the specific service needs of those groups. Equality and Diversity monitoring provides important information which helps the organisation to identify trends and make improvements in all areas of its activities. MHDT constantly monitors its services against the requirements of its adopted Equalities & Diversity Policy and actively works to eliminate and prevent any form of discrimination and promote equality of opportunity.

MHDT expressly commits itself to training and promoting equal opportunities to staff to ensure equalities and diversity issues are embedded within the organisation – MHDT is committed to having a workforce that reflects the community it serves. MHDT's Equalities & Diversity Policy forms part of the organisation's Induction and Training programme, and is annually updated to take account of demographic and political/social changes.

MHDT takes account of Equalities and Diversity in all its activities related to customer engagement – all publicity materials including application forms, leaflets and other information sources relating to the provision of MHDT's housing and community services are accessible to all members of the diverse local community. Particular attention will be given to the need for written translations, information in Braille or on audio-tape, interpreters and home visits.

MHDT ensures that employees, recognised Trade Unions, representative groups of employee, suppliers and other stakeholders are informed about the organisation's Equalities & Diversity Policy. MHDT conducts an annual staff survey which includes questions on the equality aspects of recruitment and selection, training and

development, and appraisals. In addition suppliers and other stakeholders such as contractors and consultants are expected to operate to a customer care code, which will require them to treat all service users with courtesy and respect, and not to discriminate against particular individuals or groups of service users and MHDT monitors the operation of Equal Opportunities practices by firms of contractors and consultants themselves, in the employment of their staff.

Quality Assurance

Name of person who has overall responsibility for Quality Assurance

Name Kate Pierpoint
Position Social Enterprise Manager
Employer MHDT
Direct Line 020 8356 7588
E-mail kate.pierpoint@mhdt.org.uk

Development Trust Association Member Assessment Healthcheck

MHDT has plans to achieve quality accreditation in its own right. Therefore, to begin this process we have been assessed by the Development Trust Association (now Locality) which assures quality of an emerging Trust.

Date obtained February 2009 **Name** Development Trust Association (Locality)

Scope Provides quality assurance of an emerging Trust. It covers organisation objectives and vision; independence and self-sufficiency; community based owned and managed; partnerships; good practice (review and management procedures, health and safety, equality and diversity, HR, policies).

MHDT is committed to 'continuous improvement' in the provision of its services and organisational administration. Staff report quarterly to the Board of Directors, use an annual assessment and produce individual project evaluations to achieve this. In the case of the Well London project for which MHDT managed the Brownswood ward, it used an external assessor to produce a report which MHDT has used to inform its quality assurance procedures.

For each project MHDT is outcome-focussed from the very start. SMART monthly targets are set as Key Performance Indicators to ensure staff focus on all key deliverables, ensuring that participants are engaged throughout the full programme and that training, experience and job entry targets are met. Monthly monitoring returns ensure that MHDT can react to gaps and intensify its effort to achieve all original targets. MHDT has established a 'quality feedback loop' to encourage stakeholder and client participation.

The PACT project Coordinator will receive Quality Assurance training in September as a means to ensure quality of all the activities being delivered and that PACT makes continuous improvements to the provision of its services. The Project Officer at LSx, responsible for managing Evaluation, will report any issues around quality to the PACT Project Coordinator, which they will then address.

Safeguarding Children

Name, position, and contact details of the person in the organisation who has overall responsibility for H&S compliance and performance

Name	Simon Donovan
Position	MHDT Director
Employer	MHDT
Direct Line	020 8356 6726
Email	simon.donovan@mhdt.org.uk

Safeguarding Is Important For MHDT

Safeguarding children is vital for MHDT as its charity trustees have a duty of care towards the children with whom they have contact. Having safeguards in place within an organisation not only protects and promotes the welfare of children but also it enhances the confidence of trustees, staff, volunteers, parents/carers and the general public. Safeguarding children is beneficial to MHDT in many ways – protecting its reputation, helping to effectively meet its objectives and protecting its finances. These safeguards include a child protection policy and procedures for dealing with issues of concern or abuse.

Protecting Children

MHDT believes that children must be protected from harm at all times. The protection of children from harm is an issue of national concern, particularly in the light of some recent high profile cases involving neglect and maltreatment of children. It requires an increase in public awareness of the risks to children and what measures can be taken to protect them e.g. information programmes for parents. It means helping to provide better information, advice and support to parents and carers. All information provided by MHDT about safeguarding children will be accessible and in a range of formats so that children and young people are better able to recognise abusive behaviour and know where to seek help. It ensures that any risks of harm to children's welfare are minimised, protecting children from maltreatment, abuse or neglect. It helps to ensure that children are growing up in circumstances that are consistent with the provision of safer and effective care – preventing impairment of the child's health or development. A shift has been made in moving from child protection to safeguarding which is a move from intervention to prevention – addressing children's needs at an early stage rather than when serious problems have developed.

MHDT Procedures to Safeguard Children

- All trustees, staff and volunteer appointments will be subject to a successful CRB check and records will be maintained identifying details about these CRB checks
- These records will be regularly reviewed and checks will be renewed when appropriate or required
- MHDT's accessible safer recruitment policy will be followed when making any appointments that have responsibility for working with children
- At least 2 references will be sought for all staff and volunteers working with children and young people and these will be assessed prior to appointments being made
- All new staff and volunteers will be provided with a formal induction programme that identifies, alongside other issues around employment and their position, the requirements of MHDT with regard to safeguarding children.
- This formal induction process will be recorded and new staff and volunteers will sign off on completion of the process.
- A record will be maintained of staff and volunteers who have undertaken this induction training and this will be available and accessible
- Safeguarding training is provided for all staff and volunteers, working in partnership with the Learning Trust and the Children's Centre at an appropriate level for the positions undertaken which will familiarize you with the child protection responsibilities and policies and procedures to be followed if there are concerns about a child's safety and welfare. This training will be undertaken within 6 months of the post-holder starting work with MHDT and before any inter-agency training is undertaken
- This training will include familiarization with MHDT's policies with regard to complaints handling, whistle-blowing, dealing with allegations of abuse, disciplinary procedures for dealing with allegations of abuse and key lead officer for MHDT for safeguarding issues
- Any services provided or agencies working with MHDT will give appropriate priority to safeguarding children. They will share any concerns they may have at an early stage to encourage preventative action to be taken
- Each agency that works in partnership with MHDT will have a safeguarding policy in place and MHDT will ensure that each agency understands its contribution towards safeguarding children, for some this will be identifying and acting on concerns, for others this will be supporting the child once these concerns are identified
- Essential information sharing between agencies is required for all services provided. Where there are any concerns, complaints, whistle-blowing or allegations of abuse, these need to be shared with the lead officer for MHDT in the first instance and agreement reached about any action required. A record of any action undertaken will be made and shared as required.

Safeguarding adults

Name, position, and contact details of the person in the organisation who has overall responsibility for H&S compliance and performance

Name Simon Donovan
Position MHDT Director
Employer MHDT
Direct Line 020 8356 6726
Email simon.donovan@mhdt.org.uk

MHDT follows the '*Protecting vulnerable adults in Hackney: Multi-agency policy and procedures*' under the Investors in People policy.

MHDT ensures that any staff or volunteers have CRB checks. It also ensures that any organisation using its premises or sub-contracted by MHDT have CRB checks as appropriate.

MHDT reviews the Safeguarding Adults policy annually to improve best policy practice.

