

## CABINET

15 November 2016

<b>Title:</b> Proposals for Supporting the Development of Civil Society (Everyone Everyday) in Barking and Dagenham	
<b>Report of the Cabinet Member for Community Leadership and Engagement</b>	
<b>Open Report</b>	<b>For Decision</b>
<b>Wards Affected:</b> All	<b>Key Decision:</b> No
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<b>Accountable Strategic Director:</b> Jonathan Bunt, Strategic Director for Finance and Investment	
<b>Summary</b> This report sets out the opportunity for a five-year programme of investment into the social infrastructure of the Borough with the intent of: <ul style="list-style-type: none"><li>• Supporting individual and community resilience by providing practical support to new and existing participative activity;</li><li>• Promoting a 'demand management' approach that dovetails with the development of Community Solutions;</li><li>• Supporting the Council's transformation programme and approach to prevention and early intervention;</li><li>• Directly supporting community cohesion through bringing residents together in practical participative activities;</li><li>• Measuring the impact of such an approach on individual and borough-wide outcomes.</li></ul>	
Members will recall that the Independent Growth Commission set out the need for the Council to: <ul style="list-style-type: none"><li>• Reform its working arrangements to become less paternalistic and more enabling, encouraging self-sustaining policies and mass-involvement in the Borough;</li><li>• Strengthen partnerships with the voluntary and community sector;</li><li>• Renew civic culture and create a vibrant community;</li><li>• Seek solutions to the long-term challenges facing the Borough.</li></ul>	
The Voluntary and Community Sector (VCS) is integral to the delivery of the findings of the Independent Growth Commission and Ambition 2020, however the Residents' Survey 2015 identified that formal volunteering over the previous year stood at 24% in the Borough, compared to the national average of 42%.	
Similarly, the Council's Transformation Programme and a substantial level of future savings are also predicated on increased individual and community resilience, less	

reliance on, and therefore less demand for, Council services. This is unlikely to happen without some manner of investment and to support and grow existing projects, but also support residents to develop their ideas into new initiatives.

Officers have been working with Participatory City to attract funding to develop the initiative across the borough, known as Everyone Everyday locally. Everyone Everyday will link to existing local projects, develop and support new initiatives and seek to facilitate wider community interaction, building and strengthening current relationships.

Big Lottery and Esmée Fairbairn have invited Participatory City CIC and LBBB to bid for funding for a five year period. The next step is for LBBB and Participatory City to formalise its partnership, bid for funding, develop and deliver Everyone Everyday.

This report seeks Cabinet approval for the partnership between the London Borough of Barking and Dagenham and Participatory City. It seeks approval for this partnership to bid for funding for the development of Everyone Everyday, for the delivery of Everyone Everyday and for the Council to invest in Everyone Everyday.

### **Recommendation(s)**

The Cabinet is recommended to:

- (i) Approve the draft memorandum of understanding, governance arrangements and outline financial plan, thus approving the partnership between LBBB and Participatory City;
- (ii) Agree in principle to the partnership's bidding for funding for the 'Everyone Everyday' project;
- (iii) Approve, subject to a formal agreement, the investment of £300,000 per annum of Council funds into Everyone Everyday for a period of five years;
- (iv) Approve the development and delivery of Everyone Everyday; and
- (v) Delegate authority to the Strategic Director of Finance and Investment, in consultation with the Cabinet Member for Community Leadership and Engagement and the Director of Law and Governance, to approve the details of the Memorandum of Understanding and governance arrangements, the partnership's bid for external funding and the Council's investment, and to take all necessary steps to implement the development and delivery of Everyone Everyday and its projects, including entering into all necessary contracts, agreements and other documents.

### **Reason(s)**

Everyone Everyday would make a significant contribution to fulfilling the ambitions of the Borough and its residents, including encouraging civic pride, enabling social responsibility and growing the borough. It will offer the potential to enable residents to shape the community in which they live through by making it easy to engage with one another and "do things together" within the community.

It is also beneficial to specific groups of high service-use individuals, including children, people with disabilities, retired and older people, and vulnerable individuals as everyone

can take part. Everyone Everyday would complement many local services and providers – including Community Solutions, parks, museums and libraries, education, employment, housing, police and health. It supports the implementation of the recommendations of the Independent Growth Commission.

