

L8 Living Sustainably

Project Delivery Plan

An application to the Big Lottery Fund's **Communities Living Sustainably** Programme by the **Liverpool 8 Living Sustainably Partnership** led by Granby Toxteth Development Trust





The production of this application and the research and consultation to support it have been funded by a Development Grant from the Big Lottery Fund

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1 Executive Summary

This is a bid to the Big Lottery's Communities Living Sustainably fund submitted by the L8 Living Sustainably Partnership.

The partnership spans all sectors – public, private and community – and has come together specifically to address the issue of climate change in Toxteth, an inner city area of Liverpool. The partners have many years' experience in community and economic development and, working with the local community, have a developed a shared vision.

GTDT is lead partner in this bid because of its experience and track record as a Community Anchor organisation and its roots deep into this community. Its community engagement skills are second to none in a community which is notoriously difficult to engage.

To develop the bid, the partners have used their collective skills to work with all parts of the community. As well as informal soundings, we have involved a large number of local people and taken their views into our proposals through a series of community engagement events including world cafés and the work of our Community Organisers and volunteer Neighbourhood Champions.

As one of the most deprived and diverse neighbourhoods in western Europe, Toxteth is being affected disproportionately by climate change. Unless co-ordinated action is taken to address this, the effects will be ever greater over time. Tackling the long-term effects of climate change will equally deliver demonstrable financial gains by reducing expenditure on energy and food.

To deliver these gains we will build existing small-scale activities to a more effective scale. Rather than using Big Lottery funding to simply subsidise direct actions, our approach will be to foster an

environment where local residents, businesses and intermediaries are encouraged to take actions which mitigate the effects of climate change. We will achieve this by stimulating both supply-side and demand-side measures, using market forces to bring about the changes.

The area will be developed as a 'Neighbourhood Power Station', generating renewable energy from the roofs domestic households, especially those owned by RSLs. The energy will be sold locally on an attractive and accessible 'L8 Tariff'. People will be helped to switch to the new tariff through a financial instrument developed in partnership with the two local Credit Unions.

Local residents will be able to enjoy the benefits of energy efficiencies through a 'Green Deal' initiative which will focus on reducing consumption.

Food will be produced locally by developing a 'Patchwork Urban Farm' using small plots of available land all around the neighbourhood. The existing fragmented approach will be co-ordinated and boosted through a tried and tested co-operative venture.

The local supply chains will be stimulated to create a market for the locally produced food and energy. A leading independent regional supermarket has been engaged to act as launch retailer.

The results of the project will be a sustainable neighbourhood, fully engaged in activities which will mitigate the effects of climate change while delivering tangible financial benefits to participants.

We commend the bid to you. It will transform this deprived neighbourhood and tackle the effects of climate change.

2 Organisation Summary

Granby Toxteth Development Trust (GTDT) is the community anchor organisation for Toxteth and the surrounding neighbourhoods in Liverpool. Established in 1994 it is a not for profit company limited by guarantee. From the company's Memorandum of Association its objectives include:

- (a) To promote for the benefit of the public the generation of wealth and prosperity and economic well-being in the Granby and Toxteth areas of the City of Liverpool ("the Area of Benefit"), to improve the physical environment of the Area of Benefit and to improve the quality of life, social conditions, self-esteem and confidence for all residents and cultural groups in the Area of Benefit
- (b) To stimulate and promote the creation within and around the Area of Benefit new enterprises having as an objective the provision of goods or services in or the creation of employment opportunity or the making of an addition to the economic well being of the Area of Benefit
- (c) To establish and run training schemes, workshops, and the provision of work places for the central resources and to encourage and assist with commercial and industrial training and management resources of all kinds and to assist those seeking work and to act as an employment agency



Figure 1 Project Location Map

2.1 Civil Society Organisation

As a community anchor we want to help and encourage local people to take an active role in civil society. We believe that the most sustainable form of community development comes from deep within the community itself, rather than being imposed by government or profit-driven businesses.

But we also believe that this is not easy and that all communities face challenges and barriers that can impede the progress of civil society.

We have many roles in this process and we welcome the opportunity to help local people - as individuals or as groups - to maximise their potential and take a more active part.

2.2 Services

GTDT provides a range of services to local residents to help them improve their lives. These services (which are always demand-led) currently include:

- learning programmes including basic skills
- advice and support to entrepreneurs and small businesses
- English language for speakers of other languages
- services to foster digital inclusion

Services are mainly delivered at our multi-function project space on Lodge Lane in the heart of Toxteth. Located on one of the area's main arterial routes and retail areas, our centre is accessible – both physically and culturally – to all. Physical access is direct from the pavement and much of the accommodation is ground floor.

Through our pioneering approach to community engagement we are able to make our services available to all members of the community even the most hard-to-reach.

2.3 Quality Assurance

GTDT has developed its own quality assurance procedures which embody the principles of larger, more complex systems, whilst remaining relevant to a community based anchor organisation.

GTDT's Quality Policy Statement along with details of recent achievements towards recognised accreditations is included as an Appendix to this document.

2.4 Community Organisers

We also host 3 Community Organisers, currently the only ones in Liverpool, who are tasked with stimulating active citizenship through the innovative 'Root Solution Listening Matters' methodology. This is a national flagship initiative under the coalition Government's 'Big Society' programme.

2.5 Neighbourhood Champions Mobilising Communities

We engage with and mobilise local people to take up the wide array of support services which are available locally. Working in partnership with Liverpool Adult Learning Service we have developed an innovative approach to this vital aspect of our work. By engaging local people as volunteer Neighbourhood Champions we are able to reach deep into the most inaccessible parts of the community, engaging and mobilising people and encouraging them to enjoy the benefits of new learning opportunities. Neighbourhood Champions are fully trained in the use of Participatory Appraisal techniques which they use to identify community needs and provide market intelligence both to GTDT and to other organisations to inform and adapt their service provision.

2.6 Management Structure

As a limited company GTDT is governed by board of directors who are appointed periodically in accordance with the company's constitution and rules.

The board of directors takes the role of a 'Supervisory Board' in the European sense: they are not generally involved in day-to-day management decisions which are delegated to the Chief Executive.

The role of the board is to ensure good governance and to provide something of an external perspective to balance the close-up, executive perspective of the staff, volunteers and associates.

The Company Secretary services the board and also takes the role of Compliance Manager, in which role he reports to the board and is responsible for designing and implementing compliance, quality assurance and safeguarding systems and procedures.

The Chief Executive (who is also a director) manages staff and associates and makes all day-to-day decisions regarding contracts and projects as well as financial management.

The Programme Manager is responsible for project planning and management as well as compliance and quality assurance. The Programme Manager reports to the Chief Executive.

Project delivery is implemented by Project Officers who are recruited as required depending on the nature and number of projects at any given time. Their duties include marketing and recruitment as well as data capture, performance measuring and report preparation. Project Officers report to the Chief Executive.

One of our business sustainability principles, adopted about 12 years ago, is that we will not increase our core staff team on the strength of short-term funded projects. Rather, we engage independent associates who are specialists in their field. Hence, as well as avoiding the 'ratchet' effect of growing the employed staff team which makes so many third sector organisations vulnerable at a time of funding shortage, we are also able to provide local people with access to the highest quality of project delivery. The independent specialists are engaged on a sessional or short-term contract depending on the nature and duration of the project.

2.7 Advisory Panels

As a market-led organisation GTDT understands the need for all of our services to be relevant to and genuinely demanded by the local community. We employ a range of tools and techniques with which we continuously monitor the fit between our services and the needs of the community.

In addition we retain a number of standing Advisory Panels, comprising local people who give structured feedback on our entire range of activities. Although they are not salaried, nor do they have any management or governance responsibility, we have found that this is a model which genuinely works as a way to embed local people in the organisation's decision-making.

Experience and extensive longitudinal research has demonstrated that more conventional approaches – such as having a small number of community representatives on the board – are unsuited to Toxteth. They do not lead to an improvement in local representation because it is not practical to have all parts of the diverse community represented on a functioning company board of directors.

2.8 Board Skills

GTDT's board directors bring a range of skills to the organisation. The directors have a range of business and community skills including:

- Over 50 years' experience as directors or senior managers of third sector organisations
- All directors have experience as senior managers in private sector business

- Two directors have held senior positions at leading FE colleges
- One director was, prior to his recent retirement, a senior business lecturer at Liverpool John Moores University
- Two directors are members of the Chartered Institute of marketing and one is a Chartered Marketer
- All directors hold other charitable or third sector directorships, allowing them to share experiences and best practice with other organisations across north west England
- The Company Secretary and Chief Executive each have over 20 years' experience in economic development and regeneration and are especially experienced in forming and maintaining effective public-private-community partnerships

2.9 Partnership Experience

GTDT, its directors and staff have a wealth of experience in partnership working. GTDT routinely works in partnership with other organisations in all of its projects. We are committed to bringing additional skills and experience to our projects to the greater benefit of participants:

- GTDT is a member of Locality (formerly the Development Trusts Association) and uses this as a vehicle to share experiences and best practice with other member development trusts across the country.
- GTDT is a member of the PAYP consortium, a group of 10 providers of young people's services (holiday and after school activities). GTDT was selected by the funder to capacity build other members who were less experienced in project management and delivery.

- GTDT is the lead member of the Inspire Learning consortium, a Liverpool-wide consortium of community anchor organisations which has secured contracts from Liverpool Adult Learning Service as well as submitting bids for further projects
- GTDT is a member of the BEiC (Big Enterprise in Communities) consortium, a region-wide consortium of third sector organisations which has secured substantial ERDF funding for delivery of a 2 year programme of business startup services.
- As part of its digital inclusion initiative, as part of the UKonline network, GTDT works in collaboration with a wide range of public, private and voluntary organisations across Liverpool under the 'Go-On It's Liverpool' brand. GTDT's prominence in this cross-sector working was recognised in a large number of awards and nominations at the Digital Champions Awards.
- GTDT has worked in partnership with a local green energy company to deliver a LEAF project. Although the project was only operational for one month, GTDT was able to fully engage and deliver the required community engagement activities.
- As long ago as 1998, GTDT led a partnership of local organisations which successfully secured regeneration funding from the government's Single Regeneration Budget. GTDT was the accountable body, responsible for disbursement of the grant to partner organisations and ensuring that project plans were achieved.