MHDT ensures that any organisation using its premises or sub-contracted by MHDT has their own Safeguarding policies. MHDT keeps regular communication with these organisations and conducts random checks on activities to ensure policies are adhered to.

Volunteer resources

Figure 17: shows the volunteering positions, number of regular volunteers, their time commitment and their roles / responsibilities (table split over 2 pages)

Volunteering positions	Number of regular volunteers	Time commitment	Roles / Responsibilities
PACT Champions for Home Visits	3 cohorts of 10 PACT Champions each year	Initial training for 1 day / week for 3 weeks Cohort 1 in year 1 40 home visits each equivalent to 80 hours spread across the year Cohort 2 in year 2 60 home visits each equivalent to 120 hours spread across the year Cohort 3 in year 3 80 homes visits each equivalent to 160 hours spread across the year	Cohort 1 in year 1 Each PACT Champion will make two home visits to 20 homes over the course of year 1 Cohort 2 in year 2 Each PACT Champion will make two home visits to 30 homes over the course of year 1 Cohort 3 in year 3 Each PACT Champion will make two home visits to 40 homes over the course of year 1

Volunteering positions	Number of regular volunteers	Time commitment	Roles / Responsibilities
Research Volunteers for PACT Better Neighbourhoods	<p>10 volunteers x 3 cohorts</p> <p>1st cohort will volunteer from November 2012 to November 2013</p> <p>2nd cohort will volunteer from June 2013 to December 2013</p> <p>3rd cohort will volunteer from January 2014 to August 2014</p>	<p>Cohort 1 1-2 days a week for 12 months</p> <p>Cohort 2 1-2 days a week for 6 months</p> <p>Cohort 3 1-2 days a week for 6 months</p>	<p>Cohort 1 will conduct desk research and a risk mapping exercise to identify vulnerable groups and new environmental issues</p> <p>Cohort 2 will raise awareness of scheme with local professionals (eg GPs, social care) and voluntary groups reaching vulnerable residents (eg Age UK) through information and training</p> <p>Cohort 3 will promote the scheme via LB Hackney SHINE service, Haringey Integrated Access Team (adult social care) and GP surgeries</p>
Volunteers for Cleaner Air 4 Manor House Schools	15 volunteers x 1 cohort in year 1	Maximum of 6 hours a week for 12 months	Volunteers will conduct desk research and fieldwork to monitor and map air pollution across the project area. They will present their findings to be exhibited around three schools

Recruitment of volunteers

The Volunteer Coordinator is the expansion of an existing position and will have access to community databases of Genesis and Hackney Community Volunteering Service to help with the recruitment volunteers.

PACT will recruit 10 PACT Champions a year over the life of the project to deliver Home Visits. The partners have already identified a number of residents who are looking for similar volunteering roles through our previous projects. These include residents who were trained as Health Champions for the Big Lottery-funded Well London project and volunteers who run the Library at the Redmond Community Centre.

PACT will recruit 8 PACT Champions in year 1, 14 in year 2 and a further 14 in year 3 to lead Closer Neighbours groups. PACT Champions who deliver Home Visits will be invited to take on these new positions, with the incentive of £30 to run each group session.

Community resources

This summary analysis examines what resources partner organisations have already and how they can add to this to create resources that will enable them to achieve the project delivery plan targets.

MHDT experience and track record

PACT brings a comprehensive range of existing cross-sector experience, strategic partnership support, community connectivity and expertise relevant to building the capacity of communities to become more resilient to climate change.

One of the fundamental ways we do this is by providing residents with access to careers guidance, training and employment opportunities to help build individual's economic resilience. Since being incorporated in 2007, we have established partnerships with major companies involved in the 20 year Woodberry Down Regeneration Scheme.

MHDT successfully managed the Big Lottery-funded Well London programme in Brownswood ward. The programme trained volunteers as Health Champions to act as ambassadors for the programme, generating a range of sustainable outcomes. These included Health Champions who were supported and trained to run community activities, like the Woodberry Down Luncheon Club and Woodberry Down Community Garden. The Champions successfully bid for funding with guidance from MHDT and they continue to run. Woodberry Down Community Garden currently has 60 residents on its waiting list. Woodberry Down Luncheon Club is the main caterer for the Redmond Community Centre, managed by MHDT. This has raised the profile of the

group and led to further contracts with Hackney Council and others. It is a growing business, a fantastic legacy of the Well London programme.

We engaged with the Health Champions, who were trained through the programme, to participate in the development of this bid. Health Champions helped us to engage over 200 residents as part of the consultation stage.

Training and employment services

These services are pre-funded and will provide us with valuable resources to maximise the training and employment outcomes for the PACT project.

Woodberry Works

Woodberry Works is a highly innovative model, led by Manor House Development Trust, bridging relationships between local stakeholders to reduce worklessness at Woodberry Down and in Hackney. The partnership has proven particularly attractive to corporate partners as a way of getting more involved in the community and achieving their Corporate Social Responsibility objectives: the partnership facilitates this involvement where no mechanism existed before. In 2009, Woodberry Works Partnership won Demonstration Project status from the Housing Forum. It has become a best practice model for service delivery, being approached by other local authorities and trusts to improve their own models. The partnership offers Hackney residents free training courses on:

- Information, Advice and Guidance through the Woodberry Works Club
- Women's DIY
- ESOL
- Apprenticeships
- Work experience and job opportunities

Woodberry Works proves that effective partnership working can achieve long-lasting and significant results. For example:

- **475** unemployed and workless individuals, all local to the area, have now accessed vocational training, work-experience and volunteering.
- Berkeley recruited a Local Labour Champion upon request from the Woodberry Works partners, to help increase local labour opportunities on their Hackney and Haringey sites. The proportion of their staff that lives locally has since increased from **3%** in 2010 to **20%** in 2012.
- **120** subsidised training courses were provided in 18 months for Hackney residents to the value of £90,000
- MHDT has created two social enterprises which provide training and employment services.

Woodberry Works partners MHDT, Berkeley, Genesis and Hackney Homes are partners on the PACT project. PACT will build on these relationships and the Woodberry Works infrastructure will allow partners to work together effectively and transparently to create new employability opportunities in the project area and further afield.

Building Lives Training Academy

Building Lives is a Community Interest Company (2011 Dragon Award winner) that provides construction training. It has received accolades from HRH Prince Charles and Mayor of London Boris Johnson. It engages, motivates and supports people of all ages and backgrounds, male and female, to overcome barriers to work in construction. It is a registered Community Interest Company with an existing centre at Arlington House in Camden that aims to close the gap between training and employment. MHDT became the Hackney delivery partner in 2011, providing a recruitment and payroll service and identifying a disused community building to host the Academy.

The Building Lives Training Academy Hackney will provide accredited construction training courses with a guarantee of **at least 48 jobs or apprenticeships per year** for successful trainees. For the purpose of the PACT project, the Academy has adapted its training programme to include green vocational training. This will enable trainees to take advantage of new job opportunities emerging from the Green deal.

Woodberry Down Cleaning Group

Woodberry Down Cleaning Group (WDCG) is a new social enterprise incubated by Manor House Development Trust to train and support 12 young people aged 16-25 in managing a cleaning business. My Social Innovation and Be Safe are partners who are both providing training and securing cleaning contracts. Once WDCG has built a track record and gained the skills and confidence it will be spun out as a youth-led company. This model of incubation will be used by PACT to start up a new grounds maintenance social enterprise for which we will seek a new partner to secure related contracts.

