



*In search for SUSTAINABILITY
in a diverse community*

How can energy efficiency in London Borough
of Haringey / Tottenham be better promoted?

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*“Nothing in life is to be feared, it is only to be understood.
Now is the time to understand more, so that we may fear less.”*

Marie Curie

agenda

INTRODUCTION + PROJECT PLAN	4
prepare Discovering the community. Amenities and fragilities	6
receive Collaboration and engagement with entrepreneurs and residents	15
EXPLORE Co-design workshop with residents and Haringey Council	24
appreciate Testing and re-testing, failing and learning	30
MAGNIFIED Gaining insights in industrial ecology from Kieren Mayers and Carla Latijnhouwers	36
REFLECTION	40
APPENDIX & BIBLIOGRAPHY	42

Cover graffiti Banksy "No Ball Games", appeared 2009 Tottenham High Road, removed July 2013, and said to be sold for charity.

All photos by Anne Schöttle

INTRODUCTION

Sustainability in a diverse community

What does sustainability mean in the context of a diverse community? The search for an answer to this questions takes me from experience of rebellion, to recovery, from cultural literacy to valuation of labour. It branched out into policy communication, and concluded with identity.

My search, and subsequent project, was undertaken between 2012 and 2013 in the London Borough of Haringey, Tottenham. The investigation involved gaining secondary and primary research around sustainability issues in the community. It was conducted under the Design Council methodology “Double Diamond”, using several different techniques to collect reliable and comprehensive information. A lot of primary research was obtained through shadowing, carrying out observations and listenings, and some conclusions where drawn purely for the fact, that I am a Tottenham resident myself. In essence, the research touches on subjects such as community organising, entrepreneurship, social, environmental literacy, and how this all links together in a diverse borough.

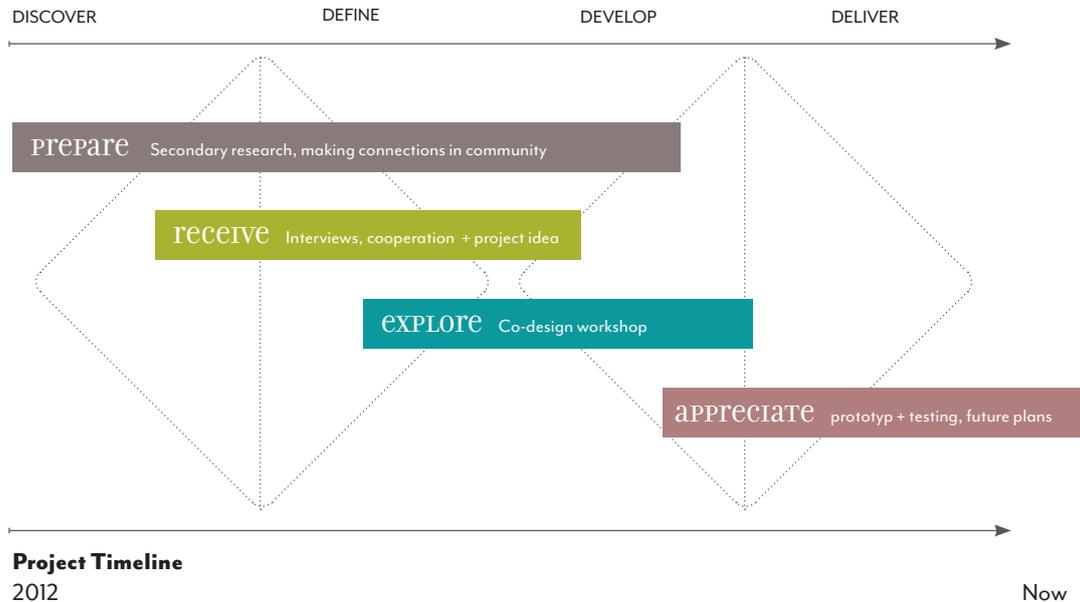
How can energy efficiency be better promoted?

From this, the eventual project emerged. The project aimed to analyse and improve literature concerning energy efficiency in Haringey homes. It therefore looked at the affiliated “Green Deal” scheme and its conditions. Ultimately, it produced these findings into a conclusion.

The project also examined the status of sustainability in the industry, conducting a couple of interviews for personal reassurance and interest.

PROJECT PLAN

Developed under the Design Council '**Double Diamond**' Methodology



- Engaging in Community Organising with Veronica Cheyne*, conducting street surveys, door knocking and listening to residents, attending Community Organising training camp by locality.org and evaluation programme at the NEF (New Economics Foundation)
- Attending several community meetings around racism, equality and employment at the Selby Trust in Tottenham
- Secondary literature and understanding about environmental education / sustainability literacy in diverse communities, social cohesion, behaviour change, cultural identities etc.
- Observing
- Building networks and connection to the Selby Trust, the Community Energy Lab, understanding and learning about the notion of social entrepreneurship
- Building cooperation with Andreas Athanasi (MSC in Advanced Environmental and Energy Studies), learning about energy efficiency, retrofitting of housing, and promotion literature particular about the Green Deal
- Conducting interviews with entrepreneurs Jamie Young, Harinder Mann, Abigail Stevenson around Green Deal and entrepreneurship in this field
- Field research around Green Deal and sustainability literacy through street survey, personal interviews
- Connecting with stakeholders of the Green Deal at Haringey Council
- Facilitating co-designworkshop with Haringey Council and Haringey residents
- Using workshop findings to redesign first proposal and rethink current approach
- Future: Reconnecting with stakeholders, networking and potential rework of design proposal

*Note: The Community Organising happened approx. one year before the secondary research even though it is narrated chronically in the report.

prepare

Discovering the community. Amenities and fragilities

Haringey Council is a diverse borough in North London with approximately 160 languages spoken and 65% of the population coming from ethnic minority backgrounds (2011 Census). A dynamic borough that faces many demanding challenges. There you can find travellers, migrant workers and their families, asylum seekers, first, second, third generation immigrants, people with many European backgrounds, British residents, single mothers and homeless people, coming and going. There is a wide horizon, and transient nature of different people.

Haringey Council, in particular Tottenham, was hit by the London riots in the summer of 2011. Residents experienced an explosion of frustration and anger. The impact of governmental cuts, also due to the global economic crisis, was, and is, taking effect. Historically, this area experienced turmoil before. After the riots of 1981, governments gave a lot of financial aid to affected areas (Tottenham was one of them). However, most of the help had very lit-

Ecological reserve, Tottenham Marshes, above: on a Sunday



“All our human relationships would improve if the people were more confident.” (Crooks 2012)

tle long-term impact. Crooks (Author of the book *“How to make a million jobs”*) did intense research on unemployment in deprived areas and notes, that most of the areas that were suffering then, are still at the bottom of the deprivation table today (The Index of Deprivation, 2010, showed that Haringey is the fourth most deprived borough in London), and this has an impact that is evident today. The area has social and health related problems, such as poverty, immigration, crime, drug abuse and obesity, which all lead to a lack of confidence in people. Most of the time, this is connected to unemployment, as Crooks defines. The lack of confidence instils a notion of not feeling powerful enough to engage with institutions or anybody in the community, which weakens community bonding and social cohesion. For Crooks (2012) the creation of **“real employment”** is therefore the best way to improve social cohesion. Moreover, employment increases a person’s income and creates a stronger sense of self-esteem and purpose, improving health and wellbeing. Schumacher (1973, p.54) writes about employment: *“If a man has no chance of obtaining work he is in a desperate position, not simply because he lacks an income but because he lacks the nourishing and enlivening factor of disciplined work which nothing can replace.”*

However, Crooks (2012) states that there is unused potential and latent creativity that can be galvanised to change community dynamics. In addition, if society would value engagement and efforts that are already being happening, the people in deprived communities will feel more empowered and motivated to fundamentally change their way of life.



SO LONG as a SOCIETY HAS unmet
DESIRES/needs, unEMPLOYMENT IS
a (TRAGIC) FAILURE TO ORGANISE
CAPITAL + LABOUR + IDEAS.

Philosopher Alain de Botton

“Isn't it a characteristic of the age we live in that it has made everyone in a way a migrant and a member of a minority?” (Maalouf 2003)

I wanted to understand more about this creativity, and also about cultural identities and how they are formed, due to the nature of the borough.

What is it that connects the people? What do these different cultures have in common? If you stroll through Tottenham on a Sunday, you will be impressed by the cultural beauty of the residents. Residents are participating in their cultural habits, enriching the borough by just purely their visual presence. It seems that they have values in common, and that these values stimulate and define a part of the community identity.

What is more, diverse communities are rich in their beliefs and behaviours, from clothing to cooking and many other skills. When it comes to personal knowledge of differences however, many people who have grown up in Britain do not have close contact between different classes, ethnic groups, or people with disabilities. They tend to stick to their ‘like’ circles of friends (Millican 2012). That way they develop their identity by defining themselves in relation to ‘like’ and ‘unlike’ groups. As a result, we have assumptions and stereotypes whilst all we want to do is **make sense of who we are**. If we understood more about how identities and labels are created, we could create more resilient and sustainable communities (Putnam 2000). Understanding cultural differences also includes having sensations of social justice, equality and respect for minorities and to achieve this, people from diverse backgrounds have to be able



to work together. I came across research that have identified diminishing trust and fear as conditions that eventually lead to isolation of individuals or groups within diverse communities. In addition, a lack of support and sense of belonging was identified. It seems that within this multicultural place, segregation is occurring. Putnam (2000) blames this effect on the differences between distinct cultural groups. Basically, they do not bond with other groups and he therefore sees the development of **social networks** as important. He calls it bridging social capital. “Unlike” groups are building bridges amongst each other, and this broader contribution will ideally benefit the whole society (Putnam 2000).

But what can diverse communities do to create a strong identity that overarches all identities? There is a lot of cultural, historical conditioning that needs to be taken into consideration, and the level of tolerance in diverse communities needs to be even higher than in less diverse communities. When the riots broke out, a lot of shared values and trust were suddenly in doubt (Crooks 2012), while at the same time “new” shared values were formed: the notion of feeling powerful, at least for a few days. You can say in a crisis, that there is always the temptation to retreat into ‘like’ groups, and in areas where the climate is rough, the resources limited, and a career in drugs worthwhile, you are not always likely to find a way to the world from a social cohesion perspective. Nevertheless, a campaign afterwards (“I love Tottenham”) flagged along the roads, on bags and buttons, helped to recreate “peace” again.



Campaign launch two months after the London Riots in 2011. Strengthening a community identity.



Some people or communities benefit from shocks. They thrive and grow when exposed to volatility, randomness, disorder, and other stressors (Taleb 2012). If that was the case, Tottenham /Haringey must be a quite resilient community. It may be that as Taleb (2012) suggest, it is “*antifragile*”, a community that might even get better after experiencing trouble.

However, I also read that qualities such as **flexibility** and **responsiveness** are often abundant in diverse, deprived communities (Crooks 2012). Could those qualities also be characteristics for a sustainable community? I wanted to find out more about actual criteria that defines a sustainable community. The Department for Communities and Local Government’s website describes a sustainable community as **active, inclusive, safe, fair, tolerant, cohesive**, with a **strong local culture** and **environmental awareness**. Also **sufficient natural spaces** are important as they nourish cohesion,

Nature and housing in Haringey Council.



“Human wellbeing and sustainability are one and the same thing, as humans are essentially ecological beings, physically, emotionally and spiritually dependent on the earth.” (Naess 1989)

creativity, and learning (otherwise the people in the community might suffer under something called “*Nature Deficit Order*” (Louv 2008)). There are many natural spaces in Haringey, but unfortunately, they are not used as much as they could, in my opinion. However, I concluded that Haringey did comply with some of the above points such as resilience or responsiveness for example, but was definitely lacking on other aspects as safety, cohesion, or environmental awareness.

I decided to look into human behaviour. As I read repeatedly about behaviour change as being necessary for sustainable transformation, whether it is about energy consumption, or dumping your trash in the streets. I wanted to learn how one could challenge the comfortable “*Yeah, whatever*” heuristic (Thaler 2008) of people.

Because many sustainability people argue that anything should be done in order to save the future of the human species, it is therefore possible to find a lot of research on how to achieve behaviour change, and there is also a lot of literature about persuasion too. One method for increasing adoption of sustainable behaviour is, for example, to model the behaviour we wish others to adopt (McKenzie-Mohr and Smith 1999). Moreover, nudging people into behaviours (instead of commanding, setting requirements, regulations or prohibitions) is frequently mentioned. Reading about those psychological techniques, I became very uncomfortable with the fact to “trick” or nudge people in order to achieve sustainability. I was left with the question of how behaviour change could be achieved in a respectful, emancipated way. I was not sure if it could be achieved through intellectual stimulation (because we are emotional people), but I was sure that if I wanted to find out more, I needed to learn and understand more about behaviour and the absence of it, from the people in the community.



IN TUNE WITH nature? “WE HUMANS WANT TO COME HOME.”

Janine Benyus (Biomimicry) about the lost connection between nature and the human being.

Very popular are betting shops in the area. “Overall people love gains, and get pretty emotional about losses” (Thaler 2008).

Very popular behaviour, a big need and not “loss averse”.

“When you are talking about creating better awareness of sustainability, it is good if you look at it from a point of view like: here is an environmental problem, what can we do about it to fix it or to challenge it? Then maybe there one or two behaviours that might be better to change than trying to change someone’s entire worldview.”

(Jamie Young, “Homely”)

If you wanted to promote environmental awareness and behaviour change towards sustainability, what would be the way? I engaged myself into the subject of (sustainability) literacy in a community and discovered, that you are first of all confronted with poor learning abilities, particularly literacy and numeracy skills (Crooks 2012) amongst residents of Haringey. It is the young generation who are still being denied of education grants and reduced access to benefits (The Selby Trust Annual Report 2012). If you are confronted with literacy deficits, how should you communicate environmental issues best and did that actually matter? I was curious of research carried out about environmental awareness in low-literate-communities, and I came across an American author, Daudi,



who looks at sustainability literacy from the following perspective and asks:

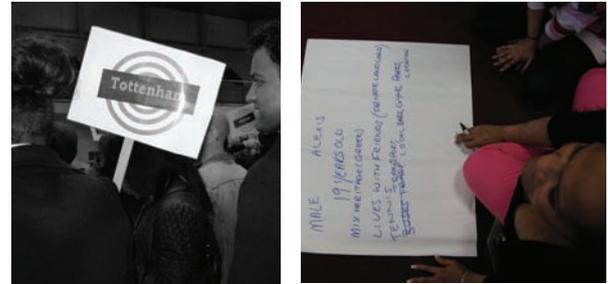
“Is it important to know what climate change or ozone layer and the loss or change of it impacts on?” (Daudi 2008, p.76ff)

Or is it rather about the flexibility and ability to highlight simpler issues that affect the person’s choices and actually fills a need in that person’s life? Could that be more sensible and effective? (Daudi 2008).