The project would be of national and international interest. It would build on current relationships and develop a different working relationship between the Council and its residents, one which is less paternalistic and more enabling, helping residents to help themselves and their neighbours. While the Borough Manifesto is seeking the residents' views as to how Barking and Dagenham should change in the future, Everyone Everyday would actively engage residents in the process of change.

Everyone Everyday would present a unique research opportunity for the Council to measure social change and prioritise its actions.

The benefits are quick, tangible, local and self-sustaining.

## 1. Context

- 1.1. Barking and Dagenham has many good examples of local participative schemes characterised by residents coming together to support each other and their local communities. These have often developed organically, with little support from the local authority.
- 1.2. The Council's transformation programme and new model of operation is predicated upon a less paternalistic relationship with residents, increased individual and community resilience. Community Solutions and other changes being developed rely on the ability of communities to help themselves.
- 1.3. In 2014 the Council restated its commitment to community engagement by establishing new community priorities, reflecting the intention of creating One Community in Barking and Dagenham. This set in motion a range of key initiatives seeking to engage and empower residents. This is reflected in the 50<sup>th</sup> anniversary celebrations and ongoing community events programme, the cultural partnership that has developed, and the strong political leadership in engaging with residents.
- 1.4. In 'No-One Left Behind' the Independent Growth Commission observed that 'most important of all is the involvement of people in the reimagining of the Borough', and that 'the traditional role of the Council as the provider needs, in many areas, to evolve into an equally important but more facilitatory mode of operation'.
- 1.5. The Commission recommended 'a renewal of civic culture through the development of a vibrant community', that the Council should 'play a catalytic role' in the fostering of social cohesion, and that 'enhancing the innovative capacity of the local authority, and the institutional and policy environments in which the voluntary sector functions, will have a positive impact'.
- 1.6. The Council's response to the Independent Growth Commission, as agreed by Cabinet on 19 April 2016, included commitments to:

- ‘Support the renewal of civic culture through much more active involvement of the local people and communities’.
  - ‘Leave no-one behind, ensuring that everyone has the opportunity to fulfil their potential and benefit from the borough’s growth’.
  - ‘Ensure that the local community and business, as well as the council and other public sector organisations, each play an appropriate role’.
  - ‘Do more to work in partnership with community and voluntary organisations to provide services’ and ‘enable residents to become less reliant on us’.
- 1.7. This process of improved engagement and participation has started with the development of the Borough Manifesto.
- 1.8. The 2016/17 Corporate Plan included a commitment to ‘develop plans for a reinvigorated community and voluntary sector’.
- 1.9. The Residents’ Survey 2015 identified that formal volunteering over the previous year stood at 24% in the Borough, compared to the national average of 42%.
- 1.10. This paper proposes to connect a number of these opportunities regarding working with the community and seeks to develop a partnership that:
- Will support existing community initiatives and projects;
  - Involves residents in its development and operation;
  - Attracts significant external funding;
  - Support increased individual and community resilience;
  - Proactively help residents to help themselves and others;
  - Offers residents the opportunity to engage with their neighbours easily and regularly;
  - Seeks to utilise existing council, partner and community resources and spaces;
  - Seeks to expand the number of physical spaces in which community activity can take place including local businesses, schools and other opportunities.

## **2. Barking and Dagenham’s role**

- 2.1. The Everyone Everyday project is large in scale and innovative in nature, and resonates with the aspirations of our residents. There are significant opportunities to link to and support existing local initiatives, as well as facilitating the building on our ambition for One Community. This is a unique opportunity for a London Borough to become actively involved in learning with its community, research and potentially reaping sustained benefits for residents.
- 2.2. Barking and Dagenham is in a position to host Everyone Everyday due to the nature of the opportunity, the local context and desire to engage with the community, the interest in working with Barking and Dagenham and the relationships with funders that have been developed. This opportunity will join up with many locally activities and offer development opportunities for residents.
- 2.3. The enabling working style of Participatory City fits with the vision of the Borough developing across the community, allowing residents to shape and form the initiative, linking with existing ideas, but also supporting residents to turn their ideas into practical activities. This is about making it easy for residents to come up with

and engage in local activities with their neighbours as easily as possible. The “support platform” of staff will support people to develop their idea and see if other residents are interested in doing things together in their community. Ideas would be led by residents and facilitated by the support platform.