4 steps to Starting Your own Business programme

This is a business development programme lead by Genesis, which supports local people to develop their own businesses either commercial, for-profit, not for-profit businesses or trading for a social purpose. Since 2011, 11 new local businesses have been created, with 5 residents signing off welfare benefits. PACT will train residents in open space-related skills and will refer residents to the programme interested in using these skills (or skills they already have) to set up their own green business.

Partners

PPL Training Limited

Over the last year MHDT has worked closely with PPL Training Ltd to develop a range of green training initiatives. PPL will be responsible for training the Building Lives trainees in Domestic and Green Deal Energy Assessor training and Loft insulation training. Their learning offer includes a wide variety of micro-generation (solar PV, solar thermal, heat pumps) and sustainable building (low carbon refurbishment awareness, heat recovery and ventilation) courses.

They have provided a discount of £20,000 for the purpose of the project.

Genesis

Genesis is a partner on the Woodberry Works Partnership. They are match-funding the Volunteer Coordinator post with £10,000 a year.

Section eight

Project Budget

Please see pages 166 –174 for the full project budget.

Overheads

The partners who will draw down salaries from Manor House PACT have worked out overhead costs in a variety of ways reflecting the diverse nature of their organisations.

MHDT - Overheads are based on total MHDT overheads divided by total MHDT workers multiplied by project workers. MHDT Management Costs are based on 1 day/ week of Directors salary costs.

London Sustainability Exchange has used the following model with project with salaries as the driver for the apportionment of costs:

Project Overheads = Project Salaries / (Total Salaries – Overhead Salaries)
x Total Overheads

London Wildlife Trust – Overheads based on 15% of salary costs. Management costs based on 5% of Hackney Area Manager 2 days/month

Groundwork London - Overheads based on 15% of salary costs.

Budget Summary

The PACT overall budget is constructed from the 8 activity sub-budgets

Strand	Year 1	Year 2	Year 3	Total
PACT Home Home Visits	£44,440.00	£46,184.00	£48,884.00	£139,508.00
PACT Closer Neighbours	£3,549.00	£3,108.00	£3,108.00	£9,765.00
PACT Better Neighbourhoods	£40,813.00	£26,800.00	£23,795.00	£91,408.00
PACT Open Spaces	£23,000.00	£17,000.00	£17,000.00	£57,000.00
PACT Cleaner Air 4 Manor House	£17,213.00	£5,376.00	£00.00	£22,589.00
PACT Accredited Training	£100,539.00	£114,012.00	£28,103.00	£242,654.00
PACT Programme Management	£121,937.00	£122,859.00	£124,290.00	£369,086.00
PACT Evaluation	£26,163.00	£21,063.00	£22,213.00	£69,439.00

The 8 activity budgets combine to make the overall PACT Project Budget Spend:

Year 1 £377,654.00,

Year 2 £356,402.00,

Year 3 £267,393.00

Total £1,001,449.00

Less projected income in fees received:

Year 1 £640.00

Year 2 £1,020.00,

Year 3 £1,020.00

Total £2,680.00

Net Manor House PACT Project Budget Request:

Year 1 £377,014.00

Year 2 £355,382.00

Year 3 £266,373.00

Total £998,769.00

Budget Administration

The Manor House PACT Project budgets will be coordinated and administrated by the PACT lead partner, Manor House Development Trust (MHDT).

MHDT has in the course of the development project, produced a Partnership Agreement and this will be used by all partners, strategic and delivery. We have decided to rely on one head partnership agreement to unite both the delivery and strategic partners in common focus within the PACT.

Each delivery partner (receiving funds for any activity) will be required to sign an appendix attached to the Partnership Agreement that will specify their activity schedule over the entire project and the funding support allocated to that activity schedule for each of the three years. This will represent a contract for delivery over the three year period, to be signed by MHDT and each delivery partner.

Quarterly Cash Flow

Most delivery partners will be able to invoice on expenditure incurred at the end of each quarter and supply quarterly monitoring schedules of the activities undertaken. However the PACT Partnership carries with it some smaller community based delivery partners for whom quarterly invoicing on expenditure incurred will not be possible, with out cash-flow assistance.

In these cases MHDT will provide forward funding as quarterly advance payments for their activities, in tandem with the advance payments received by MHDT. This will require the deliver partner to:

- Predict their activities scheduled for the coming quarter and estimated costs (as stated in the Partnership agreement) for providing those activities for each coming quarter
- Provide a full account of expenditure incurred in the past quarter, matched to their activity schedule, prior to the end of the quarter (with estimated costings for the period remaining)
- MHDT will then audit each quarter's expenditure, prior to administering the delivery partners request for forward funding for the next quarter

Project Delivery Responsibilities

Some of the activity budgets involve more than one delivery partner, in which case a separate delivery contract will be signed with each partner for distant parts of the same activity strand.

PACT Home Visits will be delivered by

Groundwork London

PACT Home Closer Neighbours will be delivered by

Transition Finsbury Park and London Wildlife Trust

PACT Home Better Neighbourhoods

will be delivered by Groundwork London

PACT Open Spaces will be delivered by

London Wildlife Trust and Transition Finsbury Park

PACT Cleaner Air 4 Manor House will be delivered by

London Sustainability Exchange

PACT Accredited Training will be delivered by

PPL Training Limited, Manor House Development Trust, Transition Finsbury Park and London Wildlife Trust

PACT Programme Management will be delivered by

Manor House Development Trust

PACT Evaluation will be delivered by

London Sustainability Exchange

The allocation of resources to each activity budget has been influenced by the delivery partners' considered estimates of costs, negotiation between the delivery partner and the PACT Project leader MHDT, and critical review by the PACT Project Board plus through value for money comparison with other projects of a similar nature.

As a result of this evaluation, we are confident that the activity budget estimates are adequate, robust and represent value for money. By using a mix of delivery partners invoicing on expenditure incurred and cash-flowing forward on requests received from smaller delivery partners (subject to past month audit), PACT can incorporate large and small delivery partners into the same project on an equitable basis.

Our primary concerns are to maintain:

- The momentum of coordinated delivery by the PACT Partnership, by offering smaller organisations a quarterly cash-flow facility
- Strict, simple but effective accounting and audit procedures throughout the PACT delivery period and MHDT's monitoring of the delivery partners
- Flexibility to respond to variations in delivery partners' performance, variances in costs incurred, undiscovered costs and (if our budget monitoring is effective) allowing supplementary activities to be financed from the accumulating contingency allowance in the third year

Stress-testing

The full PACT budget and Cash-flow has been stress tested against three criteria:

- 1. Inflation** The PACT budget assumes 3% inflation rate over year 2 and 3. This is built into our budget and cash-flow chart. However this estimate could be subject to variance. The UK economy has recently benefited from a falling inflation rate, but the Government's Quantitative Easing policy has the real potential to kick-start an inflation rise within the PACT delivery period. We have therefore stress tested the cash-plan against this potential by assuming a 4% inflation rate in Year 2 and a 6% inflation rate in year 3 compared with our current 3% flat rate assumed for the last two years. This will affect our cash-flow in the following way.