Interestingly, I read from anthropologist Claude Lévi-Strauss, that non or low-literate people have their own “*science of the concrete*”, and are at times much better skilled than literate people (Levi-Strauss 1962), and I started to wonder what was there to learn from diverse communities in terms of sustainability? However, neither of those two declarations really appealed to me, and I wanted to conclude that responsible education, in my opinion, must not exclude any information, and that a clear, and accessible language, based on facts might be the appropriate way to communicate either environmental awareness or anything else in any kind of community. Additionally we must not forget that in deprived areas, education is also one of the main motivators towards a better life, and a community should do everything to help people get the best education. In terms of environmental education or “sustainability literacy,” I discovered, that transformative education that focuses on the integration of **peoples’ hearts, minds, hands and spirits** (Davies 2009), is currently demanded as these broad skilled people are important for our future success, and I thought that this may already be present in diverse communities.



You can find many entrepreneurs in the area.



It was then time to gain more insights into the abilities, possibilities, behaviours and needs of the community. I became a Community Organiser volunteer in Tottenham when the local council in Haringey realised the initiation of the first cohort of Community Organisers in 2012. Together with Veronica Cheyne, who was head Community Organiser in Haringey, I spent time on the streets of Tottenham, knocking doors and “listening” to residents and business owners.

What is Community Organising?

The relationship between the state and the citizen is changing, and therefore is changing expectations about the role of local authorities and their residents (Carman 2010).

“People don’t like being told what to do, especially when it comes to how they live their lives, and react against being cajoled.”

(Hounsham 2006)

Community Organising in the UK is a new form of participative government, which originated in the US (popularised by Saul Alinsky in Chicago between 1940-1960, and at that time, was a much more radical approach). The role of Community Organisers is to listen to local people, empower them in a pro-active way to act together for the common good. Based on the notion that if people feel that they “own” the decision made, they are more likely to want to comply with it. This emancipatory approach tries to establish co-ownership and overall aims towards a more sustainable society (Wals & Jickling 2002).

Prior to my ‘listening’ the community, I visited a training camp, that equipped me with useful knowledge about the concept, its code of conduct, and learning of social skills, such as conflict management. These intense workshops opened my eyes to a world of social work and social science in

an environment of people from many backgrounds with different experiences who were joining the camp to become future Community Organisers.

For my first “listening” in the community, Veronica and I (you usually go in pairs) went equipped with a questionnaire that comprised of a dozen questions to find out what people thought about their area. Some questions aimed to ask people about their **love or concerns** about their area and some asked about their ideas of the participative approach of suggesting a **concrete project idea** (if they had any in mind), and if they could describe a vision they had for their neighbourhood. The overall feedback gathered towards the idea of listening was positive. Some people suddenly felt a sense of importance, **“their voices being heard”**, and that someone could actually help them get more involved. The personal stories and hardships that we were listening to, however, were many times quite sad. I realised that I had to toughen myself up a little bit, and that the threshold to engage as an active citizen (if you are new to an area), can be quite high, and that the first contact intimidating. It takes courage to engage with strangers on the streets, and I was impressed with Veronica’s enthusiasm, helpfulness, and also boldness towards the people of Haringey. I could see that she enjoyed engaging with the community.

Community Organising in Haringey / Tottenham is currently in its second year. Some of the “co-owned” ideas were developed into actual projects (e.g. global community garden crowd founding campaign) or are currently being developed further. In conclusion of my engagement: Community Organising definitely helps to reduce common prejudices and misunderstandings. It changes the way you interact and walk around in your neighbourhood, as you start to look up and pay more attention towards the people in your borough. I also realised that a powerful motivator for oneself, and for others, is empathy related altruism. If you feel you are contributing to a meaningful process, this inevitably is a strong motivator for change.

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” (Margaret Mead)



What has become obvious to me, is that authentic and successful support in the community is only possible through truthful leadership, and I really appreciate the people who are honest and authentic when providing this support. I found it very difficult to not to be too judgemental towards behaviour, or to be too powerful in actions as it is about people’s individuality and making sure that their voices are heard. I also understood to balance the notion of tolerance, between saying yes and no, so circumstances do can change.

I learned that if I wanted to understand my neighbour, I had to understand their culture.

Despite the positive intensions, there are also criticisms of the concept. A reason for this is ineffectiveness of conducted projects or work, which can then lead to disillusionment or discouragement of the organisers; collaborative processes within the local government being too slow, and sometimes there is no explicit link between information gained from public consultations and the final outcome. As a result of a lack of transparency, this leads to questions about the integrity of the local government (Scott 2012). After my time as a volunteer, I went to an elaboration meeting in 2012, which was organised by the New Economics Foundation. I was hearing upset voices coming from former Community Organisers. Their main criticism and concerns were related to the long-term effectiveness of the project, a lack of appreciation for their work from the government, and a lack of transparency of the accumulated data from the listenings. Personally I was surprised by the number of stakeholders involved in the concept of Community Organising. By the time I finished volunteering, the organisation was just about to change their name again. However, you can argue that this form of participative government is *“politics made easy”*, but every new person contacted, is a person that feels more included, even if it is just for a glimpse.

LEARNINGS

To engage in rather different relationship, definitely takes personal confidence. There is a lot of education and talk about differences and equalities in a multicultural world, but confidence mainly develops through time, personal experiences and knowledge. Through engagement with “Community Organising”, I received the following insights and learnings:

- **Listening properly** is important, because we all hear and absorb things in different ways
- That there is abundant **creative potential** in the community
- That you sometimes have to deal with tension and aggression
- If you instil **confidence** and **support**, you receive it back
- There is diversity in peoples’ **skillsets** and **knowledge**
- That different belief systems, ideologies, **personal experiences** and **traditional stories** lead to different perspectives
- That it takes time and a lot of **patience** to help facilitate groups or organise meetings / activities

ENTREPRENEURSHIP IN THE COMMUNITY

I like the freedom of being able to find a problem and then solve it in your own way and with your own passion. It is nice to go back to making a product even though it is just a website and not kind of a tangible product.

Jamie Young, Co-Founder of Homely

Interviewed in London May 2013 (Entire interview see Appendix I)

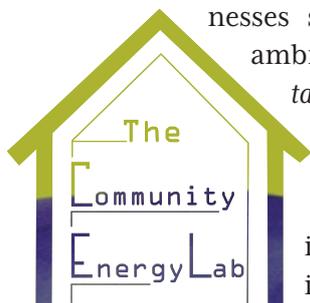


Learning from diverse communities. The person on the picture is working for a private company, collecting cardboard from businesses in Tottenham, selling them to recycling centers around London.

receive

Collaboration and engagement with entrepreneurs and residents

Through my engagement as a Community Organiser, I met Abigail Stevenson, founder of the Community Energy Lab. Her enterprise is incubated by the Selby Trust, a charity that is based at the Selby Centre in Tottenham. The Trust is holding the purse strings, supporting her enterprise in the background, and making her company a social enterprise. The lab specialises in energy efficiency measures and home retro-fittings for private houses and businesses. Abigail holds a Degree in sustainable architecture and formed the enterprise with the intention to help improve people's living conditions whilst reducing CO2 emissions. She defines her work as "something that needs to be done". Her company is slowly growing, and through extensive networking, she managed to find partners and supporters. One of her main weaknesses she admits, is having been too ambitious ("But who wants to lower expectations?") and she underestimated the amount of time it takes to set up an enterprise. One of the big challenges she mentions is building and maintaining trust and integrity and consistent market-



thecommunityenergylab.com
Selby Center Tottenham

ing. In addition, she sometimes finds it difficult to maintain the motivation of employees. When it comes to working hours or performance in jobs, people sometimes overestimate their capabilities and then leave you in the rain, she says. Another important aspect is finding the right language when it comes to approaching potential residents/customers.

"My background is in sustainable architecture and I do understand things on a different level than Mr. and Mrs. Smith in the street. It is important to articulate the matter in a way, that is easy to understand because people are quite intimidated by all this technical stuff." (Abigail Stevenson, Entrepreneur)

I wanted to learn more about social entrepreneurs, and what they do differently to "normal" entrepreneurs.

Most businesses generally look for the fulfilment of the customers unmet needs, rather than simply creating desires. However, many times businesses do not think broadly and deeply enough to understand human needs, and as a result, the customer feels misunderstood. The way "normal" businesses investigate their target group is sometimes cut off from cultural and social insights which are important for a deeper understanding of the needs and wants of people (Light 2008). The commonly used term "**Social Entrepreneurship**" might link to an idea of "**fulfilment and flourishing**" through work (also eudaimon life by Aristotle). On either end, it is about people, and also the nature of values we place into the practice of work. The author Paul Light goes on and defines social entrepreneurs as people who invest in people whilst tackling social/and or environmental problems. They are making an investment in trust, and developing the ability to deliver success. Moreover, they consider fulfilment at the same time. Characteristics of social entrepreneurs should be visionary, risk taking, and



Social Entrepreneur Abigail Stevenson. Creating better living conditions for Haringey residents and helping reducing CO2 emissions.

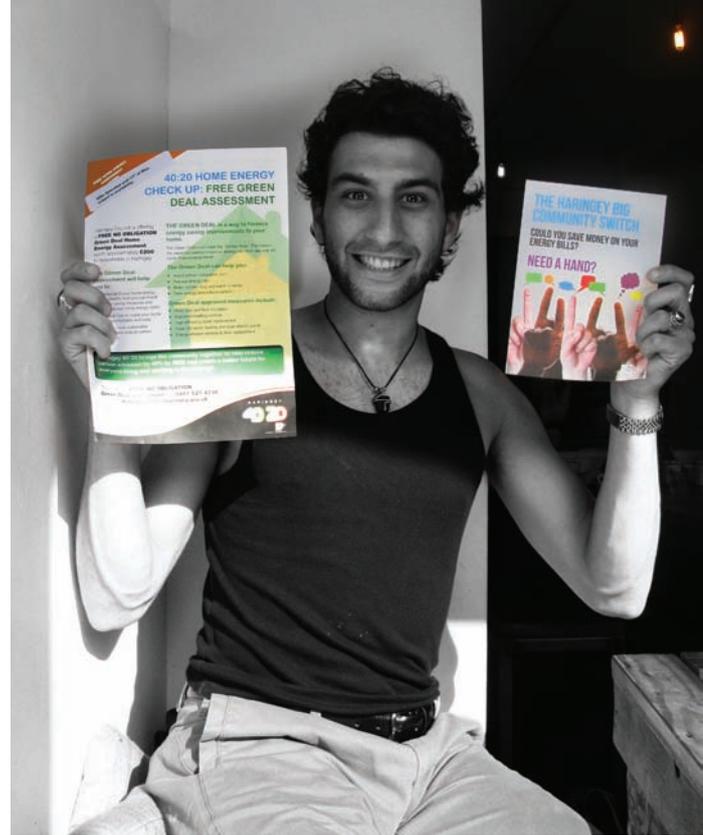
“go against tides” when they see needs arising from gaps between the government and private enterprises. It is their ambition that drives them to create social change (Light 2008).

“You have to have good people skills and a wider view on the subject. I am trying to pass this on in my trainings.” (Abigail Stevenson, Entrepreneur)

The Community Energy Lab definitely aspires towards these qualities, and Abigail aims to grow her enterprise further in that direction and towards success. Her company has recently done outreach in the community, assessing resident’s houses in terms of their energy efficiency whilst promoting the new governmental initiative called “Green Deal”. In terms of the procedure of the assessments, she says that you have to follow a holistic approach, and that you have to understand the resident in a broader context, because every homeowner or person renting a home, has different needs. “What can they afford, what bothers them the most?” are questions that need to be considered. It appears to me that her responsibilities include



“Green Deal” logo. For official installers of energy efficiency measures under the governmental scheme.



Andreas research question: “Effectiveness of energy efficiency schemes by promotional literature in London Borough of Haringey”.

maintaining a **healthy balance between the social and the environmental aspects** in her work. This approach takes time, as she admits, but it is also fulfilling. Currently she is setting up training facilities to teach retrofitting techniques to future employees, and is also planning to redesign the Selby Centre in a sustainable way. The saying that you should rather make an investment in people than in business plans because it is the people who are delivering the success, is certainly true.

With a broader insight into the community and the challenges and possibilities around it, suddenly the project appeared. Abigail, from the Community Energy Lab, created the possibility to collaborate with Andreas Athanasi. Andreas was undertaking research for his MSC in Advanced Environmental and Energy Studies at the Centre for Alternative Technology. There was a shared interest in the question of **how energy efficiency could receive more awareness amongst Haringey residents (and at the same time improve living standards)**. As the Council of Haringey recently distributed promotion literature among the residents about the “Green Deal” initiative, the decision was made to take investigations further in that direction.

What is the Green Deal?

The UK government is under pressure to drastically reduce CO₂ emissions by 80% by 2050 (Climate Change Act 2008). At the same time, the global economy is slow, and the country is experiencing an economic and financial crisis, coupled with high unemployment. To drastically cut CO₂ emissions, the government sees scope in the ability to retrofit existing housing stock, and making them more energy efficient. Simultaneously this approach would lead to the creating of new jobs within the building sector and beyond (Dawson et al. 2012).

In the past, there have been several governmental schemes in place that aimed to improve the quality of life for communities and residents (Warm Front as the latest, it ended with the launch of the Green Deal). It was always about economic development within a sustainable framework as e.g. in 2003 the “Building for the future plan” which was launched by John Prescott, the Deputy Prime Minister at that time; a £38 billion regeneration programme addressing housing issues (Scott 2012). The recent idea that comes from the government was launched under the name “Green Deal” by the Department of Energy and Climate Change (DECC) in October 2012. The current Deputy Prime Minister Nick Clegg said about the Green Deal in the beginning of 2013:

“The Green Deal will help thousands of homes stay warm for less. Those people will benefit from energy saving improvements – and their energy bills will fall. The UK green sector is a success story – it is the sixth largest in the world and has a crucial part to play in building a strong economy. The Green Deal will support thousands of jobs – not just over the next few years, but in the long-term.”