2.4. The goal is that after five years in Barking and Dagenham the opportunity will have created:

- Approximately one hundred opportunities per week within a 5 to 15 minute walk from any resident’s home;
- Local and regular participation of residents at 30+%;
- Low commitment, imaginative, creative and practically beneficial activities open to all;
- Regular peer-to-peer incubation programmes to cultivate new ideas
- Opportunities to scale ideas towards community business models.

2.5. Hence LBBB could form a partnership with Participatory City to bid for the required funding, as well as funding the project directly, develop and deliver Everyone Everyday.

2.6. The innovative nature of this project will require a new working model, in which LBBB is part-funding, part-hosting and part-delivering a project, and is one of a range of key stakeholders, potentially including:

- Independent external funders;
- Participatory City;
- National and international research bodies.

### 3. **Background to Participatory City**

3.1. Participatory City is a community interest community (CIC) – registered in 2011 and funded by Esmée Fairbairn and Lankelly Chase – with the objective of fostering a ‘participation culture’ via the development of a ‘Support Platform’, designed to help residents conceive of, develop and implement community initiatives and projects of their own design. The ultimate objective of Participatory City is to mobilise local people through participation to improve the lives of residents, as well as the communities in which they live.

3.2. ‘Participation culture’ is the mainstreaming and concentration of local volunteerism, aiming to achieve 30+% regular participation across a community.

3.3. Participatory City is based on the principle that individuals are more likely to engage in activities if the outcomes of their participation are quick, tangible and local, and if the organisations are non-hierarchical, non-bureaucratic and inclusive. This builds on the concept locally of making it easy for people to do things together that can be repeated or scaled if appropriate.

3.4. The ‘Support Platform’ are the personnel and spaces/facilities designed to help residents turn their ideas into reality, support ongoing projects and market Everyone Everyday. In practice this will take the form of at least five Local Hubs located around the borough, managed by small teams of Participatory City employees with expert local knowledge and connections.

- 3.5. Whilst these initial physical locations are important projects supported by Everyone Everyday would take place within a wide range of existing spaces in local communities.
- 3.6. In 2014-15 Participatory City ran a prototype in West Norwood, Lambeth, involving twenty projects and over one thousand residents. Examples of successful projects included:
- Trade Schools – voluntary classes run on a ‘barter’ system;
  - The Public Office – co-working sessions run among a network of freelancers;
  - The Great Cook – communal batch cooking on a large scale.
- 3.7. One example of a project that has continued in West Norwood is Bzz Garage which is a community growing initiative housed on a small patch of land which belongs to the West Norwood Bus Garage. Open Works, the branding for Participatory City in West Norwood, contacted the bus garage who were only too happy to offer the land to the community project. Community volunteers are invited to plant, prune and pot in the garage’s flowerbed and orchard monthly. The project has allowed both fresh produce and social cohesion to bloom and has developed into a stand alone initiative. The highly inclusive project, open to residents of all ages had, during the first 8 sessions, over 125 attendances by 56 individual members of the community. Residents shared tools, plants and knowledge to beautify the borough and to create participation opportunities and a publicly enjoyed focus for enthusiastic gardeners at the cost of only £572. Key outcomes included transformation of a public space which previously attracted resident complaints, and self-reported outcomes for participants including gardening more at home, enjoying the company of others within their local area, feeling encouraged by being able to add the project to their CV, feeling more likely to develop new ideas for other spaces now that they have seen the success the model has enjoyed.
- 3.8. Following the prototype, Participatory City is seeking to develop a full Demonstration Neighbourhood over a period of five years. This would test and develop the strength of participation culture, bring the full range of benefits to the area involved, and provide the area involved with an opportunity for unique social research.
- 3.9. Participatory City have been working to attract interest in the model from independent funders to develop the demonstration neighbourhood. The interest from funders aligns with the opportunity to build on some of the initiatives in Barking and Dagenham, and creates the potential for a partnership in Barking and Dagenham.

#### 4. **Delivery**

- 4.1. Local Delivery of Everyone Everyday would be the primary responsibility of Participatory City, which would use the allocated funds to create and manage the ‘Support Platform’, in the form of local hubs, in accordance with the Delivery Plan, whilst accountable to the joint Project Team.
- 4.2. The ‘Support Platform’ of Everyone Everyday would be run by a minimum of five Local Hubs; properties operated by a small team of trained Participatory City

employees. The employees will be recruited once the funding is obtained. People in the hubs will have a strong degree of local knowledge, be outreaching to residents, community groups and existing initiatives and there to develop residents' initiatives and support local ideas, both pre-existing and new. The model would include the employment of apprentices and there is an agreement that these roles should be filled by people with a high level of local knowledge and understanding of the local community.