PACT BUDGET*	Year 1 Total	Year 2 Total	Year 3 Total	Grand Totals
Inflation at 3% across years 2 & 3	£377,014.00	£355,382.00	£266,373.00	£998,769.00
Inflation at 4% for year 2 and 6% for year 3	£377,014.00	£358,509.00	£273,885.00	£1,009,408.00
Variance	£0	£3,127.00	£7,512.00	£10,639.00

(* Based on Net budget request)

Mitigation – The test shows that our costs would increase by a total of £10,639.00 over the three years, if inflation was to increase in this way. We would be more able to see if this was in fact happening at the start of year three. It is our intention to use the contingency allowance that we have built into the budget forecast to review all project spend projections at the end of year 2 and we would be able to accommodate an increase in inflation within the allowance.

Another potential budget/cash-flow risk is that one of the delivery partners ceases to operate for some reason. In assembling the Partnership we have been cautious to ensure that each of the delivery partners chosen has a track-record of successful project delivery and robust forward organisational planning. However, it is possible, in the current climate that a delivery partner could run into trouble.

2. Delivery Partner fallout – As a risk exercise we have envisaged that in year two of the project a delivery partner ceases to operate and becomes suddenly insolvent, whilst carrying a two months forward cash-flow, provided by MHDT.

Obviously this circumstance would have both legal and financial implications. The legal likelihood would be that MHDT would become a creditor to the liquidation of the delivery partner and such an eventuality MHDT would seek to recover all or part of the advance from the liquidation settlement. In most scenarios this would be unlikely to wholly succeed.

Mitigation – It is difficult to forecast actual financial loss in this scenario. But with foresight we can take precautions to mitigate the financial loss, if this was to occur, in the way in which we account for and audit delivery partners expenditure and forward cash-flow requirements. A key factor would be to request that if delivery partners apply for forward cash-flow, we would make it a condition that the monies would be held in a sub-account to the organisation's main current account. This would prevent forward cash-flow being subsumed into any outstanding overdraft and allow greater scrutiny and transparency.

In addition we would seek to make it a condition of any forward cash-flow agreement that prior to making the payment MHDT would need to see a current account balance.

We will build these mitigations into any cash-flow request agreement with any delivery partner.

In the event, the loss would be limited to that which the delivery partner was carrying and in any scenario that is likely to be limited to under £20,000. This unforeseen cost would be able to be contained within the contingency allowance.

The rest of the Partnership would have the capacity to pick-up any delivery left undone by the failed partner and MHDT to make decisions to reallocate the workload.

The contingency allowance

We have built into the overall PACT budget and PACT cash-flow a generous contingency allowance totalling 2% of the entire budget, potentially totalling £23,876.00. Over the three years (in the very unlikely event of no calls being made on the contingency) this would accumulate as Y1 £ 8,664.00, Yr2 £6,800.00 and yr 3 £8,412.00 resulting in a total of £23,876.00 being accumulated over the entire three year period.

We know that this will not happen. In such a large project, there will be undiscovered costs found, cost increases that are unavoidable and risk factors that come to fruition.

3. Under-spend mitigation In the event that we do accumulate a considerable amount of the contingency allowance unspent, by the end of year two. It is our intention to introduce a supplementary programme of activities, to add value to the PACT and use up the contingency allowance left, in this manner by the end of the three year period.

We will begin this review in the last quarter of year two and implement its findings for year three activity.

Section 9

Financial planning

Cash Flow Management Plan

In the 3 year budget and cash-flow plan for Manor House PACT we have considered how to best handle cash-flow management. Our projection in the budget shows that we will generate a large surplus in year 1 , followed by a deficit in year 2 and a small surplus in year 3 which will result, if unchanged throughout (very unlikely) in a small surplus of £951.00 over the three year period, as below:

Year 1 £70,322.00 Surplus

Year 2 £77,181.00 Deficit

Year 3 £7,810.00 Surplus

Net expected surplus by the end of 3 years PACT project = £951.00

We have done this deliberately for the following reasons:

Year 1 - We want PACT to make a fast impact in the local area in its first year. To achieve this we expect that we will discover some unforeseen costs and have to make some amendments to existing sub-budget projections to ensure that we can create momentum and impact. We will discover any necessary changes in the first year and it is likely that we will request a call on the contingency surplus to accommodate these.

Year 2 - However, in the second year, for the purpose of forward cash flow planning at this indicative stage, we have projected that the first year surplus will all be taken up by the second year deficit projection. This will, if no significant drawings are made on the first year contingency surplus, bring us in line with achieving full budget spend over the total period of the project.

Year 3 - In the third year we have, at present, projected a small surplus to accommodate any undiscovered costs found in the third year, as normal small contingency element.

We have committed to undertake a full review of the budget and cash flow plan at the end of the second year, with the intention of recasting the final year's budget to accommodate any remaining surplus or deal with any projected over-spend.

We intend to create an additional activities programme in the third year in the unlikely event of there being sufficient surplus left in the budget to achieve this.

By planning our cash flow in this manner we have tried to build in a contingency plan to cope with under-spend, over-spend and unforeseen costs while still planning to bring the three year budget to balance.

Development Budget Expenditure and Result

The development budget was used to undertake the consultation exercise, in which 1 public meetings was held, 4 focus groups were undertaken and 224 respondees completed a questionnaire on paper & online.

A wide range of research was complied, to establish best practice and inform the PACT project delivery plan. Negotiations were undertaken with the major contractors to establish their input into the PACT. Research and negotiations were undertaken to confirm the Building Lives Training Academy proposals and ensure that they will commit to embedding green economy training into their proposed curriculum.

The PACT Partnership was strengthened by a number of group meetings over the period enabling discussions and negotiations to take place with individual delivery partners, to resolve specific issues.

Throughout the process the CAT Tool has been used and updated and has greatly helped our baseline research.

The budget was expended in the following way and we can confirm that all items have been incurred and invoices and time sheets evidence has been received and collated. The budget is fully expended, as show below:

Item	Total development costs	Big Lottery Fund funding	Funding from other sources
Overall coordination of the bid	£1,000	£1,000	£0
Consultation events	£2,556	£2,556	£0
Research	£5,444	£5,444	£0
Web design	£1,000	£1,000	£0
Grand Total	£10,000	£10,000	£0

Section ten

Marketing and communications strategy

PACT will use a broad range of media channels to generate interest, raise awareness and engage people locally, and to publicise its work, achievements and share key learning and resources more widely.

PACT will have clear messaging and produce clear factual information and resources focused on the PACT approach – how to prepare, adapt, connect and thrive in the face of climate change in a changing environment. Project partners will invite and explain to people how they can get involved with the project, promoting training and employment opportunities to maximise take-up.

Participants will document what they're doing using photos and video, both for evaluation purposes, to create an archive of information, images and footage, and for sharing on the website, Facebook and other channels as a way of building momentum and interest.

PACT will minimise the production of print material in line with its sustainable ethos, building on the power of word of mouth by using things like a monthly e-newsletter, text messaging and the website as key local channels. PACT will make good use of existing channels and create new ones where there is an identified gap e.g. a simple monthly double-sided news sheet for those without web access distributed via local networks of groups and community venues such as GP practices, community centres and faith groups.

PACT will employ a Marketing and Administration Assistant who, alongside other responsibilities, will work with the MHDT Trust Manager to coordinate and implement all communications across the partnership using a full range of channels as detailed in the table on the next page.

Project website: www.manorhousepact.org.uk

PACT partners have set up an interactive website using Ning.com that local people can join as members to create an online community to share experiences and ideas and as a way of promoting local events. The website will also showcase the project more widely in the London area and nationally, enabling us to share learning, good practice, successes and challenges.

The website will include an asset map that will grow over time, showing local spaces, venues, groups and resources alongside the impact of the project.