2.10 Stakeholders

To fulfil our mission we routinely work with a wide range of stakeholder organisations and individuals, primarily across the





neighbourhood but also across the city. We excel at developing positive relationships to the benefit of the local area and believe that truly sustainable regeneration can only occur with the full engagement of all relevant stakeholders.


For L8 Living Sustainably we have engaged with a wide range of stakeholders, many of whom have expressed their support in writing – a sample of these letters of support are attached as an Appendix. We also have many emails which endorse the bid: these are available for review.

3 The L8 Living Sustainably Partnership

The Partnership brings together key organisations from all sectors – voluntary and community, private and public. Together they have developed a shared vision for sustainability in the L8 neighbourhood.

The partners have come together because they have worked together for many years (although never in this specific Partnership). As a group of independent organisations they can work together effectively to deliver the project activities and the benefits to the local community.

Partner	Sector	Legal Status	Roles and Responsibilities	Relevant Experience
Granby Toxteth Development Trust 	Voluntary, Community	Company limited by guarantee, number 2911106	<ul style="list-style-type: none"> Applicant, lead partner, accountable body, point of contact with Big Lottery Overall project management, quality assurance standards and compliance Co-ordinator of Learning thematic programme Community anchor organisation for Granby neighbourhood Engage and mobilise diverse BME communities 	<ul style="list-style-type: none"> 18 years as Community Anchor organisation All recent projects focus on mobilising and engaging with the diverse communities Pioneering Neighbourhood Champion model piloted and developed over 8 years UKonline information and advice centre has successfully operated for 11 years, contributing to social inclusion Over 700 businesses started over past 5 years through business advice programme
Dingle Multi-Agency Centre 	Voluntary and Community	Company limited by guarantee, number 3358612	<ul style="list-style-type: none"> Community anchor organisation for Dingle neighbourhood Engage and mobilise local third sector organisations 	<ul style="list-style-type: none"> 15 years as Community Anchor organisation Provides much needed high quality space for local businesses and third sector groups
Liverpool Vision	Public	Company limited by guarantee, number 6580889	<ul style="list-style-type: none"> Co-ordinator of Energy thematic programme 	<ul style="list-style-type: none"> Economic development company of Liverpool City Council

			<ul style="list-style-type: none"> Lead partner for negotiations with potential investors for community energy generation Lead partner for engagement of RSLs Lead partner for liaison with blue-chip energy supply companies 	<ul style="list-style-type: none"> Stimulates local economic activity and inward investment Develops local supply chains
<p>The Liverpool Food Alliance</p> 	Voluntary and Community	Company limited by guarantee, number 7860345	<ul style="list-style-type: none"> Co-ordinator of Food thematic programme Lead partner for development of 'patchwork urban farm' Lead partner for engagement with Primary Care Trust 	<ul style="list-style-type: none"> Recently-established vehicle for bringing together the loose network of growing groups Follows co-operative governance principles
<p>L8 Super Store</p> 	Private	Company limited with share capital, number 7550098	<ul style="list-style-type: none"> Private sector partner Initial retail outlet for locally produced food 	<ul style="list-style-type: none"> Part of a region-wide group of superstores specialising in supplying foods to the BME sector
<p>The UK Association of Rights and Humanity</p> 		Company limited by guarantee, number 2541095	<ul style="list-style-type: none"> Advisor to the project on matters of individual and community rights and responsibilities Evaluation partner 	<ul style="list-style-type: none"> 25 years' experience of human rights practice Gives a human rights perspective to poverty and community empowerment

A draft Partnership Agreement has been drawn up, based on an existing template previously agreed by Big Lottery, and agreed in principle by the partners. A copy is included as an Annex to this document. However, having discussed this with our Grant Officer, we believe that in the event that we are awarded a Communities

Living Sustainably grant there will be an initial phase during which the exact content of the Partnership Agreement will be agreed.

The partners will be content to adopt any reasonable Partnership Agreement to be proposed by Big Lottery.

4 Project Background

The Communities Living Sustainably project partners have been testing out and delivering project activities – both food and energy - on a small scale for a number of years. Through this project we anticipate bringing together the small scale activities to create one programme of activities which combined develop Toxteth as a sustainable community, resilient to climate change.

A key aspect of the development phase to date has been the recognition of the need to educate local people in order that they are able to make choices for themselves. Some work has been undertaken in developing learning activities particularly with the proposed beneficiary groups – learning disabled, BME groups, elderly people, young people and families. There has also been a great deal of work undertaken with volunteers to train them in techniques to engage the community, in growing and cooking skills and making energy savings.

The project partners have developed the project to achieve maximum effect in an area which is home to many different communities and which suffers from multiple disadvantages and problems but which is also vibrant

and positive and keen to take control and make things happen to improve their community. The research we undertook to develop this project application – world cafés and community engagement events, in particular – demonstrated this self-reliance and desire to make change happen in Toxteth.

The Patchwork Farm project has been developed following an analysis of similar farming activities across Liverpool – the Dutch

Farm in Garston and Rice Lane Farm in Walton. Both of these urban farms are based on single sites and the Patchwork Farm will be based on a patchwork of sites located across the wards of Princes Park and Riverside.

There are also excellent examples of local growing activities in the area in Growing Granby and Cullen Street, these provide examples for the type of activities the partnership wants to develop and expand.

There has also been in-depth qualitative research activity undertaken by Plus Dane, one of the RSLs represented in the local area (see box) to support the development of this project. The sample sizes have been small but

A Street Trapped in Fuel Poverty

An entire street of 32 properties (67 residents) was surveyed by RSL Plus Dane. The findings are shocking.

- A wide range of occupancy reflecting diversity of local population
- Only 7 households had someone in employment, 11 households were retired
- 28 properties had an annual income below £16,190 (the threshold for Warm Home Discount Scheme)
- Estimated annual spend on energy ranged from £400 to £3,500 (typically the figure in this property type should be around £1,200)
- 19 households in fuel poverty and 9 possibly according to current definition
- In reality, many were significantly under-heating their properties due to low incomes
- 18 households had cut back on energy use (generally for financial reasons) and 17 had cut back on other expenditure in order to pay for energy (often both)
- 22 properties said that energy bills were a financial burden
- 21 properties on pre-payment meters, of which 14 would not switch from a pre-payment meter for budgetary reasons

together with other energy efficiency survey work undertaken through LEAF has provided an insight into the energy needs of the residents of the local area. In particular the findings of both activities demonstrated that:

- The number and range of ethnic backgrounds of residents and the multiplicity of languages spoken has led us to include a range of engagement and training activities to support the project activities
- Residents' concerns over fuel costs and budgeting for energy bills has led us to engage the credit unions to support the project
- There is a real appetite for locally grown food and for promoting and developing healthier lifestyles

- Local shops are keen to stock locally grown food and the L8 Super Store is particularly keen to showcase some of the vegetables grown in the area
- Household incomes – well below the national average – will make most households eligible for grants and subsidies for energy improvements

We carried out extensive primary and secondary research to inform the development of the project. This is described in detail in Section 5.

5 Strategic Context

5.1 The Aim of the Project

The aim of the project is:

To unite the many and diverse communities within Liverpool 8 in tackling the challenges and opportunities presented by climate change.

5.2 Project Outcomes

The partnership has agreed key outcomes which will set the goals and strategic direction of the project. In formulating our project Outcomes we have ensured that they will collectively achieve the four outcomes for the initiative and we have shown this strategic fit alongside the table below.

Outcome	Description	Strategic Fit with Outcomes for the Initiative (numbers refer to the numbered Initiative Outcomes)
Outcome 1	A more aware, educated, empowered and enabled community, capable of delivering its own responses to climate change	<ul style="list-style-type: none"> ❶ Local people will better understand the linkages between their actions as residents and consumers and the impact on climate change. As a result they will be better prepared to make informed decisions to minimise their negative impact. ❷ By stimulating supply and demand-side measures, the activities proposed under the project will remove barriers which currently prevent local people from making the ‘right’ choice - primarily financial barriers and know-how barriers. ❸ The area’s greatest asset - its people - will be used to greatest effect to deliver the project’s benefits. Both food and energy themes will use co-operative and social enterprise principles to ensure that the benefits accruing from the project are owned locally and profits are reinvested locally. ❹ The improved know-how acquired by local people through energy-saving and local growing initiatives will be retained beyond the end of the project and will be dispersed throughout the community.
Outcome 2	A more energy secure neighbourhood in L8 and the capacity to help other neighbourhoods and communities become energy secure	<ul style="list-style-type: none"> ❷ Local people will be better able to make green choices by purchasing locally generated energy as well as making their homes more energy efficient. Many measures demonstrate the vulnerability of local people due mainly to deprivation and fuel poverty.

		<ul style="list-style-type: none"> ③ Local buildings will be used for energy production. The project will build on existing initiatives and know-how which exists within the community. ④ Local households will become more energy efficient and householders will have the opportunity to purchase locally generated energy at an improved tariff. Informal and formal learning activities as well as dissemination of information will improve understanding of efficient use of natural resources.
<p>Outcome 3</p>	<p>A more food secure neighbourhood in L8 and the capacity to help other neighbourhoods and communities become food secure</p>	<ul style="list-style-type: none"> ② Local people will be better able to make green choices by purchasing locally grown food as well as being more engaged in local food production. Many measures demonstrate the vulnerability of local people due mainly to deprivation and food poverty. ③ Local green space will be used for food growing. The project will build on existing initiatives and know-how which exists within the community. ④ Local householders will have the opportunity to purchase locally grown food. The supply of locally produced food will increase and demand will be stimulated through existing supply chains. Informal and formal learning activities as well as point-of-sale information will improve understanding of efficient use of natural resources.
<p>Outcome 4</p>	<p>More training, employment and business opportunities building an environmentally resilient community</p>	<ul style="list-style-type: none"> ① Better informed and trained local residents and business-people will be better able to anticipate the impact of climate change and better equipped to take appropriate action to mitigate its effects. ③ The development of the ‘green supply chain’ for both locally generated energy and locally grown food will stimulate the formation of local businesses to service the supply chains. ④ General information dissemination using classic marketing tools will be supplemented by training and advice opportunities for those wishing to develop a business opportunity linked to the emerging locally-produced food and energy sectors.

5.3 The Need that the Project Aims to Address

The project will target residents of the wards of Princes Park and Riverside, in the city of Liverpool.

Prior to Boundary commission changes the areas approximately corresponded to the neighbourhoods known as Granby and Dingle, and the entire area was formerly known as Toxteth. All of these names are still in common usage. The area is also commonly identified by its postcode, Liverpool 8 or ‘L8’.