- 4.3. The "support platform" of local hubs means that ideas can be developed without having to set up independent organisations with bank accounts, minutes and meetings. This means that people's energy can go into "doing things together" rather than organising a structure. Put more crudely, residents won't need to take minutes, chair meetings, establish bank accounts or agree constitutions. They will be able to turn up, participate, benefit and go home.
- 4.4. Where projects are particularly successful, then the governance would need to be developed if the project needs to become a separate entity to flourish. However, this will be explored with partner agencies locally and would hopefully lead to provide employment opportunities locally too.
- 4.5. The hubs would link with existing projects and assets, and seek to utilise existing community and council spaces for project development where appropriate. Part of the remit of the team would be to seek to expand the number of physical spaces in which community activity can occur, seeking to locate it within walking distance of people's homes. Initial work will include the establishing of those relationships to grow opportunities for that local delivery. Potentially this links to park facilities, community centres, local businesses children's centres and libraries across the borough.
- 4.6. For a full description of the 'Support Platform' see Appendix 4.
- 4.7. Everyone Everyday would offer unique research potentials for the borough, which could inform models of community engagement, inclusive growth agendas and other initiatives. A shared Lab and School would be jointly managed by both parties, which would collect data with regards to the social outcomes of Everyone Everyday. LBBD would be able to access and use this data for a range of purposes, including supporting the themes and targets set under the Borough Manifesto, and contributing to the progress of borough-wide social outcomes as measured by the Social Progress Index.
- 4.8. The aim is that at the end of the five-year investment there will be a thriving 'participation culture' in Barking and Dagenham, and five local hubs operating a robust 'Support Platform' to maintain this culture. The projects will then continue under the management of a central entity, independent of LBBD and Participatory City, and funded by a self-sustaining endowment.
- 4.9. Whilst the engagement for the initial input to the project took place at locations across the borough, the location of the hubs is yet to be finalised and this will be done in conjunction with Members prior to final submission of the bid in December.

## 5. Potential Benefits

5.1. If hosted in Barking and Dagenham, the Borough and its residents could benefit in a variety of ways. During the Lambeth prototype, participation culture was found to improve a variety of social factors, including but not limited to:

- Safety;
- Civic pride;
- Trust;
- Social cohesion;
- Education;
- Physical and mental health.

5.2. As Everyone Everyday develops in Barking and Dagenham it is anticipated that:

- This innovative partnership will inform the Council's working models and relationships with the community, investors and statutory partners.
- The project will complement and align with the preventative approach of the Health and Wellbeing Board, by creating opportunities for residents to engage in their local community, reducing isolation and improving wellbeing.
- The project will facilitate wholesale civic renewal across both established and emerging communities, enhancing and developing what already exists locally.
- Projects facilitated by the 'Support Platform' will begin to adopt community business models, and provide employment to residents of the borough.
- Everyone Everyday will develop effective partnerships with Care City, Coventry University, Creative Barking and Dagenham and similar stakeholders to ensure a joined-up approach that maximises impact.
- It will sit well with Community Solutions providing a resource to build individual and community resilience. Acting as a social prescribing resource.
- Underpin the regeneration ambitions of the Borough, providing elements of the social infrastructure that will be needed to support rapid population growth. The shared research Lab will develop increasingly insightful and useful metrics to identify social outcomes for residents, and inform Council policy.
- The project will attract increasing national and international academic and governmental interest.

5.3. The projects created would be environmentally friendly. For example, prototype projects included bike repair stations, public tool sharing, tree planting, recycling schemes and communal greenhouses, and similar projects would be developed in Barking and Dagenham. This links well with the borough's ambitions regarding parks and amenity greens, as well as dovetailing with allotment initiatives and Grow Communities Dagenham Farm.

5.4. Not only would Everyone Everyday align with the recommendations of the Independent Growth Commission and the approach of Ambition 2020, but it would complement many council and partner services including:

- Community Solutions
- Parks
- Museums and libraries
- Education

- Employment
- Housing
- Police
- Health

5.5. The above would be achieved through linking the hub staff, developing initiatives to service blocks and ensuring cross referral. Even in the initial local engagements links were emerging:

- A resident struggling with issues wished to share his skills around basic mechanical skills;
- A single mum living in supported accommodation was keen to be part of great cook so she could make new friends and learn to cook healthy food for her and her son.