Marketing and communications overview

Channel	Audience	Frequency	Cost
MH PACT Website www.manorhousepact.org.uk	Local, regional, national stakeholders	Regular updates	Annual hosting, maintenance & Ning costs
Partner websites, inc. What's On section of Hackney Council site	Local, regional, national stakeholders	Regular updates	N/A
E- newsletter	Local, regional, national stakeholders	Monthly	N/A
Photocopied news sheet	Local residents in the project area (primarily those without web access) distributed by groups	Monthly	5p each
Events e.g. PACT lunches, monthly meals, quarterly feasts. To produce invites to give people	Local residents	Monthly, quarterly	
Woodberry Down newsletter	Woodberry Down residents	Monthly	Nil
Text messaging	Local residents with mobiles	As needed – to promote specific events & activities	2.8p per message
Twitter	Local, regional, national stakeholders	Daily update	N/A
Facebook	Local residents – especially younger ones e.g. teenagers	Regular updates	N/A
Local press including: Hackney Today (Hackney Council's newspaper) Haringey People (Haringey Council's magazine) Londra / Olay (Turkish papers) Haringey Online website	Local & regional stakeholders; Turkish residents & businesses	Varying	Editorial – free Adverts – varying costs Haringey Online – free
Community spaces shop & café windows, GP practices, community centres, children's centre	Local residents & businesses	Varying	N/A
New and existing groups e.g. Closer Neighbours groups, local food growing groups, residents associations, faith groups, schools, scouts & guides groups	Local participants	Varying	N/A
Housing providers	Tenants of social housing	Varying	N/A
Annual report / review	Local, regional, national stakeholders	Annual	Printing costs - low print run - electronic version

Database

PACT partners will collect contact information from local people from engagement activities, whether individually or in group settings, to enable partners to share information with them as they choose, encouraging them to share email and mobile numbers as the most efficient, cost-effective means of communication. All PACT partners will comply fully with Data Protection legislation in all they do. PACT will use partner organisations to start this process and the project will build on this by signing up people at events using tools like an iPad to directly input details. While there will be an initial cost for this, using such technology will ensure details are correct (bypassing illegible handwriting), reduce administration and speed up the process of follow-up contact to maintain the momentum of a person's initial interest.

Branding

All communications will be clearly identifiable as Manor House PACT, with a simple consistent branding to reflect the ethos of the project and partnership.

Messaging

PACT messaging will be clear and encouraging in line with the needs and interests of local people, bearing in mind principles of Plain English.

Influencing policy and procedures within other organisations and statutory services

MHDT has two local Hackney Councillors serving on its board plus Haringey and Hackney Councils are valued partners on the project. PACT will use these existing relationships to feed through key learning and ideas for improving resilience in the local project area and in the wider boroughs. PACT will do this on an annual basis via an online annual report, highlighting specific things participants and partners think will improve resilience, reviewing the previous year's activities and learning and looking ahead to the coming year.

PACT partners will also work with the local authorities to identify vulnerable people who use statutory services. PACT partners will engage local MPs Diane Abbot and David Lammy, inviting them to events and using Twitter and other social media to raise awareness of the project.

Section eleven

Monitoring

Tracking progress

Please refer to Appendix E for the Indicators table. This shows our five PACT outcomes, with three indicators and expected levels of change for each outcome.

How we will measure and track whether the outcomes are being achieved

We have chosen five soft outcomes to measure progression towards achieving our overall aim. We know that it can be hard to measure the outcomes of this kind because of their complexity; the fact that they are dependent on residents' subjective perceptions of change; and that behaviour change and resilience are inherently subtle and intangible concepts.

For this reason we have planned a range of hard and soft indicators to measure achievement of the outcomes. Hard indicators include:

- Numbers of referrals made to other services
- Number of people attending activities
- Numbers of people receiving training
- Numbers of people who gain employment
- Numbers of new social enterprises created
- Sites identified for community management and ownership

PACT Champions, volunteers and PACT staff will record the number of referrals they make. Numbers of people attending activities will be measured with registration forms at every activity. Any person who is looking for training, volunteering or employment will be registered on the Woodberry Works database. This will mean they will be tracked beyond the life on the project. The Information, Advice and Guidance Officer at MHDT regularly communicates with people registered on the database. The PACT Marketing and Administration Assistant will help with this as numbers of people registered increases over the life of the project. This will ensure we measure the numbers of people who gain employment as a result of the project and how many people are enrolling and completing training courses.

Numbers of new social enterprises and sites for public management are easy indicators to measure. An increasing trend in the number of social enterprises will clearly indicate that people are more able to take advantage of the Green Economy and Social Enterprise sectors to access employment opportunities.

These indicators are valuable in measuring trends in access to services like employment opportunities, energy saving advice, training and other community activities. From increasing trends in the numbers of people accessing services, we can make assumptions that this will lead to greater numbers of people having the skills and resources to make behaviour changes, improve their health and wellbeing, take part in decision-making, and become more resilient to climate change. (These changes are reflected in the PACT outcomes). However, the hard indicators do not capture whether having improved skills and resources leads to these changes.

Soft indicators can more effectively measure these changes, by monitoring how residents feel the PACT activities have helped them achieve something. Therefore, we have devised a number of soft indicators including the:

- Number of residents who feel empowered and informed on how to influence policies which affect them
- Number of residents who feel PACT Wildlife and Foraging walks have improved their health and wellbeing
- Numbers of residents who feel they are able to use their local open spaces to grow and/or forage their own food

These indicators will be measured using initial and follow-up surveys to measure any change participants feel over time. We will also use qualitative approaches to explore how participants and the wider community feel about the PACT project, including participative evaluation through focus groups and video journals. By bringing together information from a range of sources we will be able to build up a convincing picture of the impact of the project and its success in delivering our intended outcomes.

How we will involve our beneficiaries in monitoring the success of the project

Beneficiaries – participants – will be involved throughout the monitoring of this project. At the start of the project we will hold a workshop with local residents to explore how monitoring and evaluation should be undertaken. This will include a discussion of approaches to measurement of outcomes, and will enable us to tailor our approach to local circumstances. Following this, we will train volunteers in evaluation approaches (see section twelve). In particular, they will be able to undertake survey research with their neighbours and peers, and will learn to use flip-cams to create a powerful visual record of the activities and impact of the project. At the end of each year of the project we will hold summative focus groups to give beneficiaries the opportunity to look back over the previous year's activities and reflect on what worked well and how things could be improved for the following year.

How we plan to monitor the long-term impact of the project

Our proposal is capacity-building in nature, which we expect will lead to long-term impacts, including:

- Full-time employment for residents
- New green social enterprises providing employment opportunities
- New forums for residents to join as a means to work together to influence local decision-making
- Enhancement of people's CVs
- Residents adopting realistic and affordable behaviour changes, which have tangible benefits for their energy use and fuel bills
- Training which people will actively use in their daily lives beyond the life of the project, like gardening and foraging
- Creation of publicly owned open spaces

The long-term monitoring of residents looking for employment, training or volunteering will be done through Woodberry Works, which records people's progress on a database.

MHDT is an established, resident-led organisation, permanently based in Manor House. This means it is well-placed to continue to monitor the impact of the project after activities have ceased and project funding has come to an end. This long term view is essential for a project of this kind. MHDT will use its ongoing relationships with local people to monitor lasting impacts of the project in 2016 and 2018 through surveys and qualitative approaches.