An area of multiple deprivation, its residents are affected disproportionately by climate change because their poverty reduces the options open to them for changing consumption and activity patterns.

There are also other issues likely to have a negative impact: the area is socially fragmented with a large number of distinct communities and a low level of active citizenship; educational attainment is low and the core issues concerning climate change may be misunderstood as a result.

Our working hypothesis therefore was that L8, as a neighbourhood, will face great challenges in trying to adapt to climate change – and that a suitably researched and designed project to stimulate various positive actions could help to redress the balance.

5.3.1 Research Methods

In developing this project we have undertaken a range of research activities to identify and clarify the need, testing our hypothesis. We have examined best practice from a variety of similar initiatives across the UK and farther afield as well as undertaking primary

research activities within the local neighbourhood to understand and demonstrate the need for the project and establish the project on a firm basis of best practice methodology and exemplar activities.



Figure 2 Riverside and Princes Park wards shaded green

Our research began with secondary (desk-based) research to identify general needs and trends, specifically how communities are responding to climate change. We referred to, amongst other things, *Community-led Responses to Climate Change: A Scoping Study*, published by the Big Lottery Fund.

We also referred to other reports and documents which are detailed in an Appendix to this document.

From this research we were able to draw up a schedule of factors likely to affect the L8 community; these factors formed the basis of our primary research carried out during the project development period.

Our primary research techniques included:

- A series of world cafés and various locations in L8
- Listening activities undertaken by Community Organisers using the innovative ‘Root Solution Listening Matters’ methodology
- Participatory Appraisal exercises by our volunteer Neighbourhood Champions
- Completion of the Community Assessment Tool with representatives from local residents, public, private and third sector organisations

5.3.2 Research Findings

Our findings have demonstrated that:

- Local people are generally interested in getting involved in ‘urban farming’
- Parents are keen to explore locally grown food in order that their children understand how food is grown, where it comes from and how to cook vegetables
- Many residents (especially those from BME communities) are keen to share their cooking skills with other residents and explore the use of locally sourced and grown food

- Unsurprisingly, local residents are keen to reduce their fuel bills and explore sustainable fuel alternatives provided they are cheaper
- Local tenants of RSLs are interested in sourcing fuel from a local energy provider
- RSLs and Credit Unions are interested in supporting Toxteth in becoming a neighbourhood power station
- Local retailers and restaurants are keen to buy vegetables locally and to have menu items featuring locally grown produce

Overall, our research showed that many people are eager to address the issue of climate change but few have clear strategies for doing so. There is also a general assumption that most action proposed will cost more money and, for a poor area like Toxteth, be unaffordable. The mistaken beliefs include:

- locally grown food will be more expensive than ‘normal’ cheap food from supermarkets
- that improving the energy efficiency of homes requires expensive investment such as double glazing or insulation
- that renewable energy generation requires expensive investment in equipment such as solar panels

5.3.3 The Range and Variety of People Targeted

The project will target residents of the wards of Princes Park and Riverside, an area of around 27,000 residents living in around 18,500 households. There will be a particular emphasis on working with some of the hardest to reach and most vulnerable groups and individuals within the area.

We will focus a great deal of the project activity on engaging and working with:

- BME groups represented in the area – more than 50% of Liverpool’s BME population lives within a 20 minute walk of GTDT’s centre on Lodge Lane
- Families and young people – we are keen to promote our activities to families to promote healthy eating and support healthy lifestyle choices as well as reducing fuel poverty and the percentage of the monthly income which is currently spent on fuel bills
- People with learning disabilities and mental health issues – current activities demonstrate that individuals from these groups are keen to get involved in growing projects particularly and we are keen to harness this enthusiasm
- Older people living in fuel poverty

We have consulted these individuals and groups through our market research activities as well as through our day to day work as community anchor organisations. We have involved local people in the design and development of much of the project particularly in the food growing, acquisition of local space, especially derelict land in the area and in the work we will do around food production and cooking/demonstrating local food and recipes. We have also consulted local people through the RSLs as well as through the recent LEAF project which involved 1,000 local residents.

5.3.4 Options Analysis

We have not arrived at the proposed project by promoting specific activities of interested parties. Rather, we have considered a

number of alternative ways of meeting the complex needs that we have identified. By considering a range of options, ruling out those which are not feasible for a variety of reasons, we have arrived at the project which has the greatest chance of success – not just in a technical sense but, more importantly, the project which is most likely to engage local residents and be adopted by them.

An Options Analysis is included below. In it we described some of the possibilities which we considered and rejected, along with the reasons for rejection.

The project dynamic is not, however, fixed and many factors can change over a 5 year period. As the project develops we will continuously maintain the Options Analysis. It may be that as exogenous factors alter over time, so a previously rejected option becomes more feasible. If this is the case we will revise our Options Analysis.

Option	Reason for Rejection
Launch project without the benefit of a Big Lottery grant	Without stimulating the markets and addressing current market failures, neither local food production nor local energy production can be undertaken on a scale which would make them viable
Single growing plot instead of patchwork approach	No suitably-sized single plot available in Toxteth owing to building density Fragmented growing space plentiful and could be productive Existing growers keen to be part of a larger project, benefiting from supply chain and support network

Profit-driven growing company with paid employees	<p>Co-operative approach will deliver more social benefits to those involved and the neighbourhood as a whole</p> <p>Products will be more competitively priced and savings can be passed on to the community</p>
Engaging national supermarket as a partner (Asda and Tesco both have superstores in the neighbourhood)	<p>This would have led to trade between differently scaled operations and an unequal dynamic between grower and retailer</p> <p>The owner has committed to a ‘Grown in Toxteth’ display area which would be unlikely with a much larger operation</p> <p>L8 Super Store draws from the more disadvantaged parts of the neighbourhood - the project’s effects will be targeted where they are most needed</p>
Different forms of renewable energy generation in an urban setting	<p>Solar generation is best suited to terraced housing, including those scheduled for demolition where regeneration plans are on hold</p> <p>RSLs own significant number of properties and are supportive of solar energy</p>
Commercial loans for energy installations	Poor credit histories amongst many residents
Working exclusively through RSLs	Green Deal can also benefit community buildings of which there are many in the area

5.3.5 Working with People Most in Need

Energy: The Green Deal finance option is a perfect solution for an area like Toxteth because finance for energy installations is not dependant on credit checks and past finance history.

Given the high level of people living in fuel poverty (over 10% of the domestic budget spent of energy) the project will deliver real and immediate benefit to these people and they will therefore be a group that will be especially targeted.

Food: Given the ease with which cheap, processed food can be purchased and consumed, we will make particular efforts to provide information and advice on local, fresh food and will target this at those people most likely to be locked into poor quality food and takeaways.

There are a large number of people who do not cook from raw ingredients because they lack the cooking skills and we will target this group by providing information and advice as well as community cooking opportunities.

5.3.6 Existing Complementary or Competing Services

Food: There are many excellent local examples of growing across Liverpool and this project is learning from their development and activities. These include the Dutch Farm in Garston, Rice Lane Farm in Croxteth, Growing Granby and Cullen Street in Toxteth.

The Dutch Farm and Rice Lane Farm are both well-established urban farms and are models for the growing activities proposed in this project. The smaller, Toxteth based growing projects, will be linked up as part of the Patchwork Urban Farm.

The Dutch Farm has brought together growers/trainers with the Liverpool YMCA Homeless Hostels Alliance and Rotters Community Composting. Food grown is sold to a further partner, Food for Thought, which is a school catering consortium running 17 Primary School Kitchens in a developing procurement relationship. Food waste from these kitchens is then recycled back on site through Rotters collection service and their Rocket composters generate further growing medium for the YMCA growers and their other community allotment sites. The site is being made ready for educational visits to reinforce the cycle. Commercial interest is starting to emerge from businesses seeking to source fresh locally sourced salad crops for city centre restaurants and deli's.

The Dutch Farm model, which is being developed by Liverpool Food Alliance, will be developed and replicated in the patchwork farm model in Toxteth.

Energy: While it is true that local social landlords are undertaking programmes to improve energy efficiency and a degree of local renewable energy generation, this is sporadic, slow-moving, often dependent on the availability of public funding.

For instance the ERDF-Funded REECH (Renewable Energy-Energy Efficiency in Community Housing) programme will improve a few thousand homes across Merseyside while the need is for action in tens of thousands of homes. It does not take need into account (being focussed on particular identified housing stock) nor does it cross tenures to assist private or private rented homes even where need exists. And while homes are being improved, energy bills continue to rise.

Currently one of the biggest concerns of social landlords is the rising number of tenants defaulting on their rents in order to pay energy bills. It is to this fact that we attribute the very positive response of RSLs to our proposal to establish an 'L8 Tariff', a bulk energy purchasing initiative which will offer lower energy prices to local people.

Another aim of our approach is to complement and assist other services. The local Home Energy Action Team or the City Council's Healthy Homes Programme (in partnership with the Primary Care Trust) can give good advice about saving energy and do but they do not address the basic fact: people on low incomes often pay much more for their energy and unlikely or unable to take up the Green Deal opportunity to insulate their homes if it just adds to an already high energy cost.

What a sustainable re-localised food system might look like in the future

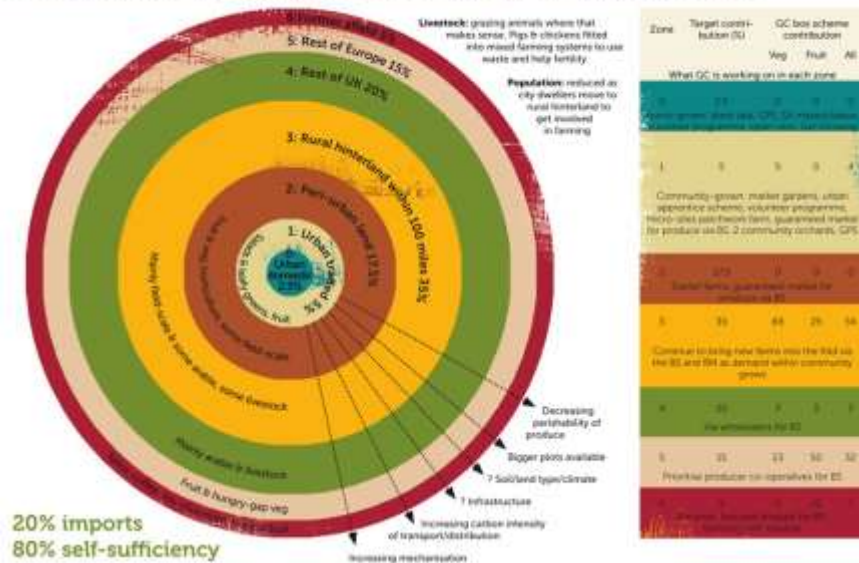


Figure 3 Food Zone schematic originally designed by Hackney's Growing Communities project

The 'L8 Tariff' will lower energy costs at source. The credit union-based offer will help people get off expensive tariffs onto cheaper ones. The 'Big Switch' programme will enable people to make the switch to cheaper tariffs while the L8 Green Deal social enterprise will accelerate Green Deal take-up amongst people able or now better able to afford its costs.