(Nick Clegg, press release gov.uk, January 2013)

England has millions of Victorian and Edwardian terraced houses, post-war semi-detached houses, and flats that were built during the 1960s. Depending on the area, building regulations only set minimum standards for insulation. As a result,

certain inefficient characteristics (e.g. solid walls, un-filled cavity walls, single glazing, un-insulated roofs etc.) are still common construction features in most parts of the country. All these properties are targeted now by the “Green Deal” to make them more energy efficient (Dawson et al. 2012).

The Green Deal has no up-front costs to install energy efficiency measures to the household. It links the repayments to energy savings and spreads them over many years (around 20-25 years). The innovative approach is that the scheme is not bound to the person owning or renting the property, but to the property itself. The originators wanted to avoid up-front costs, and have immediate savings on bills for the occupants.

To understand more about the Green Deal, I met Jamie Young, who is co-founder of a company called “Homely”. His company offers energy efficiency consulting services to homeowners. He is helping them to find the best way for them to install and finance those measures. Homely is also advising on the Green Deal on behalf of organisations and Green Deal providers. However, Jamie is quite sceptical about the Green Deal:

“The Green Deal is a difficult thing to sell. One of the biggest problem is the interest rate of roughly 6-7%. If I was retrofitting my home from top to bottom, I would think quite carefully when deciding whether the Green Deal is the right for me or not.”

(Jamie Young, Consultant “Homely”)



wearehomely.com

A typical Victorian style home in Haringey Council. Understanding potential measures that can help reducing energy consumption / CO2 emissions. In addition there is behaviour change by the residents towards energy usage, and energy saving appliances inside the house than can be addressed and exchanged.

There is a high number of people in Haringey living in overcrowded households or in temporary accommodation (Haringey Council 2009). The higher demand for energy (due to hard winters and fluctuating energy prices), and rising unemployment, has led to fuel poverty in many British homes. Previous energy efficiency and social programmes have failed to deal with the dramatic increase in the number of fuel poor households in recent years (Boardman et al. 2005).

To better understand the settings around the Green Deal and fuel poverty, and in particular in the borough of Haringey, I met Harinder Mann. Harinder is a social entrepreneur with a doctorate in social exclusion and lives and works in the bordering neighbourhood. His role is similar to Jamie Young's, advising people on their best choices for home improvements. He says that if we look at the **hierarchy of needs**, and at decent living standards and affordability, the Green Deal is quite high up in the hierarchy. However, the scheme is currently being marketed purely by measures, but what do those measures bring to the quality of life he asks.

"We have 1 in 5 people living in fuel poverty and we notice a dramatic increase on issues like dampness in their homes because people can not afford to heat their houses sufficient enough. Then suddenly you have a severe health problem."

(Harinder Mann, Entrepreneur)

"The Green Deal's Golden Rule states that the energy savings a property makes in a 25 year period (it is possible to choose a shorter period of time, but return on investment must be paid for within the time period) must be equal to or more than the cost of implementing the changes in the first place. In essence no one wants to install a measure that won't pay for itself."

(Source: The Green Deal Initiative website 2013)

Is the Green Deal fair?



His further experience is that the Green Deal scheme appears to be free (it is being advertised with free assessments), and people worry about the loan side of it later on.

Can you expect households that are already in fuel poverty to pay more for their energy usage than they did prior to improvements, even though they will have a warmer home? This appears to be difficult, however the intention should be clear; that no more families should be driven into fuel poverty. I am starting to have doubts that the scheme, with its current conditions attached, is the right approach to help Haringey residents retrofit their homes, making them warmer and more energy efficient. However, for the reason of affordability and people in fuel poverty, the government launched another scheme in 2012, called ECO. It is being billed as providing support to low income households and those living in hard-to-treat homes (homes where energy saving measures cannot be easily implemented) which could be a good alternative.

“Of course everybody always wants things to be beautiful, the car, the house, the area you live in, but in fact, it just isn’t that easy.”

Businessowner, Tottenham

Being asked about the Green Deal, Abigail Stevenson from the Community Energy Lab, also points towards the financial side and the high interest rate of the scheme. However, even for her own business, Abigail sees the Green Deal as difficult because a certification needs to be acquired; an investment she purely cannot afford at the moment. The Energy Community Lab has implemented energy efficiency measures without official certificates or schemes being attached because she just wants to get “the job done”. Her ambition and energy goes into making collaborations work and keeping up the vision of retrofitting at least 30 homes in Haringey Council this year, she says.

To understand the residents’ perceptions of the Green Deal scheme, and their general awareness towards energy efficiency and environmental issues, a street survey (See Appendix A) helped to reveal insights.

I was interested to find out how residents perceived their neighbourhood, and what they considered to be environmentally friendly. It turned out that people were concerned about the usual factors such as crime, pollution, and dirt in the streets. The most known and common feature for energy savings were low energy light bulbs. Another outcome was that nature seemed to be partly conceived as something “external” (*“We like nature, but the trees have grown too high and are interfering the TV reception”*), and parks were seen as idle places.

However, I was interested in hearing more about this and so I met Peter, who recently bought a house in Tottenham. He was a good person to help me understand what it means to retrofit a house, and I wanted to discover more about whether he was environmentally aware and interested in energy savings. To understand his experiences, we firstly **uncovered hurdles, hopes and fears** that he had had since buying the house. We did something similar to a **rewind journey**, and identified that the underlying emotion when dealing with



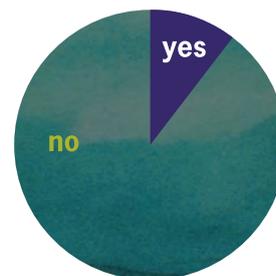
“The council, in my perspective, are doing enough. It’s the willingness of the public to change, that is holding us back.”
Tottenham resident

WOULD YOU SAY THE PLACE YOU LIVE IN (HOUSE OR FLAT), IS ENVIRONMENTALLY FRIENDLY?



If residents had money saved, they would spend it on betterment of their property.

HAVE YOU HEARD ABOUT THE GREEN DEAL?



Important touchpoints in the community (e.g. library, community notice board) did not contain promotion literature for the “Green Deal”.

“THIS area makes YOU TOUGH,
In a GOOD way.”

Niki, Tottenham resident



many things concerning the house move was mistrust and suspicion. But also trust in general, about the area (he was concerned about the drug use and crime rate) but also trust in the builders who helped to retrofit the property. He felt repelled by builders, and pressurised into making decisions. Fear he says, is also a common emotion. Moreover, in regard to the Green Deal scheme, he explained that it is fear of a rent raise, or if you are illegal, fear of being discovered what keeps people from suggesting changes to their homes, and rather accept bad living conditions.

His recommendation for the Council was to engage personally with new homeowners and residents of the borough. The Council Green Deal literature did not appeal to him, as it contains too much information, but was missing very important information, such as contact numbers. It almost seemed as though they did not want to be contacted. However, overall he would have liked to see the council and the literature to be more engaged with the residents.

“Within the communication process, language is an aspect of engagement, and you need to develop a language that is assessible to all. Shared awareness and understanding through language.”

(Neal and Walters 2006)

I wanted to understand if my next interview partners had similar observations and perceptions.

I met Eleanour and Niki, who have both lived in the borough for more than 25 years. They both have seen challenges in the area, but when asked if it had changed a lot, they shook their heads. Their perception of the council was that of resentment. Moreover, both of them seemed occupied with their worries and problems around



“The council should have informed me about initiatives like the Green Deal. That would have helped in thinking about energy efficiency while retrofitting my home.”

(Peter, homeowner)



“I need someone explaining to me, a person I can trust.”

Eleanour, social housing resident

Clear and easy language used among residents in Haringey.



physical wellbeing and money, and rarely even left their homes. The living conditions and energy saving measures (in my opinions) could definitely be improved, but how do you reach these people? And what about their other needs? When asked to look at the council literature they said they don't trust it, and that it was just too complicated, and all they wanted was someone from the council to come and fix her front window. When asked if they look at flyers that come through the door, they admitted that they usually look at them even though they consider it as a catch, but maybe sometimes that is one window to the outside world.

The primary research findings confirmed the secondary research findings, and the interviews showed that there were different perceptions and possibilities amongst the residents. I also realised how it is all intertwined; how the wellbeing of individuals impacts on the wider community, and that attitudes towards sustainability differ a lot. I started to understand that the literature was much more than graphics, typography and colours, and that the content was so very difficult to "sell", especially because the Green Deal was more than energy efficiency on a political sustainability agenda, and that it was indeed very high on the hierarchy of basic needs, as Harinder mentioned earlier. I was still not quite sure about the actual needs of the community.

However, my research came to a tipping point, and the next step would be to meet up with the people from Haringey Council as Andreas and I managed to arrange to run a workshop around the literature with them. The information I drew from the interviews developed into **personas**, which helped define the **target group** (See Appendix B/C), and set the foundation for the proximate co-design workshop.

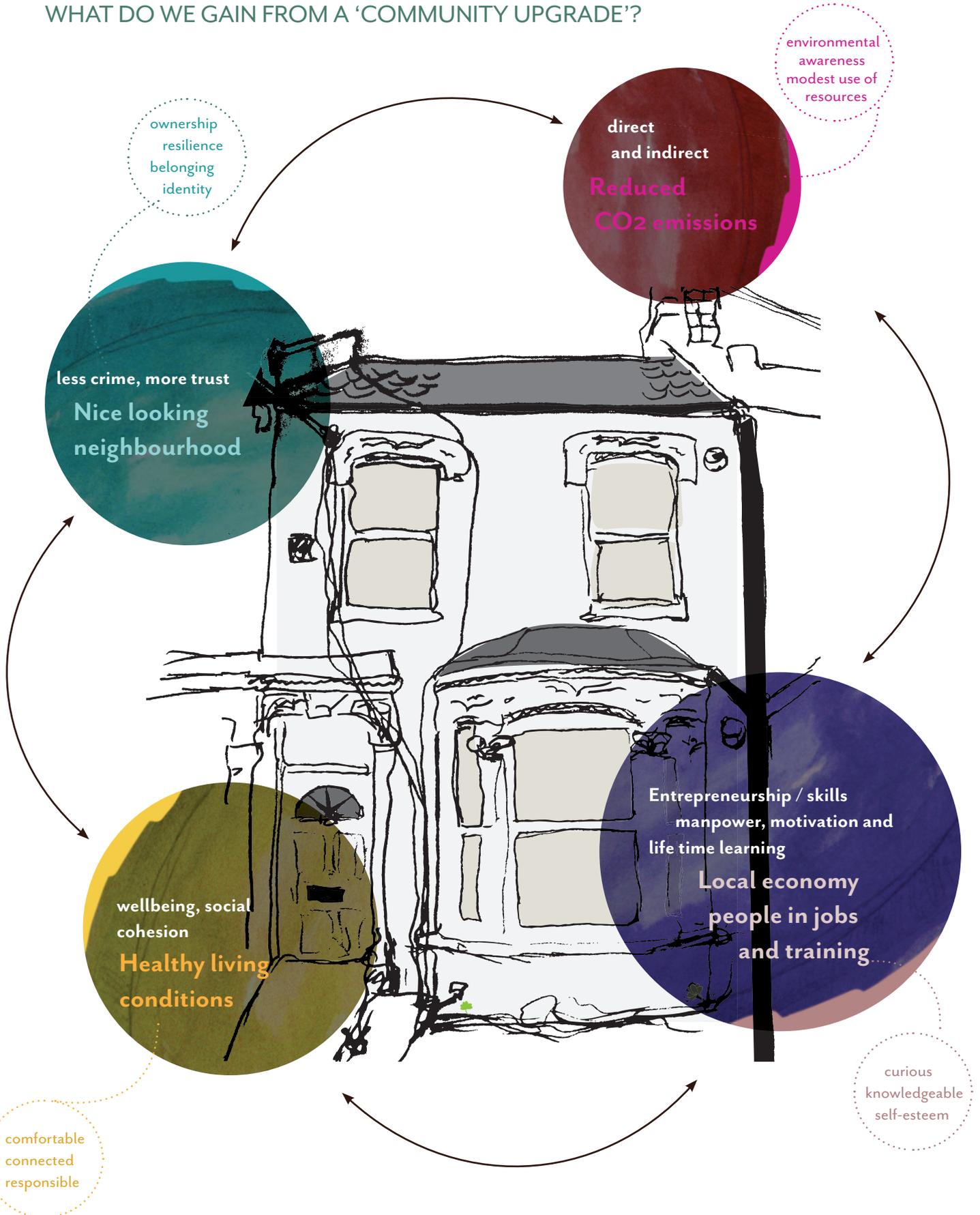
LEARNINGS

Street interviews are relatively easy to get, especially in an area like Tottenham. People are friendly and approachable. Energy efficiency however is a term that is too abstract, and adjustments in language were necessary. Face-to-face encounters at the resident's homes were enlightening, but I also felt a bit intrusive, taking too much of their personal time. However, it helped me to get a better idea about the circumstances, and actual living conditions.

- **A street survey** helped to understand the bigger picture, and also revealed common misunderstandings through jargon language
- **Social conditioning** is strong, and certain structures are deeply embedded in the community (e.g. resentment towards authority), and the history of conflict in this area needs to be taken into consideration
- People felt comfortable being interviewed in their own home, which helped reveal insights about their **hopes and fears**, but was I asking the right questions? What were the answers that I was hearing, and was that information valuable? I learned that it was important to have compassion for people, and some amount of equanimity towards certain situations, I also learned listening to the nuances and about the value of acceptance
- **Trust and suspicion** have been key words

SUMMARY OF RESEARCH DATA

WHAT DO WE GAIN FROM A 'COMMUNITY UPGRADE'?



Creating a sustainable community. What does the community gain from installing energy efficiency measures (and more)? A collection of insights gained from primary and secondary research. Maybe an idealised perception.

EXPLORE

Co-design workshop with residents and Haringey Council

Prior to the workshop a **stakeholder map** helped to understand the different ramifications and the hierarchy of the stakeholders (See Appendix D).

The title of the workshop was: *“How can energy efficiency be better promoted through literature in Haringey Council”*. The workshop had the overall aim of improving the current literature (in particular the A4 leaflet advertising the Green Deal) that was produced by the Council. We were pleased to have people from nearly each stakeholder group present; these people play an important part in the implementation of energy efficiency measures in the borough of Haringey. The attendees from the Haringey Council were: Housing Retrofit Officer, a person from a campaign called “Big Community Switch” (a concept originally from The Netherlands, helping people find the best energy provider for their specific energy needs), a person from the initiative Haringey 40:20 (a platform that aims to reduce carbon emissions in Haringey Council, and also a connecting point in the community, *“Creating a better future for everybody living and working in the borough”*), and the environmental resource officer from “Green Deal Pioneering places”.