How we will use the information to improve the way we run the project

We have carefully planned our evaluation approach to include interim reviews one and two years into the project. These will enable us to take stock, review progress to date and ensure we continue to develop our plans and approach. We will be particularly interested in understanding what is making the project successful (or unsuccessful) and how this can be replicated (or modified) to deliver our outcomes more effectively. This is why the qualitative aspects of our evaluation methodology are so important; engaging with those involved in the project will enable us to tease out the real strengths and weaknesses of our approach and adapt accordingly.

Section twelve

Evaluation and dissemination plans

Key Focus of evaluation activities for Manor House PACT

The key focus of our evaluation activities is on:

- Measuring the impacts of our project on participants' attitudes, behaviours, skills, opportunities and quality of life
- Enabling participants to learn from their own involvement and each other's experiences
- Sharing recommendations with the 30 Communities Living Sustainably pilot programmes and others on how to lead work with residents of densely populated, transient and diverse urban communities, particularly on our three key themes of home, open space and green vocational training

Key evaluation questions

The main evaluation questions we will seek to answer are:

- To what extent have our activities increased people's awareness of how climate change could impact them and the Manor House area?
- To what extent have our activities influenced participants' attitudes to the benefits of sustainable living?
- To what extent have our activities influenced change in our participants' behaviours?
- To what extent have our activities helped people know where to go for information and support?
- To what extent have our activities improved people's skills in relation to sustainable living?
- To what extent have our activities increased the number of people who are part of an active community network that looks after the most vulnerable?
- Where our activities have been successful in leading to these changes, how and why did that change happen?
- Where our activities have been unsuccessful in leading to these changes, why was that the case?

We hope to understand how the programme may be impacting on the primary audience of our projects – those we are reaching directly – as well as secondary audiences comprising the wider population of the defined catchment area. Furthermore, we expect to be able to make recommendations about designing cost-effective and enduring activities to help residents live sustainably in a densely populated, transient and diverse urban community.

Approach to investigating the key evaluation questions

- To be fit for purpose the monitoring and evaluation framework will need:
- To recognise that there are a number of overlapping target audiences for the programme with different existing skills, attitudes and behaviours in relation to sustainable living
- To be 'light-touch' enough to capture information from residents but robust enough to show the difference through the project
- To acknowledge that the programme employs all 4 'E's to change behaviours towards sustainable lifestyles : Enabling, Encouraging, Engaging and Exemplifying¹. Some of the 'enabling' and 'exemplifying' activities are about making changes at a community level thereby removing the barriers for residents to live more sustainably
- To be based on established behaviour-change principles and theories where we are measuring behaviour change, and to employ robust methods and validated measures
- To deliver both consistency and flexibility of approach across all activities that are part of the programme. For example, some residents will be strongly and directly influenced, such as those who receive training; whereas others will be supported to change their behaviour indirectly, such as those who are enabled to make more sustainable choices because of changes to infrastructure
- All partners to have a role in supporting evaluation activities including Manor House Development Trust as coordinator, our housing association partners and local authority partners

Required resources

A comprehensive resource plan has been developed which underpins the evaluation timetable and budget. Partners have built in the costs of securing participation in evaluation into their specific activity budgets.

¹ Defra, 2005. Securing the Future - UK Sustainable Development Strategy. The Stationery Office

Activity	Tasks	People resources - LSx	Additional resources required
Evaluation and Learning Plan Development	<ul style="list-style-type: none"> Involving beneficiaries in evaluation through initial consultation workshop Draw up full evaluation plan Partner training session on delivering the evaluation plan Liaison with Big Lottery / Groundwork programme-wide evaluation activities e.g. workshops, responding to requests and guidance, briefing partners (2 days per year) 	20 days	£450 Travel costs for staff £150 * 3 years
Developing baseline surveys	<ul style="list-style-type: none"> Develop core questions aligned to indicators and outcomes Modify for each survey Source and distribute small incentives for survey completion. 	7.5 days	£6010 Contribution to SurveyMonkey licence (£360) SPSS training (£1050) & SPSS licence (£600) Survey incentives (£4000)
Developing follow-up surveys	<ul style="list-style-type: none"> As above 	5.5 days	£1850 Survey incentives
PACT Champion evaluation training sessions	<ul style="list-style-type: none"> Deliver 6 PACT Champion training sessions focusing on using flipcams to do video storytelling and using surveys 	14 days	£2700 15 Flipcams (£1500) Venue and refreshments (£1200)
Participatory evaluation sessions	<ul style="list-style-type: none"> Design and deliver 3 participatory evaluation sessions Write up an action plan after each session 	15 days	-
Advice and support to each partner and collation and analysis of data from each activity strand	<ul style="list-style-type: none"> Advice and support to each partner in putting the evaluation plan for their activity into practice Collation and analysis of activity specific data 	48 days	-
6 x summative focus groups	<ul style="list-style-type: none"> Liaise with partners to source participants in line with recruitment guide Design topic guide Book venue Facilitate focus group Write up focus group 	21 days	£2100 Venue & refreshments (£600) Incentives for participants (£1500)
Survey data entry, collation and analysis	<ul style="list-style-type: none"> Data entry Data collation and presentation Data analysis 	9 days	£4000 Data entry & presentation costs
Annual evaluation report	<ul style="list-style-type: none"> 3 Reports drafted, refined and finalised (1 per year) 	20 days	

Evaluation timetable

Evaluation and learning activities will be continuous from the start until the end of the project. This is to ensure that evaluation is built into the delivery of activities from the outset, data is gathered consistently and comprehensively from the start and that learning can be shared and acted upon both within the partnership and beyond at the earliest opportunities. The key milestones of our evaluation are as follows:

Date	Milestone	Result / Rationale
Nov 2012	Evaluation plan finalised with input from Big Lottery Fund, community representatives / project users and project partners.	Project beneficiaries and partners have played an active role in shaping the evaluation plan and ensuring it is fit for purpose
Dec 2012	Baseline survey developed	Baseline survey can be used before activities influence beneficiaries so we can accurately measure change that has occurred due to project activities
Feb 2013	Follow-up survey developed	Follow-up survey can be used with beneficiaries shortly after their involvement ends to assess level of change
Mar 2013	Project partners and 1st cohort of PACT Champions trained in evaluation	<ul style="list-style-type: none"> Members of the community play an active role in evaluation and have enhanced skills in this area Project partners are applying evaluation consistently across activities
Oct 2013	1st participatory evaluation and learning session held and action plan produced	<ul style="list-style-type: none"> Learnings can be drawn out from the project at the earliest opportunity. Learnings can be acted upon to improve the efficacy of project activities
	1st wave of (mainly baseline) surveys analysed	To enable us to check and report on progress Insights from the surveys can inform the project
Dec 2013	Year 1 evaluation and learning report*	To present an assessment of the degree to which the project has achieved its outcomes to date To present learnings from the project to date
Oct 2014	2nd participatory evaluation session held and action plan produced	As above
Oct 2014	2nd wave of surveys analysed	As above
Dec 2014	Year 2 evaluation and learning report*	As above
Jun 2015	3rd participatory evaluation session held and action plan produced	As above
Sep 2015	Summative focus groups delivered (6 in total)	To draw out how and why the project has or has not achieved its outcomes
Sep 2015	Data from activities collated and analysed	To assess the degree to which the project has achieved its outcomes
Oct 2015	3rd wave of surveys analysed	As above
Dec 2015	Year 3 evaluation and learning report*	As above

*Timings of any evaluation reports will be revised to coincide with Big Lottery Fund's reporting requirements once they are clarified. Please see the GANTT chart at the end of this section for a timetable.