These actions will complement programs to improve the homes of vulnerable people in social housing with additional action to assist vulnerable homeowners and private tenants.

5.3.7 Learning from Other Initiatives At Home and Abroad

Further afield there are many initiatives which we will monitor and hope to learn from.

Food: Over the last decade, community food growing schemes have become increasingly popular in the UK with significant numbers of urban plots appearing in major cities and smaller towns across the country. There are now few towns in the UK without at least one community food project; however the leader in urban food growing has always been London. The term 'Community food projects' covers a range of initiatives including; community gardens, forest gardens, permaculture growing sites, foraging schemes; and community-led food distribution systems such as community cafes, kitchens, food co-ops, box schemes and market stalls. The majority are centred around, or involve, food growing, and many have a variety of functions. Some examples in London include; Growing Communities in Hackney, North London, a community-led organisation who run a food box scheme and a farmers market, supplied by urban market gardens.

Food projects often appear in urban areas and there have been instances of legal issues over plot ownership. Most are based on public property and often without a contract of any kind: in 2010, half of Growing Communities' urban market gardens were shut down and moved to make way for capital projects decreed by their landlords, Hackney council.

Due to the significant amount of time and energy required to develop these schemes, they often start at as small-scale, practical initiatives, organised at a local level to benefit the community however they are often backed by local councils. There are a number of initiatives across London which aims to unify London's community growing scheme such as Capital Growth who plan to create 2,012 new food growing spaces by the end of 2012. Capital Growth is a partnership initiative between London Food Link, the Mayor of London Boris Johnson, and the Big Lottery's Local Food Fund. It is championed by the Chair of the London Food Board Rosie Boycott and offers practical help, grants, training and support to groups wanting to establish community food growing projects as well as advice to landowners. Camden council in particular have developed a food strategy which aims to create 60 new sites as Camden's contribution towards London's Capital Growth target.

Other examples of similar initiatives include City Harvest, a project run by Sustain which promotes growing food in London and other cities, and has links with around 40 local projects. It provides an online portal of information which aims to strengthen and promote the urban agriculture movement.

The Capital Growth project took inspiration from Vancouver with their Food Policy Council's '2010 Challenge'. Similarly to London, Vancouver has many community gardens located throughout the

city - and more are being created each year. There are 74 gardens with approximately 3260 garden plots total. This includes gardens located on City, Parks, School and private lands. The gardens vary in scope and size - some as small as a few plots on a boulevard right-of-way to gardens with over 100 plots. Many gardens have plots for local residents but some do not have public access. All of them have a local coordinator who oversees the governance and management of the gardens.

In 2006, Vancouver Council issued a challenge to individuals, families, community groups and neighbourhood organizations to establish more food-producing gardens in the city. The challenge was to encourage the creation of 2010 new garden plots in the city by 2010, as an Olympic legacy. The result was a marked increase of the number of community gardening opportunities for residents of the city. The 2010 challenge was met, and exceeded by the beginning of 2010.

Cuba has also seen a rise in urban organic gardens due to the lack of food security after the collapse of the Soviet Union. These community plots are known as 'Organopónicos' and provide fresh food to the community as well as job opportunities. They are privately owned and management but often part funded by the government. Community gardens have been extremely successful in Cuba and there are now more than 7,000 organopónicos with the majority located in Havana. These gardens provide 90% of the community's fruit and vegetables.

However there have been problems with these gardens in the past. Some major constraints include the scarcity of available land in densely populated areas; the scarcity of water, particularly during the dry season from November to April; the poor quality of the

urban topsoil, which is often littered with garbage, glass, and shards of concrete and other building materials; plant disease and pests; and theft of garden produce, which is largely due to the ongoing food shortages.

Energy: Community energy schemes have made significant progress in recent years, partly due to dedicated communities and individuals and partly due to a change in government legislation. There are a number of countries across Europe who have made a transition to renewable energy, in Denmark and Germany for example, about 86% and 50% of wind energy generation is locally owned, respectively.

There are reports to show that community energy schemes in Scotland are on the rise, with an estimated 180 MW at various stages of the planning process. Researchers estimate that, since 2004, about £35m has been invested into Scottish community-owned renewable, including £7m by communities themselves in the form of either community shares or capital reserves.

There are many examples of successful of community renewable projects in the UK to use as precedence, but less evidence of specific failures. Less successful projects are often down to the failure to secure funding to get a project off the ground or that projects are poorly designed and do not fit in with needs of the community. These problems can be overcome with the provision of expert advice and support as seen in Scotland where support has been provided consistently for community renewable energy schemes.

Some examples of similar successful schemes in the UK include:

- West Oxford Community Renewables

WOOCR develops community-owned renewable energy projects and donates most of the income to support projects on renewable energy generation, domestic energy efficiency, land use management, and production of local food.

The community was successful at gaining extensive free advice and support from a local law firm. They have developed a portfolio approach to technologies spreading the technical risks for investors - balancing ease of installation (PV) against technologies that have a longer development process (wind and micro-hydro) with a bigger financial return.

- Isle of Eigg Heritage Trust

Residents of the Isle of Eigg have worked to create a green island by generating renewable electricity, installing insulation, producing local food and developing low-carbon community transport

schemes. The island is not connected to the mainland electricity supply and after decades of diesel generators, they created Eigg Electric to provide 24hr from wind, solar & hydro from February 2008. Backup power is provided by a battery bank and 2 diesel generators.

- Bro Dyfi

A small community-owned, community-led wind turbine in the Dulas Valley, Wales. It began with a commissioned 75kW second-hand Vestas wind turbine in 2003 and later a 500kW turbine. The idea was conceived by a few people living in Pantperthog village and the Centre for Alternative Technology (CAT) in October 1999. The primary goal was to achieve reductions in carbon dioxide within the local community as well as establishing a community energy fund to invest in local energy saving measures. All revenue from the project was retained within the local economy and 90% of the shareholders and beneficiaries were local residents

6 Running the Project

To achieve our strategic goals we will deliver an integrated series of activities addressing the dual needs of energy and food resilience for this deprived neighbourhood in the face of climate change.

We will deliver activities which foster the emerging markets for locally generated energy and locally produced food. In doing this we will use both supply-side and demand-side measures to stimulate the markets.

6.1 The Market for Locally Produced Food

We will stimulate the supply by developing existing small scale and fragmented urban growing initiatives into an integrated **Patchwork Urban Farm**. The early phase of the project will involve **Mapping** the existing activity and additional green space that could be adopted. The already fruitful negotiations with Liverpool City Council will continue to ensure the green space can be used under the best terms.

Later in the project, as the amount of land under cultivation increases, **Training and Work Opportunities** for local people (especially those with learning disabilities) will be promoted to ensure there is sufficient trained workforce to meet the expanding demand.

Demand for locally produced food will be

stimulated by **Improving the Local Supply Chain**, from grower to consumer via retail and catering industry outlets. As launch partner, the major local food superstore, L8 Super Store, will stock the local produce alongside its existing range and encourage take-up through point-of-sale methods including **Prominent Marketing**, demonstrations and food tasting, and recipes cards. As the project develops, supply will increase and will be rolled out to additional retailers and trade outlets. Physical distribution will be

	Market for Locally Produced Food	Market for Locally Produced Energy	
Supply-side Measures	Creation of Patchwork Urban Farm Mapping existing activity and potential new green space Training and Work Opportunities for local people, especially the most disadvantaged	L8 Community Energy to stimulate renewable energy installations and the finance for them, creating a neighbourhood power station Fostering Green Business Startups	Monitoring and Evaluation
Community Engagement	Outreach and mobilising by volunteers and Sustainability Champions Information and advice at Climate Change Point		
Demand-side Measures	Stimulate Supply Chain Improvements Prominent Marketing by retail launch partner Veg Van for physical distribution	L8 Green Deal Provider accelerating take-up of Green Deal energy improvement initiative, initially through RSLs Financial accessibility assisted by Credit Unions Promote Tariff Switch to new provider and tariff	

effected by a ‘**Veg Van**’ delivering to trade customers and retail collection points.

6.2 The Market for Locally Generated Energy

We will stimulate the supply by creating a local renewable energy generator, **L8 Community Energy**, which will undertake a programme of renewable energy installations which it will raise finance for and own. Each installation will be robustly tested for its viability. The resulting ‘neighbourhood power station’ will sell the generated, renewable energy to local households on an accessible tariff, lowering costs at source.

Later in the project, to keep abreast of the growing market for renewable installations and the ancillary services required, **Green Business Startups** will be fostered through business advice and training opportunities.

Demand-side issues will be alleviated by the acceleration of energy efficiency actions in partnership with others but delivered by a local ‘green deal’ social enterprise, **L8 Green Deal Provider**. The major Registered Social Landlords (RSLs) own significant housing stock in the neighbourhood – almost 60% in Princes Park ward – and therefore provide one-stop access to a substantial segment of the market.

The two local **Credit Unions** will be engaged to provide access to small-scale finance, giving people more freedom in the choice of energy tariff.

6.3 Community Engagement

For this innovative project there will need to be a strong community engagement proposition. Both food and energy strands will be facilitated by a strong series of community engagement activities, primarily through the community anchor organisations involved in the partnership: Granby Toxteth Development Trust and Dingle Multi-Agency Centre. As long-established and trusted organisations, they have the power to reach deep into their communities, engaging and mobilising local people and stimulating active citizenship.

A team of volunteer **Sustainability Champions** will be recruited, building on previous thematic neighbourhood champion initiatives. Trained in Participatory Appraisal methods, they will work within the various communities to engage with residents to improve understanding of climate change issues thereby stimulating demand for locally generated energy and locally grown food whilst engaging local people fully in the supply-side activities.