Further attending were two Haringey residents, a student, and a self-employed person, and Abigail Stevenson from the Community Energy Lab. It was the first time that employees of the council had participated in a co-design workshop with members of the public regarding this subject. A round of introductions was helpful to understand the expectations that people had, as everybody attending came with different intentions of what they wanted to gain or give.

People were interested to find out for example *“How the council 40:20 initiative can keep their targets in reducing carbon emissions”* to pretty basic wants or needs: *“I am interested in saving energy.”*

It was apparent that the mix of people from authority to residents, would be a fruitful and enriching contribution. The workshop was set to last for 2.5 hours and was split into two parts. There was



Workshop title

“HOW CAN ENERGY EFFICIENCY BE BETTER PROMOTED THROUGH LITERATURE”



Haringey Civic Center where the co-design workshop between Haringey residents, the council and Green Deal installers took place.

a debate about the current status of the literature, explanation and discussion around the Green Deal scheme, the 40:20 initiative and Big Community Switch. The second part formed the hands-on design part.

The initial discussion around the current campaigns run in the community showed consensus in the group; that promotion in general appeared to be difficult. People are rather reluctant to interact with the council. Joe from the Big Community Switch campaign, said: “The Big Community Switch campaign is quite well set up and accepted by the residents. This is also because the concept is not new and has been running in other countries. But you have to actively engage with the community, and join other activities, listen to the people, and be willing to really help them, otherwise you lose trust.”

The Green Deal campaign did manage to have their advertised contingent of free assessments taken by the public (mainly through public events), but an uptake of the scheme and installation of energy efficiency measures did not really happen (one reason therefore for this was that the finance plan has not been in place at the time of the assessments.) It was interesting to learn that there was big interest in the group to discuss the conditions of the Green Deal scheme further and in detail, however, as the main workshop outcome was to analyse existing literature and its improvements, the debate had to be stopped.

Research findings gathered through interviews, personas and street surveys helped the group to better understand potential barriers as language, the notions of feeling pressured, and the overload of information in the literature.

Ike, who was responsible for the Green Deal campaign, revealed insights that showed the difficulties he was facing when developing the literature. He said that there were strict time limitations, not enough knowledge about the target audience, not enough understanding around the scope of

CAN YOU TRUST YOUR LOCAL COUNCIL?

FREE HOME ENERGY ASSESSMENT
HURRY
FIRST COME FIRST SERVED!
OFFER EXTENDED UNTIL
17TH OF MAY,
SUBJECT TO AVAILABILITY

40:20 HOME ENERGY CHECK UP: FREE GREEN DEAL ASSESSMENT

Haringey Council is offering a **FREE NO OBLIGATION Green Deal Home Energy Assessment** worth approximately **£200** to households in Haringey.

The Green Deal assessment will help you to:

- Understand your home energy use, identify how you can install energy saving measures and help manage rising energy costs.
- Find out how to make your home more comfortable and cosy.
- Adopt a more sustainable life style and reduce carbon emissions.

The Green Deal can help you:

- Avoid upfront installation cost
- Reduce energy bills
- Make homes cosy and warm in winter
- Save energy and reduce carbon

Green Deal approved measures include:

- Roof, wall and floor insulation
- Improved heating controls
- High efficiency boiler replacement
- Solar hot water heating and solar electric panel
- Energy efficient window & door replacement

Haringey 40:20 brings the community together to help reduce carbon emission by 40% by 2020 and create a better future for everyone living and working in the borough.

To book your **FREE NO OBLIGATION Green Deal assessment** call **0207 527 4736**
Or email: **Haringey4020@haringey.gov.uk**
Offer Extended until 17th of May,
subject to availability

HARINGEY
40:20

Literature to promote the “Green Deal” scheme published by Haringey Council / 40:20 initiative.

FREE HOME ENERGY ASSESSMENT
HURRY
FIRST COME FIRST SERVED!
OFFER EXTENDED UNTIL
17TH OF MAY,
SUBJECT TO AVAILABILITY

Haringey Council is offering a **FREE NO OBLIGATION Green Deal Home Energy Assessment** worth approximately **£200** to households in Haringey

Finding the right language is difficult ...
the right approach even more.

“If you offer free assessments, you would like people to continue and make implementations, without driving them more into dependency or fuel poverty.”



CO-DESIGNING WITH USER JOURNEY MAPPING

The method of User Journey Mapping was helping us define barriers and touchpoints. Prototyping would have been something I had hoped for. Sketching ideas and “becoming more wild”, but it takes time to build an atmosphere where people feel comfortable in sharing their thoughts in a more expressive way.

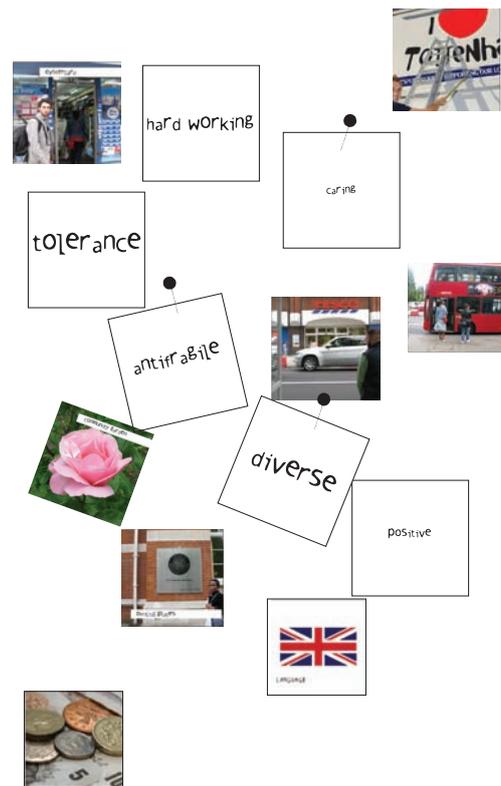


the project, existing perceptions of the scheme, and insecurities about the best communication channel. Moreover, there was a lack of manpower, which had a significant influence on the information on the literature. “We can not put a telephone number on the flyer if we do not have enough staff to answer the phone.” That clearly explained the need for all the information on the literature, and it did prove that the council did not know their residents well enough, as Harinder Mann had also revealed earlier in an interview.

The workshop moved on to the co-design phase. The objective of the design phase was to cluster information that was gathered in the first phase, and condense it into a possible solution. I did split the group into two mixed teams and asked them to use **User Journey Mapping** as a tool to understand the complexity of the situation better. Where did the literature start its journey, where did it end (“Often in the litter”), what happened in between, at what point did it lose the resident etc. A stack of cards displaying images of the area with potential touch points and barriers, were there to help navigate the journey. It was complex as people were still wondering about the scheme itself, and how it would work best for the residents. People felt intimidated to actually start the journey. Eventually someone added a point and a conversation developed, and people became very inventive in clustering and analysing.

Whilst the two teams were working, I made them think of concurrent activities or corporations that could become cooperative partners, and think of examples that might inspire them (“Tate modern / BP”). However, I quickly sensed resentment amongst members of the regarding against collaboration with the corporate world. Eventually, the teams presented each other with their journey findings, and made comments to each other.

I closed the workshop with a quick round of “My idea” and handed a piece of paper for people to



TOUCHPOINTS + BARRIERS

The use of cards helped to understand extrinsic and intrinsic circumstances within the borough, and to define touchpoints.

(Entire comments see Appendix D)

my idea

Some of the final ideas of the workshop attendees:

“Workshops with people: It empowers them, it can bring across a complex idea, it brings people together, it allows them to become people who spread the idea, it allows different ways of communicating in a diverse community and builds trust.”

Joanne Barrett

“Get big players like food chains, TESCO or M&S involved with the council.” Jesus

“Simplicity in graphic design, share less external factors to ease pressure”

Andreas

“Important to understand the residents perspective - how they will “read” a scheme. Changing deadlines will only confuse residents within complex schemes.”

Minka

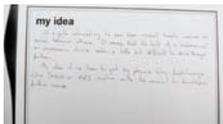
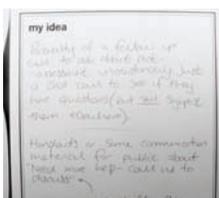
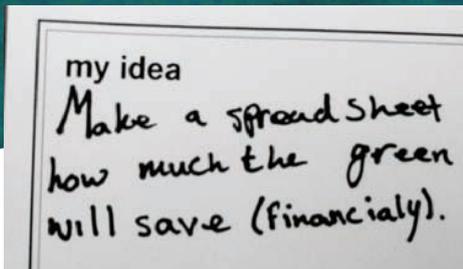
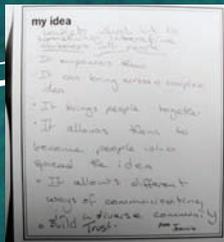
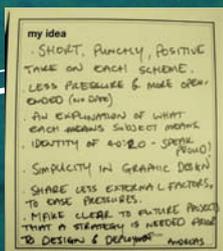
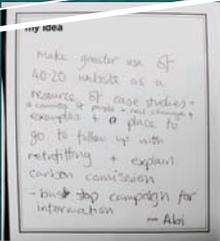
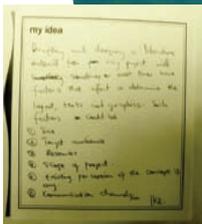
“Make a spreadsheet on how much the Green Deal will save (financially).”

Pani

“Make greater use of case studies, real change examples.”

Abigail

from



“It is about understanding local level knowledge and demographics. The local council needs to become stronger at the social capital front.” (Harinder Mann, Entrepreneur)

draw, sketch, or write anything that they took from the group and the time they had together, and where they saw potential and solutions. Outcomes ranged from plain needs such as “*explain the savings made clearly (a spread sheet)*” to “*learn about project management and audience.*”

Some of the ideas were of a very practical nature and could be more easily applied (e.g. work on time and project management), other ideas needed more time investment (organising workshops). I realised that the workshop opened a deeper level of engagement and understanding for each person, and is something I wish to happen more often in the future.

To conclude the next steps, there is currently no follow up campaign (or literature hand-out) planned from the council, as the budget is exhausted. However, they want to engage with residents who had had a survey done, and keep contact with entrepreneurs, and build closer partnerships with them. Overall, there was consensus that the 40:20 initiatives should become stronger in appearance, and engage more with Haringey residents as they are a window for cooperation amongst the community.

The **main outcomes** of the workshop in term of the literature were:

- Prevent information overflow, be precise and easy to understand
- Prevent pressurising people; do not use deadlines
- Be careful with incentivising (worth £200) that can create further mistrust, especially if they do not follow up and have final results
- Keep building trust by organising workshops and events and try different communication methods



LEARNINGS

Organising and facilitating my first co-design workshop was challenging. Even though there was two of us carrying out the workshop, I was nervous meeting the people from Haringey Council, who I had not met before. Even though I am a Haringey resident myself, I wanted to ensure not to disenfranchise local people, and experts of the group, and therefore behaved rather passive in terms of suggestions and responses. That felt at times a bit awkward, and I am not sure, if this was the right approach in a co-design session. However, I did not feel that anybody has been ignored or left behind. There was a real sense of commitment and learning. The use of jargon was limited, and nobody had to defend themselves, nor were they shy in promoting their idea. I was very pleased to see everybody taking a podium at the end and saying a few words about their idea.

The following are a few key points, and also positive feedback:

- Creativity does not work in a linear fashion and it takes time to achieve, especially if you are at a place where verbal and written communication is omnipresent. It would have been interesting if people had gotten a bit **more creative in sketching, drawing and prototyping**; I just did not know how to ask them to do this.
- Whilst doing the **User Journey Mapping**, some attendees did not know what to do as they were not familiar with the subject, therefore it might have been wise to have a break and explain the task once more.
- Learning that each person had the same value when joining together in a group., appreciation of every individual, and acknowledging, and fostering their specific skills was important.
- Encouraging: The feedback I received from Pani (resident) afterwards: “*The people from the council are actually not so bad, at least they try.*”

appreciate

Testing and re-testing, failing and learning

Secondary and primary research revealed a lack of trust in diverse communities, whether it be trust amongst the community or towards authority. The other difficulty identified is the knowing the correct communication style to use between council and community. The co-design workshop delivered several ideas for creating more trust in the area, and ideas for improvement of the literature language. Ideas ranged from strengthening local authorities to running workshops and events in the community.

For the now following design phase, I recapped the challenge into a question:

“How can the council of Haringey help residents installing energy saving measures, and improve their living conditions?”

(See Appendix F)

I decided not to advertise the Green Deal, as I was not sure if the scheme was right for Haringey residents. The current conditions attached, are in my opinion, not reasonable (this might change in the future). However, I wanted to create awareness, that the Council was there to help residents “fix their homes”, make them “cheaper to live in” and maybe “tackle climate change” (I wasn’t so sure if that had to be the focus either).

A first **“quick and dirty”** design proposal covered a different style of language, and was much shorter than its previous format. The language was humorous (“*Is your electricity metre mad?*”), pointing towards high energy consumption/ high energy bills or damp, wet homes (“*More rain inside than outside*”). A quick test revealed, that it was probably not the right strategy; it could however have been explored and tested further.

For the second approach, I gathered feedback from two of the workshop attendees, and together, we decided that the language needed to be more direct (“less right brain”). The wordings became rather simplistic: *“Is your house too cold, are your bills too high?”*



ENGAGING, SHORT, CLEAR LANGUAGE

Testing in the neighbourhood.



Feedback is a great thing to have, and mistakes are often the best teachers, see below.



Was the reworked design *fair or phony*?

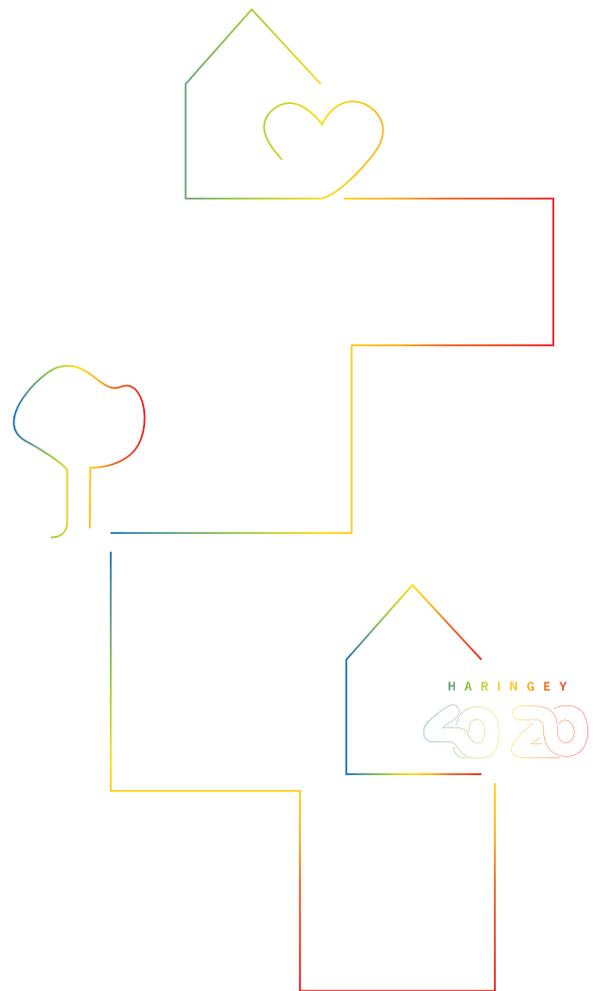
Whilst developing further ideas, it appeared to me that the challenge was very difficult, and that a quick solution in simply designing a new literature material was not what might actually be meaningful and needed.