Who will be involved in our evaluation

Project participants will have the opportunity to shape what evaluation activities take place and how they are delivered at the outset of the project. We will do this through the following mechanisms:

- A workshop held with residents at the beginning of the project to secure the input of residents to the evaluation plan. We will ask residents to consider the evaluation tools we have put forward here and comment on their suitability. We will ask them for their own ideas on how to measure change and incorporate some of these into the evaluation plan.
- Ongoing contact with the PACT Champions who will receive training in evaluation to enable them to help us engage participants in evaluation and collect data. Through these training sessions we will consult with Champions on their experiences and modify our approach where appropriate.

London Sustainability Exchange will coordinate evaluation plan design and delivery. To ensure our approaches are underpinned by best practice, LSx will provide training and advice to all partners. Activities will draw on the DEFRA evidence base on behaviour change and encapsulate social marketing principles and relevant behaviour change models.

Partner organisations delivering activities will be responsible for engaging participants in programme wide evaluation activities and designing and delivering activity specific evaluation.

Evaluation activities

Quantitative evaluation

Surveys

Surveys will be the main quantitative evaluation tool and will take the form of self-completed survey cards (although an online survey will also be offered to beneficiaries).

For most of the activities, 2 surveys will be used – a baseline and a follow-up – in order to compare pre- and post- activity results. The exception to this is the community feasts and festivals and foraging walks where it would be impractical and unrealistic to ask individuals attending to complete two surveys.

The baseline survey will establish participants' skills, attitudes and perceptions, and current involvement in their community. All questions will be designed to establish the indicators that we have identified for the project.

A follow-up survey will repeat these questions and will also ask participants to tell us about how their involvement in the project has or has not impacted them, and how this has or has not happened.

The following table shows the different samples, estimated sizes and target response rates.

Activity	Timings		No. participants	Survey method	Target response rates	
	Baseline	Follow-up			Baseline	Follow-up
PACT Champions	At start of involvement of the project	At end of involvement with the project	66	Paper, with option to follow-up online	90%	80%
OPEN SPACE Foraging and wildlife walks	-	At the end of the walk	540 (180 x 3 years)	Paper, with option to follow-up online	-	40%
OPEN SPACE Container growing workshop	At workshop on arrival	At the end of the workshop	120 (40 x 3 years)	• Paper, with option to follow-up online	80%	40%
OPEN SPACE Training and support for low maintenance gardening	At training on arrival	2 months after training completed	600 (200 x 3 years)	• Paper, with option to follow-up online	90%	45%
OPEN SPACE Cooking and food preservation training	At training on arrival	2 months after training completed	325 (75 in yr 2, 125 in yrs 1 and 2)	• Paper, with option to follow-up online	90%	45%
OPEN SPACE Community control of public spaces	At sessions on arrival	2 months after involvement completed	200	Paper, with option to follow-up online	90%	45%
HOME Energy Assessor Service	At initial home visit	At follow-up visit	600 (200 x 3 years)	• Paper, in person by volunteers, or by telephone if follow-up home visit cannot take place	90%	45%
HOME Closer Neighbours	First meeting year 1 Last meeting year 1					
HOME Better Neighbourhood Support Scheme	-	At end of risk map presentation workshop	20	Paper	-	80%
HOME Better Neighbourhood Support Scheme	At initial visit	At follow-up visit	400	Paper, in person by volunteers	80%	40%

The baseline surveys will be self-completed, except where individuals need support in completing them. This is most likely to be the case in the PACT Home 1:1 Energy Doctor Service and the PACT Home Better Neighbourhood support scheme. Survey completion will be incentivised by appropriate rewards. It should be noted that the method in which they are administered may vary throughout the project depending on what is most appropriate and

which opportunities arise.

Steps will be taken to ensure the quality of data collected and to reduce errors associated with this type of information. This includes reducing the risks of data being skewed by removing potential pressure factors, providing acceptable ranges of responses, and assuring that there are no right or wrong answers, we are just interested in what they are doing. LSx will work with all project partners to ensure the surveys are administered in a way that makes the surveys valid and reliable. Care will be taken to design, structure and word questions and responses appropriately and to pilot any surveys before use.

Quantitative data will be input to the statistics package SPSS. High priority data will be analysed using descriptive and inferential statistics (e.g., chi-square or t-tests to compare differences between groups, and between pre- and post- intervention measures). Once the project is designed in more detail, we will be able to establish which elements of the data will be high priority.

Surveys will be short, simple and easy to complete as possible. The follow-up surveys have the potential to be slightly longer because they will be completed once the participant has benefitted from the activity.

Quantitative

Our qualitative evaluation will look at the cross-cutting and holistic impacts the programme has had across all our target audiences. While the quantitative data collected through surveys and objective measures can expose which behaviours changed and by how much, qualitative data provides insight into how and why the projects changed participant's behaviour (or why not, if it did not). This data will also offer a rich resource for gaining contextualised information on the impact of the project.

Participatory evaluation

Three participatory evaluation sessions will enable project leads, champions and some beneficiaries to reflect three times during the project. The purpose of the sessions is to:

- Establish participants' perceptions of the benefits and effectiveness of the project
- Draw out project learning
- Inform ongoing project activities

Facilitators will help participants to crystallise success factors and emerging issues through a process of challenging, cathartic questioning. An action plan will be written and circulated after each session capturing the key learnings and specific improvements to the project that will be made as a result.

Video storytelling

Online video diaries will record the work of the champions, project activities and the involvement of the community. Champions will be equipped with a number of flipcams and trained in the basics of video storytelling. These will be recorded and disseminated via the web.

Comments walls and quotes from participants

For the community feasts and festivals, simple qualitative surveys using community participatory mechanisms, for example sticker boards at events, will be used to identify learning from and impact of the events and activities.

Summative focus groups

Summative (end of project) focus groups will enable us to understand:

- Establish extent to which project has achieved the stated outcomes
- Establish reasons for success or failure
- Understand and map the wider impacts of the project

We will aim to recruit participants with different ranges of involvement in the project and aim to set clear and transparent selection criteria during the recruitment process.

The following focus groups will be delivered:

- 2 groups with stationary / settled residents, living in social housing
- 2 groups living in or moving into privately owned homes
- 2 groups of people who are transient, living in private rented homes

The rationale for selecting people in this way is to understand whether our project activities have been effective in reaching the three different communities living in Manor House. This categorisation has relevance across many urban communities and therefore we hope to generate a body of widely applicable research on what works and what doesn't in helping such communities to live sustainably.

Participants will be incentivised or rewarded for their time to encourage attendance from all beneficiaries.

This part of the evaluation will be conducted by trained facilitators/interviewers from London Sustainability Exchange. Focus group guides will consider specific topics, while remaining open to topics that naturally arise in the course of discussion. Interviews and focus groups will be audio recorded and transcribed verbatim. Data will be analysed using thematic coding. Analysis grids may also be appropriate. This is often referred to as 'grouped analyses' and allows at-a-glance summaries of segmented responses.