A neighbourhood **Climate Change Point** will be launched which will be a single access point for information and advice on all aspects of the project’s activities. As well as a physical presence, providing face to face information and advice, the communities will be engaged through more active tools including social networking (such as Facebook and Twitter), a neighbourhood Climate Change Blog and, as the project develops, smartphone apps.

6.4 Key Activities Table

When	Activity
Year 1	Baselining exercise published.
	Launch 'L8 Living Sustainably' project including information, advice and outreach using 12 Sustainability Champions.
	Identify and map existing local growing initiatives and groups; identify additional suitable space for future development.
	Identify additional retailers for locally grown food.
	Launch of L8 Community Energy.
Year 2	Develop local food supply chain from grower to consumer via trade, retail and catering outlets.
	Launch of L8 Green Deal Provider.
	Engage 2 credit unions and agree financial instrument to help residents change energy provider/tariff and make fuel savings, reducing fuel poverty.
	Develop accredited Sustainability Champion learning programme to build on Community Organiser initiative and to include participatory appraisal and listening skills.
	Agree heads of agreement with RSLs and financial institutions for L8 Green Deal
	Evaluate activities and progress to date and make project adjustments as necessary.
Year 3	Acquisition of additional urban space to develop the 'patchwork urban farm'

	Start supplying locally grown food to local restaurants.
	Renewable energy installations completed to 20Mw capacity
	Continued roll out of L8 Community Energy
	Mid project review and evaluation with detailed report to partners and Big Lottery; dissemination event
Year 4	Family learning programme delivered to 100 families
	Volunteer engagement campaign
	Business advice and training programmes to develop the market for ancillary service micro-businesses to support local food and energy supply chains.
	10 community engagement and showcase events
	Evaluate activities and progress to date and make project adjustments as necessary
Year 5	Develop exit strategy
	Renewable energy installations ongoing
	Local food growing and distribution continues
	Project completion: dissemination event

6.5 Equal Opportunities

GTDT and the partners operate in one of the most diverse neighbourhoods of the UK and our commitment to Equal Opportunities is absolute and uncompromising. To this end our Equality and Diversity Policy is incorporated throughout the organisation and its values are visible in everything GTDT delivers. Some examples of how the policy is embedded and made real to all participants, clients and staff are:

- Through our unflinching commitment to Equal Opportunities we have created a culture where all staff, volunteers and users feel relaxed and safe. We regularly test this ethos with questionnaires and focus group activities.
- We are non-aligned to any faith, ethnic or gender specific group and therefore genuinely open and welcoming to all.
- Our centre is easily accessible to all, culturally and physically, being located on a main shopping thoroughfare in the heart of the community. Access is ground floor, directly from the pavement and adjacent to a bus stop.
- Staff and volunteers, including all Neighbourhood Champions and Community Organisers, are encouraged to develop understanding of the disadvantaged groups which are resident

Liverpool 8: Diversity

Princes Park has highest BME population in Liverpool: 37.6% (city average is 8.2%)

Wide range of ethnic groups and over 60 different first languages spoken in the area

More than half of Liverpool's BME residents live within a 20 minute walk of GTDT's premises

Some very cohesive communities but the sheer number of distinct communities results in fragmentation and a lack of consensus on social norms

Many recent arrivals from conflict zones are unfamiliar with concepts such as community involvement and active citizenship

in our area. They are also supported in developing specialist skills which can enhance and support the lives of disadvantaged individuals. Many of our volunteers want to support particular groups and we encourage and support this.

- As volunteers and staff listen to what local people want us to deliver we attempt to provide appropriate activities to fulfil the needs.
- As much material as possible is translated into languages spoken locally, using volunteer translators.
- We make use of a variety of social media including Facebook and Twitter as well as ensuring that local people can access IT facilities and support.
- The Champion role is at the heart of everything we do ensuring that everyone can access support as well as developing the Champions' skills and employment

opportunities.

All of GTDT's recruitment, training and promotion activities are undertaken in a manner which is accessible to all staff, partners and clients as well as agencies which provide support. In particular:

- All of our marketing and advertising is expressed in Plain English and, wherever possible, translated into key languages.

- Volunteers from the communities represented in the local area are engaged to support us with translation and engagement activities.
- We utilise positive images of BME individuals, people with disabilities and LGBT individuals in our marketing and always feature a representative sample.
- Many of our Neighbourhood Champions have been recruited from BME communities; the disabled community and from LGBT groups, providing access to all under-represented groups.
- We have engaged Digital Champions to improve digital inclusion and allowing us to use IT as an engagement tool especially Facebook and Twitter.
- Our Community Organisers create a positive culture in the local area and help us to recruit and assist disadvantaged groups including BME, ex-offenders and older people.
- All of our staff, volunteers and learners are encouraged to take advantage of flexible working practices to fit around caring responsibilities.
- We provide access to high quality learning opportunities for all staff and volunteers to develop their skills and employability opportunities.
- We have engaged with the ‘Root Solutions: Listening Matters’ process to ensure we always hear what staff, volunteers and learners want from GTDT.
- We find out what local people want us to offer using diverse techniques including World Café, Participatory Appraisal, Design Charettes and Focus Groups.

6.6 Project Timetable - GANTT Chart

Key: ⊗ - Milestone; ▶▶ - Ongoing activity

Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project launch	⊗																			
Recruit staff		⊗																		
Evaluation activities	▶▶				▶▶				▶▶				▶▶				▶▶			▶▶
Engage local volunteers and Champions	▶▶	▶▶	▶▶	▶▶	▶▶	▶▶			▶▶	▶▶			▶▶	▶▶			▶▶	▶▶		
Mapping of local growing space	▶▶	▶▶																		

Activity	Year 1				Year 2				Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Food supply chain development		»	»	»																
Launch and rollout of L8 Community Energy				⊗	»	»	»	»	»	»	»	»	»	»	»	»	»	»	»	»
Engage local credit unions					⊗															
Agree heads of terms with RSLs					⊗															
Launch and rollout of L8 Green Deal Provider							⊗	»	»	»	»	»	»	»	»	»	»	»	»	»
Implement Sustainability Champion learning programme							⊗													
Acquisition of additional growing space									⊗											
Supply locally grown food to restaurants											»	»	»	»	»	»	»	»	»	»
20Mw renewable energy installation completed											⊗									
Mid-project review											⊗									
Family learning programme completes 100 families													⊗							
Business advice and training programme													»	»	»	»	»	»	»	»
Community engagement and showcase events													⊗	⊗	⊗	⊗				
Develop exit strategy																	⊗			
Project dissemination event																				⊗
Big Lottery funding ends; activities continue																				⊗

7 Project Resources

The partners collectively can bring the necessary resources to bear on the project to achieve the goals, subject to securing the Big Lottery Fund grant.

7.1 Staffing Resources

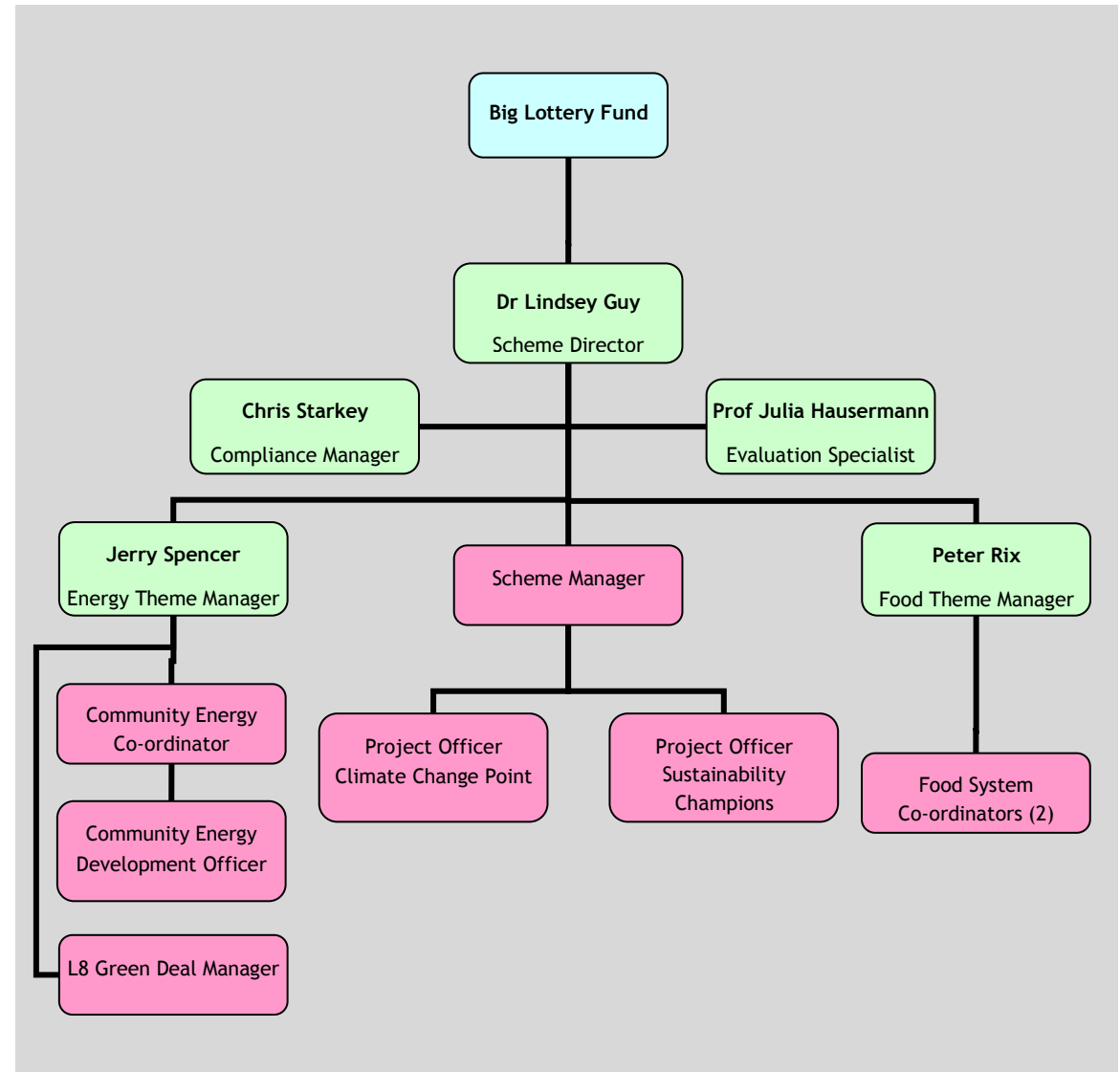
The Organisation Chart shows the proposed reporting structure for the overall project. Posts shown **shaded pink** are new posts to be funded by the project while remaining posts are existing.