What could the design outcome be that would solve at least some of the problems? How could a lack of trust be tackled? How could a different use of language be implemented? How could issues like fuel poverty be considered? Was I capable of delivering enough insights to give recommendations?

I did decide to give some recommendations that could help better promote energy efficiency and improve living conditions in Haringey Council. I developed a piece of literature that incorporated those recommendations, in the form of guidelines. I produced an A4 format chart that serves as an information leaflet for the council which aims to better promote energy efficiency and improve living standards for residents.

However, if the engagement from the council towards the Green Deal continues (in any kind of format), it will need a lot of further prototyping, and I recommend engaging the public into the design process to ensure results that fit their needs. I believe that the implementation of energy efficiency measures can happen in small phases and within resident's household budgets. Therefore a rethink is necessary, and collaboration with installers as Abgail and consultants as Harinder or Jamie are key. Apart from that, a new approach in communication language is something to look into in future studies. I do understand that the council needs to have a rather neutral communication approach, but I do see that Haringey 40:20 initiative can help build bridges to the public and engage in an authentic and clear language to be more effectively. Again, the recommendations are just first initial steps that need to be reviewed, criticized, or added on.

One potential solution is to design a different delivery method for the installation of energy efficiency measures. Make use of **collaboration** with local enterprises, and design a specific "Haringey 40:20" energy efficiency & house improvement scheme, independently from the "Green Deal".



Ideas to better promote
energy efficiency
(through literature)
in Haringey ...

build trust

organise workshops /
events ...

Learn more about the needs of residents

clear communication

Be authentic in what you are saying
Build stronger Haringey 40:20 identity

Organise information and test it

build networks

with charities, collaborate with local
enterprises, create alternatives for
Green Deal / ECO

Celebrate community diversity! Use networks

Is your house too cold
in the winter?
Is your electricity bill
too high?

We can help you* making your home
warm and energy efficient.

That will save you money, we all save
energy, and help our climate.

Questions?

Call us for a free survey

0207 527 4736

H A R I N G E Y



Let's start together today.

* We offer a free survey where a local installer examines your home, and helps to figure out the best way for making your home energy efficient. From small changes, like energy saving lightbulbs, to more complicated ones like new loft insulation or boiler system. We give you advice on your approximate financial savings, and on ways of payments that fit your budget.



www.haringey4020.org.uk

Haringey 4020. Reducing 40% carbon emission by 2020

“Is sustainability an ideology used to justify policy and social order?” (Treanor 1996)

Communication, information vs. advertising?

How can a governmental scheme (which promotes sustainability) be advertised to society, without being persuasive, untruthful or even becoming propaganda? This was the challenge that I was facing, and it was frustrating to realise that there was no apparent solution to the problem. This trust, identified as a major drawback, could not be restored within an instant; energy efficiency measures not be installed as easily, and residents houses need not be fixed within a month. I don't know if these recommendations can help the council to improve Haringey's homes, and I do not know if this is then true **social responsive design** or yet another piece of “advertising that persuades people to buy things with money they don't have” (Papanek 1972), under the guise of sustainability?

But maybe that all does not matter at the end. I do however believe in the power and passion of entrepreneurs to push things forward, and hopefully in the future there will be a follow up meeting with the council, residents and entrepreneurs, to keep things moving towards a (even more) sustainable community.

Accidentally I realised that the project ended on the same note it had started: Identity. Whether it is a strong identity, a weak identity, loud, quite, gentle; it matters that people identify with it and are passionate about the product behind it. Than it will fulfil real needs. And if it doesn't, human-beings can never be satisfied with limited fulfilment, and will then keep seeking better.

LEARNINGS AND NEXT STEPS

The first redesign of the prototype was mainly self-led, based on research results and insights from the workshop. A follow up feedback session with two stakeholders was valuable, and led to more changes in the design and wording. At some stage of the deliver phase, my motivation dropped to a point that I could not see any meaning in developing or redesigning literature for the Green Deal or Haringey Council.

Knowledge obtained and future steps:

- Look back to the initial literature, compare and draw conclusions: have we achieved what we wanted?
- Have the **confidence** to try different approaches and test them, for example in workshops
- Have sufficient **knowledge** about the scheme and political strings attached to making decisions
- **Keep asking** the right questions and keep involving all stakeholders into decision making processes
- **Follow-up** and get into contact with interested stakeholders (Harinder Mann, Abigail Stevenson, Andreas Athanasi), build connections and networks, and re-organise a session with the council
- What could be improved to, for example, improve connected stakeholders with the council? How would more regular exchange look like in practice?
- Recap with the residents and visualise how the second approach should look and feel like now

Interviewed in London June 2013.

Harinder Mann, Social Entrepreneur about the Green Deal initiative

**“NOBODY IS WILLING TO make a
SOCIAL INVESTMENT IN PEOPLE.”**



to be continued ...

magnified

INSIGHTS AROUND SUSTAINABILITY IN THE INDUSTRY

Apart from the community project, I was interested in hearing sustainability insights and opinions from experts in the industry. Before conducting the interviews, I had been made aware of the term “**social desirability bias**” (The tendency of respondents to answer questions in a manner that will be viewed favourably by others)(Crowne and Marlowe 1960 through Wikipedia), and therefore decided to use open-ended questions, and create a rather relaxed atmosphere. Below is a summary of findings that I thought are of interest (for the entire interviews, see Appendix H).

INTERVIEW WITH KIEREN MAYERS

By chance, I was recommended to interview Kieren Mayers, Head of Environment and Technical Compliance at Sony Europe. Kieren has been in the environment field for many years, and holds a Doctorate in Environmental Technology. He works for the PlayStation and is interested in how the industry can drive industrial ecology. Currently he is involved in the reduction of energy use / efficiency of the product, and WEEE* directive recovery systems, where he is building partnerships and networks. I asked him why the changes in the sustainability field appear to be relatively slow, and what, in his opinion, could be improved. To meet sustainability targets he notes that society needs to move beyond what is currently happening. Current limits are financial, logistical, technical, governance factors etc. and require new approaches on the macro level; a systematically, continuous improvement, and maintaining motivation beyond “the original fanfare of a company getting on board” are therefore needed he reveals.

“In terms of integrity, the idea of becoming green and sustainable is nothing compared to delivering it. And once they realize that it is becoming really difficult, they end up focussing on the easy things that are not really successful.”

Nearly every company nowadays has a department with experts working towards becoming a “greener” business, he says. There is a lot of green marketing, which skirts around the edges, but is really doing anything.

“I don’t even like the way that sustainability is being used nowadays compared to how it was in the nineties. It used to be a lot more specific in its meaning, where as now it’s everything. You cannot have a sustainable thing; you can only have a sustainable world. But what is a sustainable world? A world where everybody is happy forever? That is unrealistic. Wouldn’t it be a horrible place if everybody was happy forever?”

Kieren’s current interest is in future business models and supply chain management, in particular conflict minerals, and more communication with the consumer/ customer. However, he admits that economically, the company has not been doing very well in recent years, and therefore it is a difficult time concerning many aspects. There is also a lot of pressure on the industry as legislation is getting tougher and increasingly difficult to comply with.

In terms of sustainability action, Kieren’s perception is that there is too much reflection and debate, and too little action with identifiable results. He states that reflection is meaningless, if you do not follow it up systematically. There are many things that could be done, but the engagements go well-beyond individual company commitments to the scale of more substantial economic and social shifts. If sustainability is meant to stay, he reflects, professionals and academics involved should hold themselves more into account and remove big misunderstandings between industry, regulators, and academics.

*Waste Electrical and Electronic Equipment Directive, tracking of materials back to producer at end of product life



AFTER 21 YEARS¹ SOMEBODY WILL QUESTION, WITH ALL THESE SUSTAINABILITY PEOPLE RUNNING AROUND HOW COME WE ARE STILL IN TROUBLE?

Kieren Mayers, Head of Environment and Technical Compliance Sony Europe about too little action and too much reflection within companies.

¹21 years since the first Rio Summit

Interviewed in London May 2013.

“You go to sustainability events, you read sustainability books. We use a lot of the word “it”. We need to do “it”, and I always struggle to understand what we actually do, rather than going to more events to talk.”

INTERVIEW WITH CARLA LATIJNHOUWERS

Carla works as a consultant with companies who manufacture consumer products. She mainly works inside factories, accompanying factory workers, implementing changes and overseeing continuous improvements within the production process.

“I would stop talking about “green” things, I would just talk about good opportunities for everybody.”

Sustainability for her means principally being alive, but this is closely followed by the commercial aspect, and the profit that a company makes. In her own company, Carla is attentive towards her energy usage and choice of materials and supports the idea of keeping materials in cycles. In her work, she uses a strategy called TPM, which stands for “Total Productive Manufacturing”*. Coming from the 60s in Japan, this concept focuses on productivity, safety, moral and environment. Everything is included in this strategy, and everything depends on each other, she says. If we want good quality, we need all people to be involved in the process, and that requires good morals standards. Sustainability is closely linked to management, and the involvement of all people in the company. The more you engage all stakeholders in important processes, the more ideas, innovation, and ownership you receive. This motivates people, and you get more engagement and the company gets better, she describes.

Carla believes in trying to make systems less com-

plex, and the key to this lies in making small system changes. Things that can be easily influenced. Even if the outcomes are smaller, the changes however do affect the whole system. We have gathered knowledge and solutions she says, and we do not need to do more studies. The innovative approach now is to apply the knowledge, and then learn from the experiences. Therefore, it is important that you know your weaknesses, your deficiencies and problems, and search for solutions and implement them in small steps. “Don’t make big promises, go small steps”, that way you maintain also trust she says.

I asked her if she thinks that our egos are barriers to a faster transformation. Carla sees egos as a hurdle if people are unwilling to cooperate, for their own sake of interest, but she points out that most gurus and big thinkers, who challenge people, have big egos, and therefore they do have a function. That function might not necessarily be in the implementation of changes, but rather in the initial phase of projects.

She concludes that in the end, sustainability is about awareness, and we need people to be more aware; people who are not satisfied with superficial knowledge, and think for themselves.

“I don’t know how we people can become smarter, but maybe that is the flaw, people are afraid to know too much.”

The flaw in our thinking about sustainability might have been found; for now.

*Also “Total Productive Maintenance”



... LOTS OF MONEY, LOTS OF INVESTMENT,
 LOTS OF BUSINESS OPPORTUNITIES, LOTS
 OF CREATIVITY, LOTS OF DYNAMISM ...

Eric Schmidt, CEO Google, about the start of the Circular Economy

...“It feels exactly like the tech industry when it started up. Oh boy, there is a lot of fun ahead, and fun is defined as lots of friends, lots of money, lots of investment, lots of business opportunities, lots of creativity, lots of dynamism ... Get ready for a really powerful ride.”

At the annual lecture organised by the Ellen MacArthur Foundation, London June 2013.

REFLECTION

The conducted study project was from the beginning to the end, towards potential outcomes, without strings attached. During the whole time, I was not accountable to any of the stakeholders (apart from myself), which put me in a position of being an observer, and I was free in taking my own decisions. Maybe it therefore became an inspirational journey with some serendipitous moments.

The final project appeared when it was needed, and somehow each stage followed on from the previous one, in a timely manner.

Going back to the beginning.

How can energy efficiency be better promoted?

Maybe it can help us realise that “energy efficiency,” in this context, is actually about much more than just being efficient. It could be rather used to create abundant possibilities for the community, and those can be better promoted and supported through collaboration and communication. If my contribution has an impact on future work in the community, I do not know. However, I do think that it is helpful to get a fresh look from someone “outside” because moreover it is about creating awareness for things we become blind to, or possibilities we did not know existed.

What is it about sustainability in a diverse community?

If you look at sustainability from an academic viewpoint from economic, environmental and social perspectives, I believe that a community is sustainable if it can balance all these aspects very well, and focus on what is of current priority and take notice of what is needed most. How much are you capable of understanding the needs of the people, the individuals that form a community? Can you actually reach them and do you want to reach them? The local Council, but also on a personal level, how much are you capable of understanding yourself and your own needs. Are you doing enough for yourself to develop and flourish? Alternatively, is there

more that can be done and if so, what could that be? Keep asking questions to yourself, to the residents, communicate and educate if you want to have a healthy, stable, sustainable community and individuals. I am aware that London and Tottenham are, in comparison to other communities, quite affluent, in an economic sense, literacy skills, culture and environment etc. and still, there are parts of it that need support in e.g. making projects happen and encouragement for those that are already working towards betterment or sustainability.

But at the end Tottenham remains a community like so many others. A community where people are being very flexible and modest with existing resources to sustain themselves. So whether we label it as resilient, sustainable or 'antifragile', words and concepts however, don't create a living.

Reflecting on what I learned the most, I would say that I came to realise how entangled it all is. We as individuals are all dependant on one other, and whenever we interact with each other, we contribute towards each other's personal evolution, and if that happens in a nourishing and loving way, it creates strong relationships and communities at the same time.

Now is the time to metabolise it all, and take responsibility for what I've done. As Kieren said, reflection is meaningless if you don't act on the results and I agree.

APPENDIX + BIBLIOGRAPHY

KEY FINDINGS ON ENERGY EFFICIENCY / GREEN DEAL IN HARINGEY / TOTTENHAM

20 PEOPLE AGE: 26- RETIRED, DIVERSE CULTURES

Do you know what the "Green Deal" is, have you heard about it?



Do you care about the environment?



Do you think you have a high energy / electricity consumption?



Would you say the place where you live (house or flat) is environmentally friendly?



If you have money saved, would you spend your money on improving your home?