5.6. Everyone Everyday would operate in tandem with the Borough Manifesto. While the Borough Manifesto is seeking the residents' guidance as to how Barking and Dagenham should change in the future, Everyone Everyday would actively engage residents in the process of change.

5.7. Access to the data collected by the research Lab will present a unique insight into the impact of social policy, voluntary participation and a variety of other factors, on the social outcome of residents involved. This research potential will also compliment and inform the Borough Manifesto.

5.8. Participatory City's model of 'participation culture' is both new and innovative. Hence this project – and the Borough's involvement – would be of national and international interest.

5.9. The outcomes would be quick, tangible, local and self-sustaining.

## 6. **Steps taken so far**

6.1. Council officers have been working with Participatory City to investigate the possibility of LBBD hosting Everyone Everyday. This has included the drafting of a memorandum of understanding and governance arrangements between the two parties (see Appendices 1 and 2). In July, the Chief Executive, along with council officers and representatives of Participatory City, held preliminary conversations with external funders.

6.2. Following the meeting with funders in July, a report was prepared for the Corporate Strategy Group to agree the next steps, and the Leader and Portfolio Holder for Community Leadership and Engagement have met with Participatory City and have been kept abreast of developments over the summer and through to Cabinet. The Portfolio Holder for Community Leadership and Engagement has written to both MPs and met with them to discuss Participatory City, and this will be an ongoing dialogue.

6.3. Council Officers and the Director of Participatory City have been engaging a range of stakeholders both locally, with regard to VCS and other interested parties, and regionally to explain the initiative and the opportunity to work in Barking and Dagenham.

6.4. One of the key challenges that needed to be explored in developing a bid for funding was whether Participatory City's model of participation culture would work in Barking and Dagenham, as it had been piloted in a very different community. Therefore, in advance of this report Participatory City and LBBD also ran a series of co-production engagement events at various locations around the Borough throughout September. These sessions revealed much interest and willingness to participate in the project, and demonstrated that the model of 'participation culture' could work in Barking and Dagenham. The co-production team spoke to over 400 people, of whom 138 signed up to hear more about the project, 67 contributed specific project ideas and 50 contributed ideas for trade schools, public office sessions or 'great cooks'.

6.5. Quotes from residents contributing to the engagement included:

- **Karen\*** has lived in Barking and Dagenham for the past 15 years. Karen used to enjoy attending a knitting circle held at a Community Hall within the Borough. Unfortunately, the Community Hall closed six years ago, and Karen's knitting club failed to find a suitable location to locate to. Karen explained that she missed the social aspect of the club, but hadn't find any similar activities to join. Karen advised that not only would she be interested in participating in a knitting circle, but she would also be happy to teach the skill to interested individuals that attend.
- **Gavin\*** is an 80-year-old resident who has lived in the borough his whole life. Gavin lives with his wife. Their children have grown up and have moved out of the borough with their own families. Gavin's wife suffers from Alzheimer's disease and although they receive support from care workers he admits that sometimes the situations makes him stressed. At the Pop Up, Gavin explained that in caring for his wife he has lost contact with many close friends. The closure of a local pub has also meant that he feels he has nowhere to go when he just wants to get out of the house. For these reasons, Gavin particularly liked the Open Orchard and Men's shed ideas.
- **Agatha\*** is a single mum in her twenties. Five months ago, Agatha gave birth to a son. Certain concerns meant that Agatha and her baby spent the first two months after the birth in a Care and Support facility where she received training on how to care for his needs. When Agatha visited, a Pop Up, she expressed interest in participating in Great Cook sessions. This was both to make new friends and expand her support network, and to assist her in making healthy and nutritious meals for her son.

6.6. In addition, several ideas for skills people would like to develop or ideas they would like to share were put forward including:

- Painting and plastering lessons;
- Wiring light switch and plug socket;
- Cupcake decorating for children's parties;
- Knitting and pattern reading;
- Football skills & keep fit for young people;
- Security awareness (keeping yourself and home safe);

- How to make children's costumes at low to no cost;
- Flower arranging;
- How to sew and make clothes;
- Kite making;
- A space for parents to connect and share the good and difficult experience of parenting and look after their emotional wellbeing without any expectations or judgement.