Further details of each new post to be funded are included as an Appendix. We are requesting funding for a total of seven new posts.

These posts will be created in the relevant host organisation:

- Energy theme posts will be employed by Liverpool Vision
- Food theme posts will be employed by Liverpool Food Alliance
- Scheme Manager, Project Officer Climate Change Point and Project Officer Sustainability Champions will be employed by Granby Toxteth Development Trust

All recruitment will be by way of open advertisement against a detailed role profile and person specification. Applications will include a personal statement. Shortlisted candidates will be subject panel interview. Conditional



offers will be subject to satisfactory written references and, where appropriate, satisfactory CRB Enhanced Disclosure.

Staff will be selected against a role profile and it is assumed that those recruited will already be suitably trained upon entering the job. However, a modest training budget has been included which will cover personal development activities such as:

- Health and safety inductions for all and first aid for a number
- Safeguarding training for those working with vulnerable adults
- Participatory Appraisal training for volunteers
- Confidence building and presentation skills for volunteers and new post holders as required
- Training in monitoring and tracking techniques to help demonstrate the project's impact

7.2 Management and Supervision Resources

Staff, volunteers, freelance workers, consultants and all other human resources will report to the respective Theme Manager, as shown in the Organisation Chart. The Theme Managers, along with the Scheme Manager will report to Dr Lindsey Guy, the Chief Executive of Granby Toxteth Development Trust, who will act as Scheme Director. The executive roles of Compliance and Evaluation will also report to Dr Lindsey Guy.

However, all consultants and freelance workers engaged to work on the project will also have a designated supervisor who will be responsible for day to day supervision and allocation of work, in accordance with the project budget and contract.

There will be regular, monthly, team meetings which will include volunteers as required and where appropriate.

All members of staff will have an annual appraisal where training needs will be assessed. All volunteers will have periodic training needs assessments and appropriate training will be sourced.

GTDT is committed to the Investing in Volunteers standard and has adopted the nine indicators for recognising, recruiting and developing volunteers in their organisation and with partner organisations.

7.3 Volunteer Resources

GTDT has a long and successful track record of recruiting and working with volunteers. We are especially proud of our success in recruiting and retaining volunteers from the many and diverse communities which make up Toxteth. Our involvement with volunteers has enabled us to successfully apply for and deliver Community Organisers funding and develop a number of Champion projects in South Liverpool – Community and Neighbourhood Champions, Learning Champions, Digital Champion and Enterprise Champions. We have won national awards for our Digital and Learning Champion work – from NIACE and UK Online funders and partners.

We plan to roll out our approach to volunteering through this project and to the project partners. We also recognise that our partners have positive relationship models with volunteers and we will ensure that best practice is incorporated in the volunteer model. An important element of the project will be learning about the best ways to engage, develop and retain volunteers to maximise their impact, benefit to the project and personal development.

One of our main approaches to volunteering will be developing the Sustainability Champion role. These roles will capture exiting skills and interests in the area – gardening, cooking, energy awareness – and build on them to create a team of activists based on the Community Organiser model.

GTDT's Recent Volunteering Awards

- Community Learning Champions Award at NIACE Adult Learners Week 2011 in recognition of our work to engage local people in learning opportunities
- Digital Champions Community Award for our work across the community to empower people to use the internet
- Digital Champions Disability award for our work with disabled people to empower them to use the internet

We are especially keen to develop volunteers from all communities and all ages – especially young people and older residents.

The partnership recognises the importance of volunteering to:

- Ensure the project message is disseminated throughout all the communities and groups resident in the project area
- Bring new skills into the project
- Make activities increasingly local and relevant
- Ensure that as many local residents as possible participate in the project activities in order to develop skills, knowledge and expertise in the area, make us more resilient and the activities sustainable
- Enable the project partners to source skills valuable to the project eg ESOL, translation, growing and gardening, marketing

and sales, enterprise and entrepreneurial skills. Multi ethnic cookery and training skills

Methods of engagement and referral sources will include:

- Marketing through Community Organisers
- Marketing and recruiting through existing structures and activities
- Developing existing volunteers into new roles
- Volunteer Centre Liverpool
- Liverpool CVS
- Universities and Colleges
- Job Centre Plus
- Word of mouth locally and current volunteers.

7.4 Community Resources

The wards of Princes Park and Riverside are two of the wards which make up of the part of Liverpool known as Toxteth. The wards suffer from a range of deprivations and structural disadvantages including unemployment, poor health and high mortality rates.

In spite of the levels of deprivation the area has high levels of community resources and social capital. There are large numbers of residents willing to volunteer and share their skills and knowledge with their neighbours. Following high levels of investment from European Social Fund (ESF) there are also valuable skills in the area which would be of great value in the delivery of sustainable living projects.

The Community Assessment Tool (CAT) has helped the partnership map many of the community resources:

- Vibrant third sector in the face of financial deprivation
- Many charities and not for profit organisations providing support to residents including individuals with mental health, learning disabilities, the elderly and BME and faith groups
- Many of these groups and organisations are keen to be involved in developing a resilient neighbourhood with improved access to local food and energy networks
- Active citizenship – possibly as a result of high unemployment and economic inactivity there are large numbers of individuals willing to volunteer and work towards improving Toxteth
- A sense of pride in the area – both recently arrived and established communities feel a strong sense of belonging to Toxteth. This project will be able to build on this through established networks
- Excellent IT resources – could be networked to market and promote project through social media
- High levels of IT skills particularly social media skills

Liverpool 8: Deprivation

Toxteth East parish is the single poorest parish in England (Church Urban Fund); Toxteth West is the 6th poorest.

88% of Princes Park and 30% of Riverside ward is in the 1% most deprived nationally (IMD 2007)

Workless rates about 3 times the national average with a high proportion of Incapacity Benefit claimants

Over 3 times the national average of people who have never worked

62% of children living in poverty (HMRC 2008) against England average of 20%

52% of pensioners living in poverty

Poor diet and poor health result in life expectancy a full 8 years below the England average for men and 5.5 years below the England average for women.

- A large number of underused buildings – community and commercial; community kitchens in schools and adult learning facilities and training resources which could be used to deliver this project
- Pockets of land available for growing vegetables – mapping exercise substantially completed
- Underused land for long term growing projects and the ‘patchwork farm’ and land earmarked for long term development but available for short term growing projects
 - Excellent transport links and connectivity.

We do recognise that, as a result of low household incomes and high unemployment, there are low levels of philanthropy in Toxteth, However, this lack of money and financial investment does ensure that local people are used to making things happen themselves and making a great deal out of very little.

The partners recognise the contribution that the Community organisers could make to the project. As the Champion role is key to the success of activities the Community

Organisers will be able to enhance the Champions’ effectiveness. They will listen to residents in their homes, on the street and where they gather, and they will listen to public service and third sector workers, small businesses and local institutions to help develop



their collective power to act together for the common good, as identified locally. They will be able to share their experiences and the outcomes of their listening with the Sustainability Champions and with the project partners,

Other important community resources which will play an important role in this project are:

- Language and cultural awareness skills and knowledge, including the large number of volunteer translators who operate in the area

- Community space and meeting rooms
- Enterprise and entrepreneurial skills
- Support for new start-up businesses (including projects funded by Social Enterprise North West and Princes Trust)
- Credit Unions
- Registered Social Landlords

8 Project Budget

To support the cost of the proposed activities we are requesting a grant of **£932,045** from the Big Lottery Fund. A full and detailed cost breakdown is included in the Application Form.

The partners have worked together to produce a budget where as much funding as possible is used for direct project delivery. Contributions to overheads have been kept to an absolute minimum to ensure that the project's impact is maximised, whilst not undermining the viability of the overall project.

In drawing up the overall budget we have produced robust costings for each specific project activity. Hence the budget is an accumulation of a number of detailed budgets, each initially drawn up by the partner with particular expertise, and scrutinised by the remaining partners. We are therefore confident that the funding requested will be sufficient to deliver the basket of outcomes which we envisage over the 5 year project.

8.1 Change from Expression of Interest

The total amount being requested is higher than the original amount stated in the Expression of Interest. During the development phase of the project, and thanks to the development grant made available by the Big Lottery Fund, the partners have had the opportunity to examine individual activity costings in detail and to test their robustness. For some activities this has been the first time that sufficient resources have been available to test the financial assumptions in this way.

Our belief is that an under-costed project is more likely to run into difficulties than a correctly costed one. We have asked all partners

to review their costings in the light of this and to produce costings which are realistic and robust.

As a result we are able to request an amount for the project which we are confident will be the correct amount to fund and deliver the activities.

Before drawing up the detailed budget we discussed this proposed increase with our Big Lottery Grant Officer who confirmed that an increase in the proposed budget at this stage was acceptable provided it does not exceed the maximum available (£1 million).

All partners fully appreciate that no further changes to the budget will be possible and that, if our application is approved, the total budget will be fixed for the duration of the project.

8.2 Assumptions

- All costings have been calculated at 2012 ECs with no inclusion to allow for inflation. We do not expect general retail price inflation to equal zero over the 5 years. But for this particular project we believe that costs will be contained as activities are mainstreamed. The leading edge and small scale nature of the project activities currently will give way to some economies of scale which will lead to some cost reductions although it is likely that these will be partially offset by strong market forces as new entrants are attracted to the market.
- There are no standardised 'pay scales' across the project. The project involves partners from all three sectors – public, private and voluntary & community – and current salary levels vary widely. For new posts, the employing partner has set its own

salary level, to be consistent with its existing staffing structure and pay levels.

- Salaries are shown at 2012 ECs with no increase over the 5 year timescale. Many people are currently experiencing pay freezes and we believe that any general pay increases over the project term will be very low – perhaps 1-2% per year. We have also assumed that pay levels for the project activities will be contained as activities become mainstreamed and skill levels to undertake them will become correspondingly reduced. As the project progresses, a pool of suitably skilled people will be developed through the project's learning activities. In the event that individual partners need to respond to unexpected market changes and to make small pay increases, they have agreed to underwrite those increases from their own financial reserves – that is, to pay the small increment as an in-kind contribution.
- The partners have used their collective knowledge and experience to produce costings which are both realistic and achievable. There is no specific additional sum included for contingency but the partners are confident that, in the event of unforeseen problems, they will be able to develop a contingency plan which will require no additional funding.