Would you buy environmentally friendly products?



mostly: Energy saving light bulbs

What are you currently most concerned about in your borough?

- Pollution / Traffic
- Crime
- Rubbish in the streets (Rats)
- Lack of green spaces

APPENDIX B

TARGETGROUP

PERSONAS WITH BARRIERS AND DRIVERS

Persona 1
Niki
 Care Worker, Seven Sisters

Niki bought her house 32 years ago. She has recently fixed the rainwater gutter. Her loft needs new insulation. Most of the windows are double glazing but many more things like the heating system could be done to make the house more energy efficient. She is concerned about crime and pollution in the area and has good connections to her neighbours. She was not aware of the Green Deal.

Fears
 Worried about financial situation, as she recently lost her job.

Pleasures
 She enjoys cooking for her neighbours and being social. Otherwise she stays at home a lot.

- + - wants to save money on bills
- + - wants to clean up the house and make it look nice
- - not enough money
- - has too much stuff & her house needs a clear ing out, she is intimidated about its current state

Persona 2
Peter
 Designer/Artist, Tottenham

He is a first time buyer (originally from Germany) and was emotionally overwhelmed for all the things he had to do prior the move and during it. He is also a bit concerned about the area he moved to (drug use, crime), but has good connections to his neighbours. He was not aware of the Green Deal.

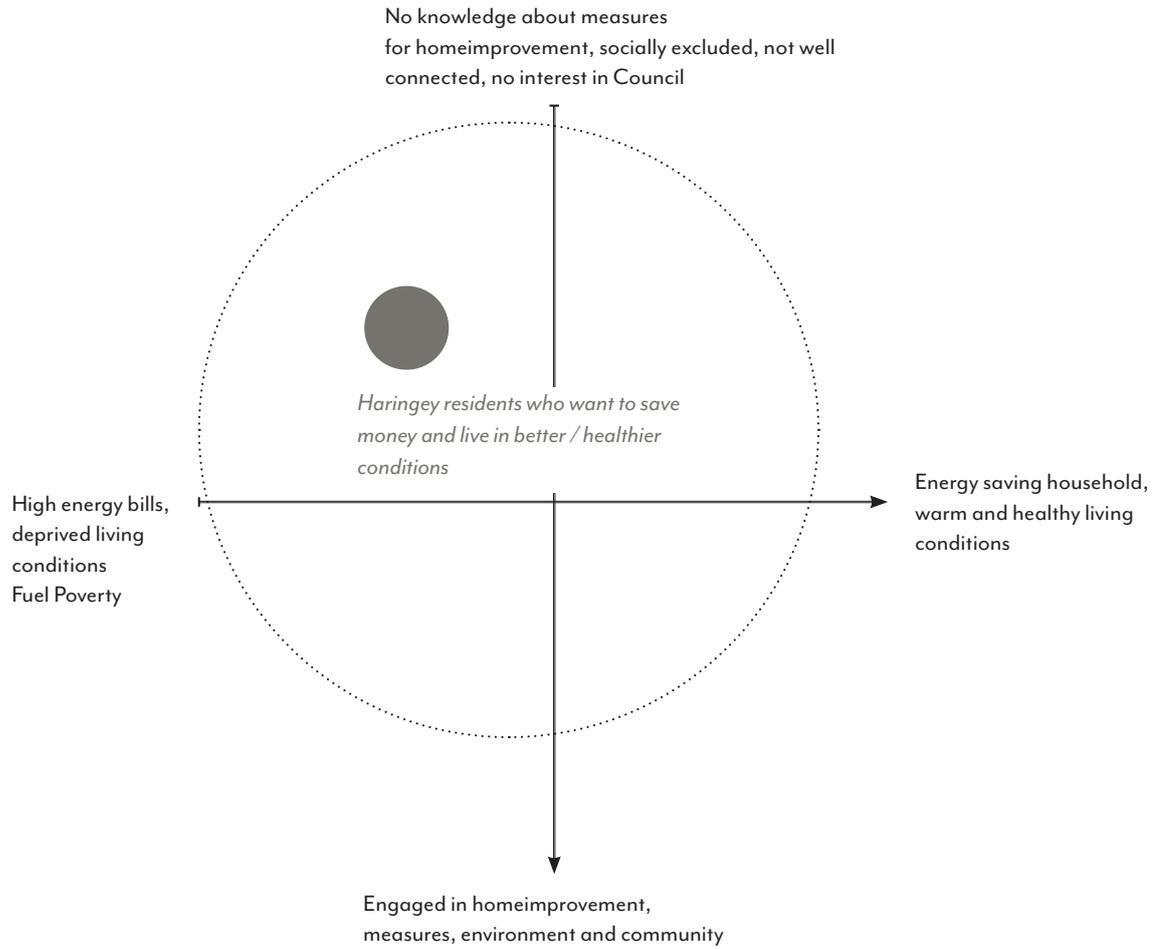
Fears
 Trust and suspicion with the builders; concerned about the neighbourhood.

Pleasures
 He enjoys his garden and decorating the house, trying to be as environmentally friendly as possible.

- + - will continue fixing the house, looking for Green Deal advisor
- + - open for new community and projects
- - fear of not finding a trustworthy builder

TARGETGROUP

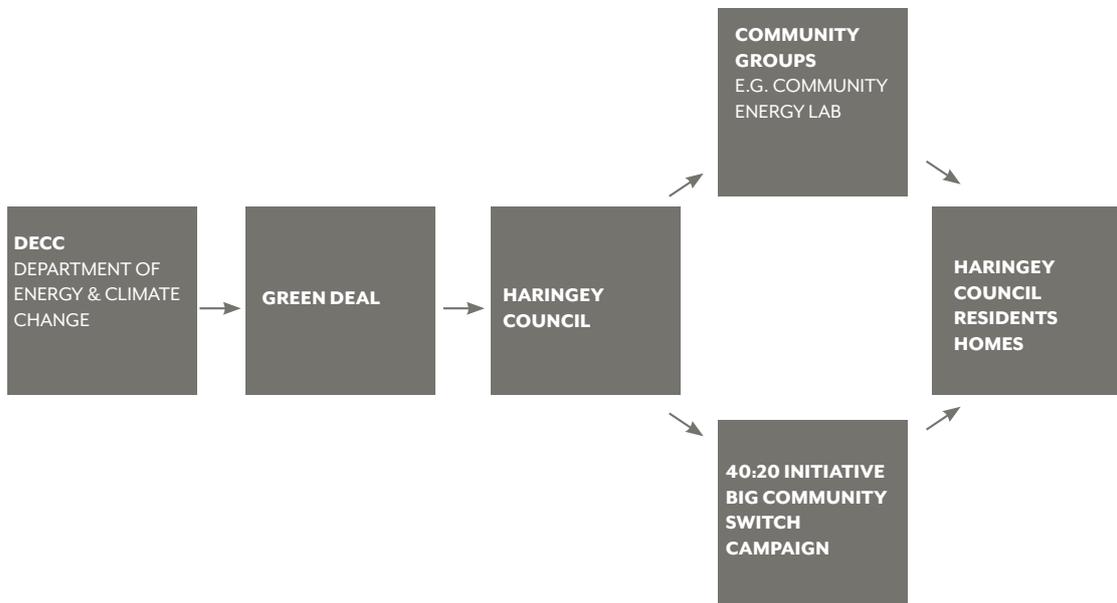
THAT COULD BENEFIT FROM INSTALLING ENERGY SAVING MEASURES



APPENDIX D

PROJECT STAKEHOLDER MAP

WHO ARE THE STAKEHOLDERS FOR INSTALLING ENERGY EFFICIENCY MEASURES PARTICULAR AROUND THE GREEN DEAL?



CO-DESIGN WORKSHOP - TRANSCRIPT FEEDBACK IDEAS:

HOW CAN ENERGY EFFICIENCY (GREEN DEAL)
IN HARINGEY COUNCIL BE BETTER PROMOTED (THROUGH LITERATURE)?

“Important to understand the residents perspective - how they will “read” a scheme and how difficult it is to communicate complex schemes such as “Green Deal” assessments. Important to consider consistency in all messages e.g. 40:20 through different schemes and leaflets and give communities materials over time. Changing deadlines will only confuse residents within complex schemes.”

Minka McInerney - Housing Retrofit Officer

“Possibility of a follow up call to ask about post-assessments understanding. A second call to see if they have questions, but still signpost them elsewhere. Handouts or some communication material for public about “Need more help- call us to discuss”, maybe left after door knocking.”

Nicky Price - 40:20 Campaign Marketing Officer

“All leaflets to follow the same Haringey 40:20 look and feel and to include some information about Haringey 40:20 is. e.e. a tagline and / or a website address.”

Natalie Butler - Environmental Resource Officer

“Workshops with people: It empowers them, it can bring across a complex idea, it brings people together, it allows them to become people who spread the idea, it allows different ways of communicating in a diverse community and builds trust.”

Joanne Barrett - Big Community Switch

“Drafting and designing a literature material for any project will sometimes or most times have factors that affect or determine the layout, texts and graphics. Such factors could be: time, target audience, resources, scope of project, existing perception of the concept, if any, and communication channels.”

Ike - Green Deal Pioneering Places, Environmental Resource Officer

“Make greater use of 40:20 website as a resource of case studies, community of people and real change examples, and a place to go to follow up with retrofitting and explain carbon emission like a bus stop campaign for information.”

Abigail Stevenson - Project Leader The Community Energy Lab

“Short, punchy, positive, take on each scheme, less pressure and more open ended (no date), an explanation of what each subject means, identity of 40:20 - speak proud!, Simplicity in graphic design, share less external factors to ease pressure, make clear to future projects that a strategy is needed prior to design and development.”

Andreas Athanasi - Workshop facilitator

“It is quite interesting to see how the council treats issues on social behaviour schemes. It seems that they lack of a commercial or economic drive, which makes it a little difficult to drive things further. My idea is to get big players like food chains TESCO or M&S involved with the council.”

Jesus Arribas - Haringey resident

“Make a spreadsheet on how much the Green Deal will save (financially).”

Pani Joannou - Haringey resident

DESIGN BRIEF

How can the council of Haringey help residents installing energy saving measures, and improve their living conditions?

Background: CO₂ emissions need to be cut drastically in the next decades. The governmental scheme Green Deal was launched to help residents retrofit their domestic houses, making them more energy efficient, and more affordable to live in. The council of Haringey wants to help their residents retrofit their homes, to achieve better living conditions, and get people out of fuel poverty while reducing CO₂ emissions. Their attempts to contact their residents have not been as successful as originally thought. People are afraid to sign up to the scheme mostly due to financial reasons as high interest rates. Local organisations e.g. The Community Energy Lab offer retrofitting on an affordable scale, while creating employment for local residents and training for young people.

Target audience: All Haringey residents, homeowners, landlords and lease holders (with permission from the landlord). People who want to cut down their energy bills and improve their living conditions (e.g. warmer homes).

Key problem: Residents financial situation, and how and where the resident can be contacted best. Language and communication needs to happen in a way that is widely understood. History of mistrust in the community needs to be taken into consideration. An honest, authentic and truthful approach needs to be guaranteed; no extenuation or wrong promises of effect of measures.

Aims and objectives: The goal is to design an intervention that communicates the above message clearly and creates impact. A redesign of the current material is possible, but also other approaches are desirable. Case studies can be used to illustrate the journey and show the positive outcomes for the residents and the neighbourhood. Find alternatives for Green Deal scheme.

INTERVIEW MAY 29, 2013, LONDON

KIEREN MAYERS, HEAD OF ENVIRONMENT AND TECHNICAL COMPLIANCE
SONY COMPUTER ENTERTAINMENT EUROPE

WHAT IS YOUR COMPANY'S VISION FOR SUSTAINABILITY ?

I must admit I didn't read it, its on the website. We have something called "Green Management 2050", which sets our targets. Oh, I do know it is called "Road to Zero", it somehow will reduce our environmental impact to zero by 2050. That's our vision.

WHAT DO YOU THINK ABOUT THAT VISION?

Personally I think it is poorly formed, poorly conceived; it is kind of a trend right now. Personally, I gave comments that I thought it wasn't vesper, but that's the commitment we have. It is that stages objectives every 5 years to try to get towards that goal and it has a lot of settings involved to achieve that.

ARE YOU HAPPY WITH YOUR COMPANY'S PERFORMANCE OR WHAT WOULD YOU LIKE TO IMPROVE ON IN YOUR COMPANY'S SUSTAINABILITY AGENDA?

Performance! If we are thinking about traditional sustainability, and all the different factors, economically we have not been doing well in the few last years. The profit has been sliding; a lot of people lost their jobs. So it is not in good years in the group. PlayStation is doing strongly, its such a challenging market, it is an interesting time with the recession and complications, so things are being restructured after the cut and rebuilt. In terms of the environment, the company has always been very progressive for many, many years, ... it has been relative to what other companies are doing, we are trying to do as much as we can but then I find quite often publicly it is difficult to see trends over time.

WHAT WOULD YOU LIKE TO IMPROVE?

I have to think about the scope, I can only answer this on a corporation level, for Sony PlayStation, that is where I am sitting. I would like to assess more about supply chain management and future business models, how supply chains may change and what sort of issues we are facing regarding climate change. In particular, conflict minerals is another sustainability topic. Other topics we got fairly wrapped up like hazardous substances and recycling, or facing the supply chain and energy efficiency of the product, which is a huge one at the moment. We have to produce more energy-efficient products in the future. So energy efficiency, supply chain strategy, climate change, conflict minerals and more, to communicate towards consumers now as well.

HOW WOULD THAT LOOK TO LIKE?

At the moment it looks like giving them information in terms of the PlayStation in the environment, so it needs to be fairly factual, easy to understand, not to elaborated, giving them enough information to know what issues we have and how we are taking care of them.

THE SCARCEST OF ALL THE RESOURCES IS TRUST (ACCENTURE CEO STUDY 2010). WHAT DO YOU DO TO CREATE AND KEEP TRUST WITHIN YOUR COMPANY AND BEYOND?

Do you mean brand level? Trust to who? To the stakeholders? Or to me personally? First of all you have to have integrity, you have to be able to later on to stick to promises, and managing delivery and credibility is an important thing if you want to maintain trust and in a crisis. You always need to find a solution as well. It is very hands on in an environment related role.