Dissemination plan

We will disseminate our learning through:

- **The Manor House PACT website**
- **The Manor House PACT newsletters** (electronic & paper)
- **Through partner networks.** For example London Sustainability Exchange run vibrant learner networks for people involved in shaping communities in London at all levels. We use reflective models rather than "sit and listen" learning; in 2009-10, 2600 people took part in training. We will ensure that the findings of this project are shared widely through our networks
- **The Communities Living Sustainably Learning Hub**

- **Annual evaluation and learning reports** will be made publicly available
- **Case studies of the activities** which will be produced and shared widely at the end of the project

Section thirteen

Risk analysis

Risk Register

Please see Appendix F for a risk register that identifies the potential risks to the project, the likely impact on the project if the risk occurred and the ownership and management of the risks identified.

SWOT Analysis

Strengths

Partner experience: PACT has a large number of delivery partners and strategic partners with the experience and expertise needed to deliver the planned activities. Relevant experience of the partners includes:

- Competence in using/understanding/monitoring energy devices
- Genesis, Berkeley, Homes for Haringey and Hackney Homes all have established relationships with their tenants
- MHDT is experienced in delivering sustainable outcomes. From 2008 to 2011 it managed the Well London programme in the Brownswood ward which helped volunteers to constitute a number of community groups. From 2008 to the present MHDT has also delivered a youth activities PAYP project on behalf of London Borough of Hackney.
- London Sustainability Exchange has experience running citizen science projects and have previously run a Cleaner Air 4 Schools pilot in Westminster
- London Wildlife Trust has experience running training courses around land management and first aid
- Transition Finsbury park has experience running training courses around food growing and foraging
- Groundwork London have experience running a Green Doctor scheme which has informed the Home Visits activity

Cross-borough involvement: PACT will coordinate service delivery across the project area, reducing the impact of the borough boundary in limiting resident access to services. This is especially important to ensure equal opportunities for residents who live on borough boundaries. The strategic support of the two Councils will be valuable. The partnership will help the Councils to work more effectively together and coordinate borough-wide policies and services.

Existing services: The PACT partners manage a number of existing activities and services which will help us to achieve the PACT outcomes. These include:

- Woodberry Works
- Building Lives Training Academy

- Woodberry Down Cleaning Group
- 4 steps to starting your own business programme

Accountability: The lead partner MHDT has a resident majority on its Board of the Directors. MHDT staff are accountable to the MHDT Board, providing reports to Board meetings bi-monthly. MHDT runs quarterly public meetings where residents are invited to provide feedback on MHDT work. In addition MHDT reports to monthly meetings organised by the Woodberry Down Community Organisation. This infrastructure, along with the planned activities, will ensure PACT is accountable to the community.

Planned Activities: The PACT project provides a range of activities with wide appeal, offering incentives for residents of different ages, ethnicities and social groups to get involved.

Resident decision-making: The PACT activities will create new platforms for residents to get involved in local decision-making. This includes 'Friends of' groups and Closer Neighbours groups.

Weaknesses

Capacity: There is a possibility that more individuals will be interested in volunteering than there are positions. In this case, we will seek to work with Hackney Council Voluntary Service to refer volunteers to other locally-based positions.

Measuring soft indicators: It will be more challenging to measure how PACT activities impact the health and wellbeing of participants. PACT will use surveys to capture the perceptions of those engaged.

Home visits and check-ups: In order to safeguard adults and children, we will ensure that all volunteers under-taking home visits or Closer Neighbours group members checking up on their neighbours have CRB checks.

Check-ups: PACT can only recommend that Closer Neighbours groups check up on their neighbours in times of extreme weather. This is dependent on the leading PACT Champion communicating the importance of this activity

Opportunities

Green Deal: The Energy Act 2011 includes provisions for the new 'Green Deal', which intends to reduce carbon emissions cost effectively by revolutionising the energy efficiency of British properties. The new Green Deal policy will boost the burgeoning low carbon economy by supporting up to 60,000 jobs in the insulation sector alone by 2015, up from around 26,000 .

Social Enterprise: The number of social enterprises in the UK is growing at almost twice the rate of other types of business, according to Claire Dove, chair of the Social Enterprise UK. Backing social entrepreneurs with support, education, and investment has been proven to have a significant impact in changing communities, tackling poverty, delivering better services and creating new local jobs. Social entrepreneurs create on average 3 jobs each, whilst two thirds set up new organisations that both survive and thrive. The Big Society fund is investing £600 million into this growing sector.

Woodberry Works Local organisations including Hackney Council, the major developer Berkeley Group plc, Genesis the Registered Social Landlord, Hackney Community College and Manor House Development Trust (MHDT) have been working together over the last few years to combat worklessness and increase local employment on the regeneration sites. This led to the formation of the Woodberry Work partnership, managed by MHDT in 2009. It is a steering group which directs the training and employment strategy for Woodberry Down and wider Hackney. The partnership has helped build the capacity of its partners to provide more job opportunities for local people. Since 2010, local labour levels on one regeneration site increased from 3% to 20% (meeting the national target).

The major contractors involved in the regeneration are already working in partnership with MHDT and can be influenced to review their future plans to better meet Manor House PACT objectives, support green training and apprenticeships and offer employment opportunities for local people as part of the project.

Building Lives Training Academy is an award-winning Community Interest Company that provides construction training. It engages, motivates and supports people of all ages and backgrounds, male and female, to overcome barriers to work in construction. MHDT is the Hackney delivery partner and the Academy is due to launch in August 2012.

Threats

- Less funding is available for the adaptation with green measures for public sector housing
- Slow down in regeneration of housing estates within the Manor House area and with it measures to improve environment
- Partner organisations folding
- Inflation rising significantly
- Little or no national economic growth impacts by increasing isolation and apathy within the Manor House Communities decreasing numbers of those willing to volunteer or become involved within the project
- Recession reduces community resilience by increasing rates of depression, drug

and alcohol abuse, and low self-esteem, limited ambitions and expectations which impact on the PACT project

- Increased anti-social behaviour and lowered community cohesion as a result of increased economic hardship
- Decreased implementation of green technological advances arising from a lack of funding and sources of investment into factors affecting environment and homes
- A reduction in NHS/SureStart services, private commissioning by GPS may exclude vulnerable people from health/wellbeing clinics, may mean access to vulnerable individuals is limited
- The rebound effect/increased energy efficiency paradoxically leads people to use more energy/provide information about this tendency & encourage monitoring

Threats

PEST Analysis

(PEST) factors which may impact on the environment in which our project operates include:

Political

- A reduction in NHS/SureStart services, private commissioning by GPS may exclude vulnerable people from health/wellbeing clinics, may mean access to vulnerable individuals is limited
- The rebound effect/increased energy efficiency paradoxically leads people to use more energy/provide information about this tendency & encourage monitoring

Economic

- A decreased sense of agency as public sector cuts/job losses take hold in climate of economic austerity. The project essentially set up to combat this, but this economic situation may compound problems of worklessness.
- Less funding is available for the adaptation with green measures for public sector housing
- Slow down in regeneration of housing estates within the Manor House area and with it measures to improve environment
- Partner organisations folding
- Inflation rising significantly

Social

- Little or no national economic growth impacts by increasing isolation and apathy within the Manor House Communities decreasing numbers of those willing to volunteer or become involved within the project
- Recession reduces community resilience by increasing rates of depression, drug and alcohol abuse, and low self-esteem, limited ambitions and expectations which impact on the PACT project
- Increased anti-social behaviour and lowered community cohesion as a result of

increased economic hardship

Technological

- Decreased implementation of green technological advances arising from a lack of funding and sources of investment into factors affecting environment and homes.