8.3 VAT

The applicant partner is not registered for VAT and all costings are therefore inclusive of VAT where applicable. We have taken advice from our external accountant and do not envisage our VAT status

altering during the course of the project. In the event that this changes we will immediately inform Big Lottery.

8.4 Volunteering and In-kind Contributions

There is a strong culture of volunteering in Toxteth. This is fuelled in part by the high levels of worklessness but is also a reflection of the 'can do' attitude of the community. Many of the partners routinely engage volunteers in the course of their activities: as third sector organisations which are fully engaged with their communities this is to be expected. Many activities in the proposed project will benefit from volunteering which will increase the reach of the project in a way that would be simply unaffordable if the project relied entirely on paid staff. However, except where expressly mentioned, we have not included the in-kind value of this 'background' volunteering activity.

In practice it would be difficult to attach a firm monetary value to this in advance, especially one which would stand up to an independent valuation. During the course of the project we will keep an account of the value of all volunteer activity and other in-kind contributions and will regularly report this to Big Lottery.

9 Financial Planning - Cashflow

	Year 1												Year 2			
	1	2	3	4	5	6	7	8	9	10	11	12	Q1	Q2	Q3	Q4
Balance brought forward		51,600	24,300	0	95,782	66,982	0	52,038	26,019	0	56,538	26,019	0	0	0	0
Cash In	75,900	0	0	120,082	0	0	78,057	0	0	82,557	0	0	50,906	61,756	50,906	65,156
Salaries, NI, pensions, redundancy	12,500	12,500	12,500	12,500	12,500	12,500	14,219	14,219	14,219	14,219	14,219	14,219	30,156	30,156	30,156	42,156
Recruitment		3,000														
General running expenses	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	1,529	3,425	3,425	3,425	3,425
Training					4,500						4,500			2,250		2,250
Travel	121	121	121	121	121	121	121	121	121	121	121	121	325	325	325	325
Consultancy & advice (including evaluation)	8,575	8,575	8,575	8,575	8,575	8,575	8,575	8,575	8,575	8,575	8,575	8,575	9,175	9,175	9,175	9,175
Other	567	567	567	567	567	567	567	567	567	567	567	567	5,450	5,450	5,450	5,450
Overhead Staff																
Accommodation	667	667	667	667	667	667	667	667	667	667	667	667	2,000	2,000	2,000	2,000
Utilities	42	42	42	42	42	42	42	42	42	42	42	42				
Other	300	300	300	300	300	300	300	300	300	300	300	300	375	375	375	375
Refurbishment						16,350								8,100		
Professional and legal fees						500										
Office equipment						4,700								500		
Vehicles						10,000										
Other						11,132										
Total cash out	24,300	27,300	24,300	24,300	28,800	66,982	26,019	26,019	26,019	26,019	30,519	26,019	50,906	61,756	50,906	65,156
Net cash flow	51,600	-27,300	-24,300	95,782	-28,800	-66,982	52,038	-26,019	-26,019	56,538	-30,519	-26,019	0	0	0	0
Balance carried forward	51,600	24,300	0	95,782	66,982	0	52,038	26,019	0	56,538	26,019	0	0	0	0	0

	Year 3				Year 4				Year 5			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Balance brought forward	0	0	0	0	0	0	0	0	0	0	0	0
Cash In	28,269	34,369	28,269	30,269	25,769	31,969	25,769	27,769	27,744	35,094	27,744	32,494
Salaries, NI, pensions, redundancy	19,844	19,844	19,844	19,844	17,344	17,344	17,344	17,344	17,344	17,344	17,344	20,344
Recruitment												
General running expenses	550	550	550	550	550	550	550	550	550	550	550	550
Training		2,000		2,000		2,000		2,000		1,750		1,750
Travel	75	75	75	75	75	75	75	75	113	113	113	113
Consultancy & advice (including evaluation)	4,225	4,225	4,225	4,225	4,225	4,225	4,225	4,225	5,975	5,975	5,975	5,975
Other	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Overhead Staff												
Accommodation	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Utilities												
Other	375	375	375	375	375	375	375	375	563	563	563	563
Refurbishment		3,600										
Professional and legal fees												
Office equipment		500				500				500		
Vehicles												
Total cash out	28,269	34,369	28,269	30,269	25,769	28,269	25,769	27,769	27,744	29,994	27,744	32,949
Net cash flow	0	0	0	0	0	0	0	0	0	0	0	0
Balance carried forward	0	0	0	0	0	0	0	0	0	0	0	0

9.1 Financial Appraisal

In preparing the project budget and cashflow we have considered a range of financial options. In particular:

- We have ensured that the success of the project does not rely on external match-funding. This decision was made following a discussion with the project's Grant Officer. As we cannot guarantee future match-funding, especially over a 5 year period, the decision was made to remove this uncertainty. However, the partners anticipate that during the course of the project they will be able to attract match-funding which will enable additional complementary activities to run alongside the project and increase its impact still further.
- We have not included income generated as a result of the project activities. Whilst there will undoubtedly be income generated – from both energy and food activities – the income will not flow back into the project. Rather, the energy generation and food growing will produce an income stream for the organisations directly engaged in this. All of the organisations are or will be constituted as not for profit or social enterprises ensuring that the community derives maximum benefit.
- By taking a sustainability approach to project activities from the outset we will avoid the 'end of funding' crisis which affects so many publicly funded initiatives. Rather, we will be using the Big Lottery grant to stimulate both supply-side and demand-side activities in a commercial or quasi-commercial marketplace. Whilst this will also involve some degree of public subsidy (including the Green Deal) this is no more than the necessary level to correct the current market failure.
- The budget and cash flow, therefore, show the full cost of these market stimulation activities which, in turn, will create the necessary environment for the markets for local food and local energy to operate. By stimulating the markets and removing market inequalities the project will lead to fully sustainable activity beyond the initial 5 year term.

10 Marketing and Communications Strategy

GTDT and the partners are experienced in raising awareness of project activities and in engaging with the media. They will collaborate to ensure that the project fully benefits from a sustained high-profile marketing and communications strategy. This will operate on a number of levels to ensure maximum awareness of the project by stakeholders and potential participants as well as the wider arena of policy-makers and influencers.

Marketing and promotion will be co-ordinated by the Project Management Board which will include representatives of all partners. This will ensure that campaigns for individual activities are cohesive and avoid the risk of mixed messages being communicated.

The partnership will develop a strong brand for the project which be used to create awareness amongst the various target groups. The brand will be the dominant one in all marketing material with individual partners' brands being subsidiary to this. Branding will be at all times in line with Big Lottery's guidance and will include such logos and acknowledgments as required.

The marketing activity will make use of a wide range of mainstream marketing and promotional tools including:

- Public relations and press releases using existing excellent relationships with printed and broadcast media
- Conventional printed materials, used in a selective and highly targeted way
- Social networks including Facebook and Twitter

- Targeted email campaigns using MailChimp or similar tool
- Questionnaire and response systems such as SurveyMonkey to more actively involve project participants and beneficiaries

These conventional marketing tools will be supplemented by outreach and engagement techniques which we have introduced and tested over recent years and which have proved highly effective in mobilising people in the most hard to reach communities. These include:

- Recruitment of a team of Neighbourhood Champions to operate deep in the community, to engage people from marginalised communities using a toolkit of Participatory Appraisal techniques
- Use of the existing team of Community Organisers who work across the neighbourhood to encourage greater levels of active citizenship using the innovative 'Root Solution Listening Matters' approach
- Communicating with members of hard to reach BME groups through their community centres and by obtaining the endorsement of community leaders

11 Project Monitoring

Project Outcome	Indicator	Level	Timescale
A more aware, educated, empowered and enabled community, capable of delivering its own responses to climate change	Creation of a community sustainable energy centre	1 neighbourhood energy centre	By the end of the project
	People benefitting from community sustainability workshops and awareness-raising programmes	8,000 local residents	By the end of Year 2
	Community-led environmental projects and initiatives supported	10 initiatives supported	By the end of Year 1
		25 initiatives supported	By the end of Year 4
A more energy secure neighbourhood in L8 and the capacity to help other neighbourhoods and communities become energy secure	People assisted out of fuel poverty and with a more energy secure future	20% of households	By the end Year 3
		30% of households	By the end of the project
	Renewable energy generation installed	20Mw capacity	By the end of Year 3
	More energy secure and financially sustainable community anchor and support organisations	10 organisations	By the end of Year 2
A more food secure neighbourhood in L8 and the capacity to help other neighbourhoods and communities become food secure	Additional local land given over to food and plant production as a 'patchwork urban farm'	1.2 hectares	By the end of Year 3
	Additional local people engaged in local food production cycle	300 volunteers, trainees, paid workers and food entrepreneurs	By the end of the project
	Gross value of local food supplied through retail, procurement, trade and market outlets	£7,500 of local food sold	By the end of Year 3
		£50,000 of local food sold	By the end of the project
More training, employment and business opportunities building an environmentally resilient community	More local green business startups	75 green business startups	By the end of Year 4
	Higher take-up of relevant vocational training amongst L8 people	800 enrolments	By the end of Year 3
		1,200 enrolments	By the end of Year 5

11.1 Measurement and Monitoring

During the inception phase of the scheme we will ensure that all partners and stakeholders are fully agreed on the project outcomes and targets and whether we need to add additional outcomes. We will also agree milestone success indicators and agree periodic measuring and tracking of these indicators, who will undertake the tracking and what will indicate success or require the scheme to make adjustments.

We will ensure that our goals are specific, measureable performance goals, consisting of individual outputs, inputs and milestones or targets.

We will measure and track outcomes in a number of ways including:

- Monitoring returns for Big Lottery
- Monthly monitoring against agreed targets and success indicators
- Regular review meetings between partners and stakeholders
- Regular review of sector research in the to ensure the project is relevant and up to date
- Peer review of activities and reports
- Annual appraisals for staff and periodic review of work
- Tracking outcome achievement against budget allocation
- Quantitative and qualitative evaluation of project
- Community engagement activities to review success and impact as perceived by the community.