It is very difficult, you have to put a lot of work into maintaining credibility in an area that is very challenging; it is very difficult where a lot of pressure is on the industry. It really depends on the type of company and position you take. Now Sony is more established in the environment, it got

programmes everywhere. But what is found with the time is that legislation is getting really tough and really difficult to comply with. It can block your supply chain and you lose millions and millions. If you are too busy promoting targets in sustainability communications and you weren't focussing on what you actually needed to do to keep the business complying, that means it is not necessarily so interesting, its logistics, its boxes in warehouses, it is procedures and quality, it is all of the side that environmental managers prefer not to deal with because it is fairly routine stuff. Working with people, training people, you know you can quickly be in big trouble, ... the environment teams do not last very long. So if you want to remain in the industry, you have to provide value to the business. You have to help them deal with troubles and complications in the environment and understand what sort of decisions they can take and it involves actually not just talking strategically but doing a lot of analysis and also getting your hands dirty. And a lot of contemporaries, a lot of folks are doing green marketing, which is skirting around the edges and not really doing anything. That is my personal opinion, it depends on the company in terms of credibility and I think, well you have to say the same like everybody else but on the top you have to understand what your stakeholders expect of you, you have to manage their expectations and sometimes you got to let them down. You have to have integrity, you are expecting this but, you have to understand it is not possible, if you give them that message and they still carry on complaining to everybody else in the media, you have to engage, if you do not engage, it can look like you're being ignorant and arrogant and you lose credibility and trust. The other thing you have to do is you have to engage with all the stakeholders, politicians, NGO's, media, retailers and you have to be able to explain, vocally, rationally, what you are doing, what you are not doing, otherwise you can suffer with regulators deciding you are not doing enough, creating a law especially for you.

HOW DO YOU COMMUNICATE WITH YOUR STAKEHOLDERS?

It depends really who they are. Sometimes you can just send an email, as long as you know what you are saying, a phone call, a meeting, sometimes it is longer engagement where you have projects, projects with money behind and with corporation people, a lot of research, speak to the newspaper, press releases. We have done an environment report on the website and internally we do all sorts on the Internet / extranet, every tool is available to everybody in the company, you just have to see what is the most effective way.

IN A RECENT GUARDIAN SUSTAINABILITY BUSINESS ARTICLE, THE AUTHOR, JO CONFINO, ARGUES THAT OUR EGOS ARE THE BARRIERS TO CORPORATE SUSTAINABILITY TRANSFORMATION. HOW DO YOU SEE THIS?

Are egos the barriers? What does that even mean?

WELL, WHAT DOES THAT MEAN FOR YOU?

I think there has been too many events where people stake a podium and has become sceptical, I don't think it's the ego that is the barrier, it is just certain people involved and usually the people that shout the loudest are usually new to the whole issue, so you get a new executive who suddenly discovered the environment as important and a company to become green and sustainable. Before they even got their targets properly aligned they go public with this whole issue, but they don't realise and they should know from business, that the idea is nothing compared to delivering it. And by the time they realise that it is becoming really difficult, they end up focussing on the easy things that are not really successful. And then they come up against green groups that show that they are actually doing a bad job in some countries somewhere and then it just makes the whole programme look like nothing. You see this all over the place, companies like BP, all you need is one thing to go wrong and you get those ego people suddenly becoming really defensive. Just recently, Sainsbury's presented their strategy that they are becoming now big, but they were just average. They did a crowd sourcing event and their feedback from all London environmental

managers ...he said I don't know what I am doing, I seem to be failing, ... all of London's experts telling you that it isn't that special, because it isn't that special. They had so many environmental people employed who were very confused about the actual detailed direction to take on things. I went to a BBC event where they were trying to set their sustainability strategy. They all got intentions, but they turned it around and saying, the BBC should save the world, should get the industry all to design their products better and teach people how to live. Environmental managers have the skills to analyse what the issues are and to analyse how effective the solutions are. But they are not necessarily marketing people, they are not necessarily financial people, they are not accountants, they are not chemists, they are coming from science and environmental management, they learned about the philosophies, theories and strategies. If they are lucky they did some science, then they know numbers and how to write them up. To manage a company's environmental affairs it's a lot of hard science involved and you need to know, if somebody has found cadmium in one of your products, where are the products, and how do you know which one has the cadmium in it. How do you know where it came from. When you got a million boxes out there in 15 warehouses and you have to tell all the regulators of the European union and the police station that you have a problem and they are all asking questions, you need all those skills and that knowledge about how you order, how you track, how to assess. There are a lot of scientific skills needed. Their mistake of many of those is, they think they can easily solve everything and that is where the ego comes in. People will suddenly abandon their conventional discipline, maybe they did management, maybe they did chemistry, and they are becoming environmental managers or environmental experts and because its multidisciplinary they think it allows them the expertise on fields where they are not specialists. And they end up doing all sorts of crazy stuff while they just read a basic textbook, but then government listens to them or regulators and there is a lot of bad decisions that are being made.... You need to know what you can do or what you cant do, before you start opening your mouth. I agree with his comment but I don't even like the way that sustainability is being used nowadays compared to how it was in the nineties. It used to be a lot more specific in it's meaning, where as now its everything. You cannot have a sustainable thing, you can only have a sustainable world. But what is a sustainable world? A world where everybody is happy forever? That is unrealistic. Wouldn't it be a horrible place if everybody was happy forever?

QUALITY AND LONGEVITY OF PRODUCTS HAVE BEEN REPLACED BY EPHEMERALITY. WE PRODUCE, CONSUME AND DISPOSE SO FAST. DO YOU THINK IF WE DESIGNATE MORE TIME FOR REFLECTION INTO PROCESSES, WE CAN BE MORE SUSTAINABLE? IF YES, HOW COULD THAT LOOK LIKE?

There is too much reflection, too little action. There are a lot of things that can be done. It is like as if you are at home and you have housework to do, you can sit around and strategise about buying a house. But at the end of the day, you need to clean the house you are in, you are living in a bit mess, you don't like it, but clean it and I think that is very similar to sustainability managers. There is a lot they can do now, but they give you many reason why they don't do it. They can not get the management involved, they do not have enough money, they do not have the budget, we need to first of all access what is the priority, what do we do. We can hear, yes we are doing these things. A lot of them are integrating it into their business, little departments that represent the company. But often are they really doing that?

If you actually look with a magnifying glass, it is just saying that they do, but they didn't do it. You need to have analysis of a companies supply chain, you need data, information, you need to know what sort of appraisal or environmental assessment of your impact. Once you have done the analysis and you have all your data, you quantify and qualify and then you got it all in front of you, sit and look at it, what have we done, what do we need to do by law, what does society think, what does the management want to do, what do the employees want to do, what is the wish list for everybody. What would be a good idea to do, and then you write a big list of things you can do, how much will

it cost, how much time will it take, and when you have all that data, then you can reflect. How long do you spend on reflecting? It should not be too long, maybe a week or two or a month, and then you actually go and get buying, you have to go to all the management and all the way up, you got all the people involved, all the stakeholders. And then, when they all agree, you make a plan, reflection is over, plan, by when, who, then you have to manage it and make it happen, and follow up to check, did it happen. And then you come back to the table eventually, maybe in a year or two, you analyse again, where are we now? What new issues are coming up? Did that work? Did it not? You need reflection, it is really important. Do people do that enough? It comes back to the question are they systematic enough in their approach. They can reflect, but reflection is meaningless if you are not systematically following up. What is tangible in the western development is an event, you go to sustainability events, you read sustainability books. We use a lot of the word it, we need to do "it", and I always struggle to understand what that actually do, rather than going to more events to talk. There was one in the BBC, a lady organising it and she said what does it mean to achieve sustainability? Its quite simple, you just turn up to events like this, this is what we do... In these cases you need less reflection. But also, what is the reflection, almost like existential reflection? That is the wrong type of reflection. Reflection should be: what kind of trouble are we in and how do we fix it and that on a very objective level.

DO YOU SEE A "SUSTAINABILITY FLAW" AND IF YES, WHERE?

It's a buzzword, and if you follow the history of this buzzword, it started in 1912, a number of individuals, Jon Muir, Gifford Pinchot in the States, who were a sort of industrialist at that time, they created the conservationism. It was conservation for many years they tried to do it, and cause in the 70s, when the word environment came about and they expanded it. The Rio summit came up in '92. It was an extension of a process but is was just another word and they keep adding more features. Sustainability is about having all that social, environment and economic and more recently the economics reminding, you are missing ethical. In order to know where you are going you need to have a compass, and the economists are saying, that ethics are the compass. And that is what is missing what is right and wrong. Sustainable development was about the Rio declaration, about the objectives and targets set out. And the idea was that those objectives were all fulfilled and everybody could agree, then we will be moving in the right direction towards being more sustainable. That makes sense to me, that is a political agenda. You can't be sustainable, but you can try, which means you are more cautious making sure all these things work, social functioning, social acceptable, the right sort of ethical choices, that you are still making money in the economy, and also that you are preserving or you are minimising all these different environmental issues, which are often conflicting with each other, somehow you are making trade offs, but everybody kind of compromises on the trade off on a global scale. But now its kind of everybody is sustainable but nobody really knows anymore what that means.

IS COMPETITION THE "KILLER" OR THE "DRIVER" OF SUSTAINABILITY? OR BOTH?

They are totally different things. Sometimes it could promote it and sometimes it doesn't, what are the alternatives? Communism? And how good is that for the environment? I think at the end it doesn't really matter about the political economic system. It is the governance that is really hard on all these issues, sustainability is just a concept until you got somebody who decides something will be done and then does it. A lot of people decide something will be done and not doing it. It is the inaction that is killing it. So sustainability is fine in a way and competition is fine.

INNOVATION IS MENTIONED MANY TIMES CLOSELY WITH SUSTAINABILITY. WHERE DO YOU THINK INNOVATION NEEDS TO HAPPEN MOSTLY? WHAT NEEDS TO BE STUDIED MORE?

Well, maybe ethics shouldn't be studied more. In terms of sustainability, or whatever it is as a field of study, or in terms of making sense of everything, ethics plays a role. Ethics has been studied a lot, we do need to talk to the ethics people to understand how they can help us.

In terms of academics, standard of research is key. There has been a lot of critique about what the scientists are saying, now it has become meaningless, 'cause everybody has admitted, it is really happening. But I think the toughest reason with money ... and all this it is a bit of a mess basically, that could be attacked, and the credibility people involved questioning, who have had a half million pounds, what did you do with it, how much sustainability did you secure for us? In terms of what should be studied, in the environmental field, is study your self a little bit and hold yourself to account a little bit more. The professionals involved and the academics involved, if we want sustainability and the expertise to survive, we have got to show credible results. After 20 years somebody will question it. With all these sustainability people running around how come we are still in trouble?

We need to be trouble shooters, we need to go in fix the problem, and then come out again.

That's one area, everything else has been studied. The serious mainstream disciplines need to take it more seriously and should be better coordinated in there as well. If we are looking into producer responsibility, it is failing all over the place. I saw in the world's economists, who were commissioned by the OECD, they came and gave one look to a problem from the economic perspective, had it sliced, diced sections, names for the problems. They spend some time looking at it and it was sorted. We have seen this type of failing in that industry, or that sector, it's called this, it is a common issue in economics, and this is easy to fix with that kind of solution ... Stuff that I wouldn't even dream off. Environmentalists are not economic theory experts.

COLLABORATION, MULTIDISCIPLINARY, TRANSDISCIPLINARY, INTERDISCIPLINARY AND CO-CREATION ARE CURRENT BUZZWORDS. HOW DO YOU SEE THIS DEVELOPMENT? WHAT ARE THE BENEFITS OF IT?

Oh wow, that happens. The interdisciplinary thing is people becoming environmental specialists; big academic figures that previously have been big in other areas like chemistry, but became environmentalists and then have their own departments. Let's say, they don't get as much glory from the environmental topics. We know we have to cut that much carbon, ... we just need to do it, let's set ourselves an aggressive target and do it, and if it doesn't work let's meet again and try another one, and I really like that approach and that needs governance. You need governments to set laws and set goals and targets. Like Pareto's principle, 20% effort to 80% production. We are going to regulate, that, that and that, and come with the rest later. And when you have that direction, you can collaborate. All focused around a target and a goal trying to get there. There is a learning process. But throw a lot of people in a room with different expertise and a vaguely defined idea, you come out of the room with nothing.

APART FROM WORK RELATED TOPICS ABOUT SUSTAINABILITY, WHAT DOES SUSTAINABILITY MEAN FOR YOU PERSONALLY?

I kind have bought into what it originally meant, which is just the Rio process and government coming together to govern, and to determine how to solve all these problems. I don't like what it has become which is a mess.

AND FOR YOUR LIFE?

I worry about climate change in particular; it has to be one of the most serious issues now. What it means to me is trying to contribute to things that solve that. That's what it means. And then trying to, at the end of my life, to say I really tried to solve the problem. For me it is about pushing boundaries together with people who have similar expectations. You can't do much without people do support you.

£750,000

A Banksy artwork that went missing from a wall in Haringey in February 2013, and was then withdrawn from an auction in America is up for sale again. The 'Slave Labour' mural disappeared from a wall in Whymark Avenue next to a Poundland shop amid controversy and the anger of local residents. But if a reserve price is not reached it'll be sold to a collector in the US (source: www.itv.com).

Why?



INTERVIEW JULY 10, 2013, HAMBURG

CARLA LATIJNHOUWERS, INDUSTRY CONSULTANT AND CRADLE TO CRADLE EXPERT
FOUNDER CLC2

WHAT IS YOUR COMPANY'S VISION FOR SUSTAINABILITY? DO YOU HAVE ONE?

I work as an independent consultant for companies who do produce products. Mainly for factories and I help making implementations and continuously improving methods. So I do work within a company to help them develop their way of improving and how they do improvements themselves. And in that way it is a kind of sustainability. For me sustainability is more about how do we sustain not only in ecological aspects but also in commercial aspects and for humans, so for me it is not only about being green, it is more being alive. Staying alive and be healthy. And therefore, we need more than green and we also need more than just money. In my own company I try to be on green energy, and try to be aware of the material I use, how we can use the resources that way, that we keep them forever, and in that way I learned a lot about cradle to cradle, and what I see is that what we need is that people to learn about new possibilities in new materials, in new ways of thinking. Thinking about continuous improvement.

CAN YOU NAME A SUCCESSFUL IMPLEMENTED C2C PRODUCT AND MAYBE YOU CAN TELL ME ABOUT SOME INSIDE PROCEDURES WITHIN THE IMPLEMENTATION PROCESS?

Yes, I know companies who do, the thing is I didn't do it myself, so it is not that it is my job, that I did it, but I had two customers who I did help with continuously improving, who are now having cradle to cradle products. It is toilet paper (van Houten) and for Desso, for the carpet tiles. What I do know and what I liked, I talked with the manager of van Houten before we started to do continuous improvement, and in a way that we asked people to join. At van Houten they said and I think its quite logical, that during the process of becoming more cradle to cradle, people are having more ideas, so I do think if you ask people to get involved in improvements, that during green business is involving people more and is helping people to get more ideas and also, being more connected with the company. That is what van Houten said, and it is what I like, so it is not just about the material, and just the product you make, but it is also about management. It is also about how do we use employees to involve to being better. And I think I does motivate people.

PEOPLE SAY THAT THE DESIGN PHASE PLAYS A KEY ROLE IN THE TRANSITION TO A CIRCULAR ECONOMY. HOW DO YOU SEE THIS?

I think it is as important as everything else. Every part in the chain we need. So, nobody can be ruled out even, maybe it is not the most important part, just one part.

THE SCARCEST OF ALL THE RESOURCES IS TRUST (ACCENTURE CEO STUDY 2010). WHAT DO YOU DO TO CREATE AND KEEP TRUST WITHIN YOUR COMPANY AND BEYOND?

In my own company, I try to do small steps. I try to not promise big things, I think that is most trustful, because people might still believe if you promise them things, but then they are not that smart, or they are smart and they do not trust you if you try to promise them big things. Nobody says it's easy, but it can be great fun if you do small steps. I do believe in having a vision which can be far of, and ambition should be high, but steps should be small.

IN A RECENT GUARDIAN SUSTAINABILITY BUSINESS ARTICLE, THE AUTHOR, JO CONFINO, ARGUES THAT OUR EGOS ARE THE BARRIERS TO CORPORATE SUSTAINABILITY TRANSFORMATION. HOW DO YOU SEE THIS?

I think egos is a hurdle in itself for everything you do. It depends on what you call ego. If ego is "I should be more interesting than others", then they will not cooperate, so I think ego is a hurdle for cooperation. But it doesn't mean, that ego is only wrong, because sometimes it is good to have somebody who has it, somebody who challenges, takes the chance and has great ego, has also some

positive parts. So, I think the greatest Gurus are egos, and Gurus do have a function too, but not for implementation.

IS COMPETITION THE “KILLER” OR THE “DRIVER” OF SUSTAINABILITY?

It is a driver. If things are not commercially and cannot stay alive by itself, then you should ask yourself, how things can evolve and then it is not sustainable. But on the other hand of course, politics do have a function in having good fundamentals for creating good business. They have a role, so it is not that it's fully wrong. But its taking just too much time, or the systems are so difficult that it doesn't work anymore and I think in this phase we have very difficult systems. If we say it is for the whole system and for everybody's good and it is not clear that there are also commercial reasons behind it, then I would say just keep it clear and make sure that we know, there are commercial reasons behind it because it is fairer to know than to tell something which is not true. But I do believe that a government can help. It is helpful when countries or more countries together do cooperate in a way that we can have tax systems that do help the business giving them a direction, because everything in the beginning costs money and you can stimulate things to create a new future and politics do have influence.

We have a lack of material, and more people in this world have a higher level of life, so they will use more material and then we have a shortage of materials. It is an economical need to be more careful with materials. I think because of this need we will be more carefully respect materials and recycle more and that will cost less energy, so in this way it will be a green effect, because of the urge we have to solve. In that way a model of sharing will become more important, and models like a material pool system where the circles are closed.

INNOVATION IS MENTIONED MANY TIMES CLOSELY WITH SUSTAINABILITY. WHERE DO YOU THINK INNOVATION NEEDS TO HAPPEN MOSTLY? WHAT NEEDS TO BE STUDIED MORE?

We should not study more. I think we should think of first steps. We can all do first steps. I don't know what we should study more, there is so much information and nobody knows anymore, so I would ask myself what should we do and I think we should integrate knowledge and not study more. There are solutions available and we should start doing them and then learn from experience and then we can study more experience we found during the first steps. I do believe in trying to make it less complex and that is because of my background. I think if systems are very complex, the chance of good effects will be less, but the change will be in the whole system. So I would think of starting with small systems, things you can influence quickly, where you can earn the money quickly and I think that does exist already, because companies already do so. I would stop talking about green things, I would just talk about good opportunities for everybody.

DO YOU SEE A “SUSTAINABILITY FLAW” AND IF YES, WHERE?

I think people are getting tired of the word sustainability. The first impression that comes up with flaw is do we have got less of it but actually we got too much of the wordings. And yes, there is a need to change like always. We always will have needs to change. We do as if it's something special, but I think its quite normal. I do not mind to have opinions about what people do wrong or right; I think I don't want to waste my time on these discussions. I think it is better to look at what is going well and focus on the things which are good even if its small or big, but not talking about the flaws. I like to talk about when companies do not see it yet, about a new future, so it is more a positive marketing strategy instead of talking about who is guilty. I do believe companies are also earning money with doing wrong things, I am not that naïve. I think everybody has a choice to change and we need is people maybe being more aware. We need people who really want to know things instead of superficially knowledge, just talking what everybody talks. So people who think for themselves and maybe that is the flaw we have and that will solve by itself because if we get problems,

we will find out again what is really important. So for me it is like in continuously improvement, of course you have a problem, and problems will be solved, but you must work on it and really look and analyse what is the problem here and you must really think of what can be the solution here and implement it in small steps. And that is nothing different within the discussion of sustainability or as a factory of be sustainable commercially. That is the same question. You must know where are your problems and lacks and work on it. I don't know how I can get people become more smart, but I think that is maybe the flaw, people are afraid to know too much.

In my work I use the word TPM which means "total productive manufacturing" it is a strategy from the 60s from Japan; they call it productivity, safety, moral and environment. They always say you must know to make the customer happy, your employees happy and then the profit will come. And I like that way of thinking. But it is also profit and not without profit, it is in the productivity and delivery. Everything is included in that strategy so also the environment of your direct neighbours, so your suppliers are also part of the chain. We had a time where we were thinking, like if we cut costs and put pressure in the suppliers, then we have it cheaper, but quality will not get better. It is depending on the whole chain and if you want to have good quality, you need all people joining in to make a good quality and therefore we need good moral.

APPENDIX I

INTERVIEW JUNE 18, LONDON

JAMIE YOUNG, CO-FOUNDER OF "WE ARE HOMEY"

A STARTUP THAT PROVIDES HOMEOWNERS WITH RELEVANT, PERSONAL AND UNBIASED ADVICE TO HELP THEM WARM UP THEIR HOME.

YOUR COMPANY IS HELPING HOMEOWNERS TO "WARM" UP THEIR HOMES. HOW DOES THAT LOOK LIKE?

The company is called Homely, it is not very old, it is quite young. We are trying to offer three services to homeowners, or there are three components of the service that we offer to homeowners. The first is that we help them to figure out what technical measures are appropriate for their home to make it more efficient, warmer and cheaper to run. The second component is, we can help them to figure out what the best way to pay for those measures is. So whether it is the Green Deal, whether its Eco or whether it is better for them to pay out of their own pocket. We can help them to make that decision. And the third component is, we will help them, if they are interested in making changes to their home, then we will help make contact with a professional organisation who could do an energy assessment or do work in their home. That is kind of how we go about it. We are essentially trying to sell the Green Deal on behalf of organisations, on behalf of Green Deal providers.

DO YOU THINK THE GREEN DEAL IS A GOOD INITIATIVE AND HELPFUL (FAIR AND EFFECTIVE) FOR HOMEOWNERS? (WHAT COULD BE IMPROVED)

I think, that the Green Deal, I guess you have to see the Green Deal in context to everything that I think that the Green Deal, I guess you have to see the Green Deal in context to everything that has come beforehand, and before we had lots of grants, and I think in general, if you make it a market based approach, instead of a grant based approach, that seems to be a good thing to me. I think the Green Deal as an idea is a good idea, there are some things about the way it is being implemented in the UK, that make it quite a difficult thing to sell.

In Germany I understand there is a similar policy that passed and eventually has zero interest of the loans, because you were able to underwrite from the state bank, and we are not able to do that in the UK at the moment. One of the big problems that people talk about, and one of the big prob-

lems that I think is, that the interest roughly 6-7%, that is attached to the loan can but homeowners off. If I was refitting my home from top to bottom, I would think quite carefully I think when deciding whether the Green Deal is right for me or not. And having said that, I think it does come down to your individual financial circumstances, and also other factors like how long do you expect to be in your home. So I think it may be the right thing to do for some people, for others it may make more sense if they can afford to pay it out of their pocket, and for some who are eligible for eco, of course it makes sense to better go for eco if they can. So I think in principle I like the idea, the implementation is quite difficult I think in the UK and I guess, when you mentioned that like 200 people have taken up the Green Deal plan or something like that, I think like 18.5000 have had the assessment. So a relatively low uptake rate and I hope it will take off but I think that's the kind of value that Homely as a company is trying to provide. We are trying the help Green Deal providers make contact with home owners that are much more likely to go through with the Green Deal plan because obviously they want to find home owners who will convert in the sense of going on to take on a plan. They do not want people to have assessments and then say, actually I am not too sure about it.

DO PEOPLE THAT BOOK OR USE YOUR SERVICES KNOW ABOUT THE GREEN DEAL?

It is hard to tell because we are so early in our process. I think that most people we have spoken to are considering what to do in their home are aware of it, but it is a complicated thing to sell and they are not aware of all the final points of it. But I think awareness, the market research that I have seen, certainly shows that more people are more aware of the Green Deal now.

HOW COULD WE CREATE MORE AWARENESS TOWARDS SUSTAINABILITY AND ENERGY EFFICIENCY AND BETTER PROMOTE THE BENEFITS FOR THE RESIDENTS?

We think there is a market for companies like us who can do that. I think the government would love to spend more money and tell more people about Green Deal, and do more engaging and interesting advertising, but they just do not have the cash to do it at the moment. DECCS budget for communication has been completely slashed I think. The Green only had four adverts or something like that, I really rarely saw any of their adverts out in the real world. I think in more general terms, I guess I have a question about whether creating awareness is the right way to solve the problem of sustainability or to challenge the problem of sustainability. Over the last few years I have been thinking quite a lot about, in my last job, human behaviour and how you can encourage people to engage in more in environmental or sustainable behaviour. And I guess I am not convinced that the right way to do that is by education. There is a weak link between raising awareness and then actually accepting people's behaviour. I think in some cases it makes sense and in some other cases it doesn't make sense to nudge people into doing the right thing. I think also when you are talking about creating better awareness of sustainability, it is quite a broad general thing, again if you look at it from a point of view, like here is an environmental problem, what can we do about it to fix it or to challenge it, then maybe there one or two behaviours that might be better to change then trying to change someone's entire world view. Because that seems to me to be a very big challenge indeed and not one that any one particular actor couldn't do.

WHAT DO YOU THINK CAN WE LEARN FROM DIVERSE COMMUNITIES IN TERMS OF SUSTAINABILITY?

That is an interesting question, I don't have any idea. I am trying to think whether I have seen any research. I have seen a few projects which are trying to create environmental awareness through linking communities from one side of the globe with another community on the other side of the globe. Its about creating stronger bonds between the neighbourhood in the UK and a neighbourhood in Thailand, or some island where the sea level rises much more immediately. I am not sure whether you call this diverse community or not, that is one potential project, beyond that I am not

sure if there is any I can think of.

YOU RECENTLY CO-FOUNDED YOUR COMPANY UNDER THE LEAN START UP PRINCIPLES. CAN YOU PLEASE TELL ME, WHAT THAT EXACTLY MEANS FOR YOUR BUSINESS?

I think lean is a methodology which was developed by people looking into how to make cars in Japan, in the eighties seventies perhaps, that was a time when Japan was far away as the rest of the world in making reliable vehicles in high quantities. And they looked at the way that they were making cars and they were able to derive some kind of recurring principles. Those were things like don't spend time on any activity, unless it is creating value to the end user. So if the customer doesn't care about something then don't bother doing. That is kind of the origin of lean and more recently people who were developing technology start-ups took the same principles and think about how they would apply to start-up companies. So we did start of thinking about how we would devise Homely to be a lean start-up. So we read the book by Eric Ries and he applies a couple of things in there like, rather than investing a lot of time on building of your product that you think is going to be amazing and will blow everybody away, instead what you should do is, release that product to the audience, even if you think it looks rubbish, just get it out there and see what people think of it and see whether people start using it. And Eric Ries calls that a minimum viable product. So the idea is that its got a skeleton structure behind it and you will be ashamed to it, you think that it looks rubbish, but it might strike to certain people and you might learn a lot talking to people about what you have done. So from a design point of view it is basically prototyping, it is making something out of that scrap material that you have and then showing it people saying here, this is what I am thinking of. Its like this but a bit rough and they will be able to say like, yes I could imagine that, they can help you refine it. That is one of the idea making the lean start up a minimum viable product. Another one is around knowledge accounting, in everything that you do with a business or product that you launch, you should be aiming to learn something from that process. Start-ups should stop measuring how much money they are able to raise, and even on how many people are using their product, but instead they should be measuring themselves and what they have learned. And Eric Ries again gets some ways of measuring that. So that is something else we are trying to do, we try to be very careful about learning everything we can from various different products and then making future decisions based on those data. On the minimum viable product thing I am not sure if I entirely agree with it anymore because I think minimum viable products have a tendency to look pretty horrible and that can put people off using them. So if you are not able to have a direct conversation with somebody and say this is roughly what I am thinking, it looks a bit rubbish, but it will look better, people can get turned of by something that doesn't look very good. I have seen a few people writing on the web about minimum delightful products and I like that idea more because it takes into account the idea of having a bare bones product but also spending a little bit of time in making sure it communicates well and that the user experiences is good and thought through and it basically places a value on the design of the product. That is what I think out of that lean principle.

DOES IT WORK FOR YOU?

I think so yes, we do not have the resources to be able to do it any other way really, so lean works for us because we are skimmed.

HOW DOES IT FEEL BEING SELF-RESPONSIBLE AND AN ENTREPRENEUR?

It is good, I like it I think because when I took my Undergraduate in product design, bringing products to market, but for the last 4-5 years I have been doing something different, doing more research and community development stuff, so it is nice to go back to making a product even though it is just a website and not kind of a tangible product. I like the freedom of being able to find a problem and then solve it in your own way to with your own passion.



PORTLAND ROAD

WEST GREEN
OFF LICENCE - GROCERY - FRESH FRUITS

OFF LICENCE - GROCERY - FRESH FRUITS

Lyncamobile
UNLIMITED
Text & Data
500 10
1000 20
Lyncamobile
5000 40

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yes!