11.1.1 Involving Beneficiaries

We recognise the importance of incorporating views of stakeholders and beneficiaries and the role which beneficiaries can play in monitoring the project. We will therefore include project beneficiaries in design of the scheme, the success indicators, outcomes and targets. This will create a greater “ownership” of project objectives and encourages the sustainability of project benefits. Ownership brings accountability. Objectives will be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly “owned”.

Beneficiaries will be trained in community research techniques such as Participatory Appraisal skills, Listening skills – Root Solutions: Listening Matters – and running community events – world cafes, focus groups and design charettes.

Beneficiaries will play an important role in reviewing and monitoring the project; particularly listening to local residents’ views and accessing deep into their own communities where project partners would struggle to reach.

Beneficiaries will participate in project review and monitoring meetings as well as project management meetings and will be made aware of all steps within the project, the success and impact the project is achieving and how activities are impacting on the local area.

11.1.2 Long term Impact

We will develop processes f key measurable objectives will be used to ensure the project is on target to achieve its outcomes. We will

measure long term impacts using local residents – trained through the project – at years 6, 9, 12 and 15 and the onwards.

- Renewable energy installations completed
- Hectares of land producing food
- Value of food sold to local shops, restaurants or through procurement
- Number of new green business starts
- Number of residents receiving training and education activities

Through the project we will develop the monitoring methodologies to enable us to measure the impact of the project activities on climate change, and translate the project outcomes, using a standardised measure such as CO₂ reductions.

11.1.3 Continuous Improvement

Information gathered from project monitoring activities will be used to continuously improve the scheme activities, bring a fresh approach to what's is being done and how it is being done, engage new beneficiaries and stakeholders and detect any early warning of emerging problems which will allow action to be taken before costs rise or the project fails

Information from the many communities and groups represented in the area will be used to ensure the project is moving in the right and most appropriate directions and benefiting residents most in need.

12 Evaluation and Dissemination

The key focus of our evaluation activities is to ensure that the project partnership understands the project targets, that we remain focussed on project deliverables and that we are able to identify project drift sufficiently early in delivery that we can make changes and deliver project outcomes. Self-evaluation will enable us to learn from the project and share our learning with others.

We will embody throughout the entire project the principle of Reflective Practice. At every stage, partners will consider their actions and the outcomes, review the success of the action, and revise the next actions as a result. This continuous ‘feedback loop’ will ensure that the partners, the project as a whole and the community learn as the project progresses.

12.1 Key Evaluation Questions

- Has the partnership agreed targets and do all partners understand the project targets?
- Is the project achieving its targets?
- Is the partnership effective?
- Have we engaged the most effective agencies to support our work?
- Does the community know about the project activities?
- How successfully are we communicating with beneficiaries?
- Are we successfully targeting and reaching all of the groups and communities in the project’s area of influence?

- Are we generating the required income to make the project effective and sustainable?
- Is change happening? And is it happening at the required pace? If not, what are our plans to make this happen?
- Do we need to change project focus? Try new ways of making the activities work?
- Is the community learning from the project? Are we making Toxteth a resilient and sustainable community? What measurement techniques have we put in place to capture and analyse this information?
- Are we identifying good practice? How will we disseminate good practice through the project partnership and to other potential projects?

12.2 How we will investigate key evaluation questions

The project partners will start the evaluation process with a review of the current context for the project and gathering baseline data. This baselining is about scoping and checking understanding, so as to clarify challenges that can be addressed during the project, but also to acknowledge possible risks. For some of the project activities it will provide a first set of evaluation data. The baseline will also be used to inform the development of evaluation plans and processes.

Evaluation will be carried out with all of the project partners; will involve project stakeholders, project participants and beneficiaries.

We have included as an Appendix to this document, examples of evaluation techniques to be employed. These are examples of techniques which we have typically employed on other community engagement projects and which have proved successful and to the satisfaction of the funder of those projects.

In the case of the L8 Living Sustainably project, the evaluation partner will draw up an Evaluation Framework which will meet the needs of the project and the Big Lottery Fund which will include techniques which suit this specific project.

12.3 Resources to carry out evaluation

Evaluation will be at the heart of the project and will follow naturally from the initial project baselining. The project baseline will inform the evaluation process and will determine the appropriate resources required to undertake the effective evaluation process.

We have identified a partner organisation, Rights and Humanity, which will take particular responsibility for the evaluation of the project. During the inception phase, this partner will draw up a detailed Evaluation Plan and Framework, to be agreed with the project partner and, ultimately, the Big Lottery Fund.

12.4 Timing of evaluation

Evaluation will be ongoing throughout the project. The evaluation process will commence following the initial baselining activity.

Evaluation plans will be fully developed by the project team at the beginning of the project in consultation with all of the project partners, stakeholders, beneficiaries and participants.

12.5 Evaluation Management and Delivery

All project partners will be involved in undertaking the evaluation process. GTDT will manage the evaluation process and will commission Rights and Humanity to carry out the day to day evaluation activity.

12.6 Dissemination

We will disseminate evaluation activities in a number of ways.

- Evaluation and feedback to the Big Lottery for monitoring purposes is the absolute minimum evaluation process;
- Dissemination to all project stakeholders, partners and participants/beneficiaries;
- Disseminate through existing networks;
- Use social media to disseminate project evaluation and activities such as Twitter and Facebook;

12.7 Assumptions

We have assumed that all stakeholders, beneficiaries and participants will be interested and engaged in the evaluation process and will take part.

13 Risk Analysis

We have used PEST and SWOT tools to identify the key factors, internal and external, which could have an impact on the project’s success. We have considered the impact and likelihood of each negative effect, how they might be anticipated and mitigated, and which party is responsible for monitoring and taking action.

In addition we have included a copy of GTDT’s Business Continuity Plan as an Appendix to demonstrate the organisation’s general level of readiness for negative events.

The PEST and SWOT analyses are attached as Appendices to this document.

Description	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Change of Government or Government policy before end of project	High	Low	Project builds on flagship policies, less likely to be abandoned	Project re-design in collaboration with Big Lottery to maximise impact	Granby Toxteth Development Trust
Climate change seen to irrelevant by residents, a job for the Government or council	High	Medium	Ongoing community engagement; stress the personal financial benefits	Strong marketing; compelling financial case; work through intermediaries including Community Anchors; personal case studies	Granby Toxteth Development Trust
Green Deal incentives fail to materialise	High	Low	Project builds on announced Government programmes	Alternative financial model to be developed	Liverpool Vision
RSLs less enthusiastic than believed	High	Low	RSLs have been involved throughout development process	Formal commitment early in project based on strong financial case	Liverpool Vision
Drop in energy prices undermines economic case	Low	Low	Financial case is not dependent on current high prices	Monitor prices and reactions of larger players in the market	Liverpool Vision
Unforeseen technical problems with energy production	Medium	Low	All technologies are tried and tested	Ensure project team has access to technical advisors where necessary	Liverpool Vision

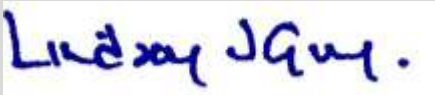

Description	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Fragmented growers disagree on best approach	Low	Medium	Governance model ensures co-operative approach and consensus	Regular meetings to agree approach	Liverpool Food Alliance
Soil contamination affects quality of produce	High	Low	Standard horticultural practices followed with new growing space	Acquire new, decontaminated space; PR campaign	Liverpool Food Alliance
Crop failure	High	Low	Crops selected are suitable and inherently low-risk; patchwork approach reduces risk of total failure	Reduce range of outlets supplied	Liverpool Food Alliance
Reduction in urban space for growing due to, for example, new building	Medium	Low	Large amounts of suitable space exist; all development creates opportunities	Agreements with Liverpool City Council to secure leases on space	Liverpool Food Alliance
Reduction in roof space for energy generation	Medium	Low	Monitor areas due for demolition; ensure new buildings are designed with energy generation in mind	Agreements with RSLs and developers	Liverpool Vision
Changes in personalised budgets reduces therapeutic work opportunities for learning disabled	Medium	Medium	Formalised agreements with Liverpool PCT and others	Expand number of volunteers engaged in the project	Liverpool Food Alliance
'Grown in Toxteth' brand is unknown, untested	Medium	Low	Marketing campaign to establish the brand	Review marketing messages in the light of consumer feedback	Liverpool Food Alliance
General health & safety risks from horticulture	Medium	Low	Full health & safety risk assessments carried out; all personnel suitably inducted and trained	Vigilant approach to health & safety	Liverpool Food Alliance; Compliance Manager

Description	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Future of Community Organiser programme uncertain	Low	Medium	Engage volunteers from the outset to take on the community engagement role	Expand volunteer base; provide suitable training in community engagement techniques	Granby Toxteth Development Trust
Departure of key personnel	High	Medium	Reduce reliance on individuals through management systems and procedures; contractual terms for key individuals	Buddying scheme to expand knowledge base; key knowledge captured through blog and social networking	Compliance Manager
Communication of key messages difficult owing to language and cultural barriers	Medium	Medium	Volunteer translators and communication through community groups	Increase one-to-one community engagement activities via Sustainability Champions	Granby Toxteth Development Trust
Local residents are not early adopters of new ideas	High	Medium	Compelling financial case set out in marketing messages	Increase marketing including real case studies	Granby Toxteth Development Trust
Incorrect perceptions about cost barriers for local food	Medium	Low	Low cost model through use of volunteers and co-operative governance structure	Market penetration strategy and use of appropriate price points	Liverpool Food Alliance
Incorrect perceptions about cost barriers for local energy	Medium	Low	Low cost model through use of social enterprise model and sufficient volume to exploit economies	Market penetration strategy and use of appropriate price points; strong relationship with RSLs	Liverpool Vision

A1 Partner Signup

All partners have signed a commitment to the partnership which includes the following text:

I confirm, on behalf of [...], its willingness to be a member of the L8 Living Sustainably Partnership, for the life of the Communities Living Sustainably project, which will run from September 2012 until August 2017.

Partner Organisation	Name & Position	Signature
Granby Toxteth Development Trust	Dr Lindsey Guy Chief Executive and Director	
Dingle Multi-Agency Centre	Tom Calderbank Trustee	
Liverpool Vision	Kevin McManus Head of Sector Development - Creative and Digital	
The Liverpool Food Alliance	Peter Rix Co-ordinator and Director	
L8 Super Store	Abdul Ghafoor Podha Partner and Managing Director	
The UK Association of Rights and Humanity	Professor Julia Häusermann MBE Founder and President	