6.7. The team at the hub could take all the ideas generated from the local engagement and either to link to an existing project or support the setting up of sessions.

6.8. For a full description of the summer engagements see Appendix 3.

### **Governance arrangements**

6.9. This partnership would be defined and initially underpinned by a memorandum of understanding (see Appendix 1). This would establish a Project Team, constituted of representatives of both LBBB and Participatory City. This Project Team would draft and agree a Delivery Plan, Financial Plan and formal Management Agreement for Everyone Everyday, and would meet on a quarterly basis with broad strategic and financial oversight functions. All external funding gained from the initial bid would be channelled and held by LBBB, and distributed to Participatory City quarterly in accordance with the Delivery and Financial Plans agreed by the Project Team. Participatory City would have primary responsibility for local delivery of the project, also in accordance with the Delivery and Financial Plans. LBBB and Participatory City would be jointly responsible for delivery of the research and learning potentials, in the form of a shared Lab and School, also in accordance with the Delivery and Financial Plans. A Working Group, constituted of all relevant council officers and employees of Participatory City, would meet monthly to liaise about project delivery, with small-scale strategic and financial oversight powers.

6.10. For a full description of the governance arrangements and the interaction of the teams mentioned above, see Appendix 2.

6.11. While these governance arrangements are suitable for a partnership of this nature, this would nonetheless be an innovative working relationship, and the first of its kind between a local authority and a CIC/foundation. Thus, Council officers would work in continual liaison with the Strategic Director of Finance and Investment and the Director of Law and Governance, to ensure due diligence and financial responsibility throughout Everyone Everyday.

## **7. Finance**

7.1. Everyone Everyday is expected to cost approximately £8.5m. The partnership of Participatory City and LBBB has been formally invited to bid for funding from Big Lottery and Esmée Fairbairn. This external funding is anticipated to be to the value of between approximately £4-6m. It is recommended that Cabinet approve the direct funding of £300k per annum for five years from LBBB and a significant level of in-kind support. As a research and development project, the scope of Everyone Everyday can be scaled, within limited parameters, to match the funding gained. Initial funding would be distributed from LBBB to Participatory City, or spent by

LBBB, on a quarterly basis, in accordance with the Management Agreement and the Delivery and Financial Plans, and in liaison with the Project Team. Additional funding secured by the partnership may be administered by LBBB or Participatory City.

- 7.2. The Council is looking to review available funding to support more community based initiatives and Everyone Everyday can be seen to support this wider agenda.
- 7.3. In addition, members should be aware that considerable officer resource from the Strategy and Programmes team will be required to develop, in partnership with Participatory City, the research, learning and management of the programme over five years. This would include additional resource of 0.5 of an establishment post at PO7 to manage the aspects of the programme that require significant input from the authority.
- 7.4. The detail of the financial model is already being developed for submission in late December to the funders. LBBB are working with Participatory City to ensure that the budget is appropriately aligned and the submission will be robust.

**8. Risk and risk management:**

<b>Risk</b>	<b>Risk management</b>
The bid for funding is unsuccessful.	Officers and partners at Participatory City are continuing to research the funding criteria and processes of potential external sponsors, to ensure that the partnership’s bid meets all necessary requirements.
The funding proves insufficient for the development and delivery of Everyone Everyday.	Officers and partners at Participatory City are working together to develop a comprehensive Financial Plan, to ensure that all funds gained are used effectively and efficiently. The Plan will be agreed by the Project Team.
The Delivery of Everyone Everyday fails to engage residents to the desired level.	Officers and partners at Participatory City have run a series of co-production engagement events to gauge the appetite for such a project in the Borough, and have identified a large base of support. This is a research and learning project and as such any challenges will be addressed and the model developed to ensure maximum impact.
The participation culture fostered by Everyone Everyday is not sustained over time.	Participatory City have extensively researched the circumstances necessary for participation culture to succeed, and the partnership are developing plans for an endowment to sustain the participation culture beyond the five-year Everyone Everyday.

**9. Next steps**

- 9.1. If Cabinet approves the partnership between LBBB and Participatory City, the bid for funding and the development and delivery of Everyone Everyday, a series of next steps can be taken:

- The Project Team and Working Group can be established;
- The Management Agreement, Delivery Plan and Financial Plan can be drafted and agreed;
- The bid for funding can be written and submitted.

9.2. The anticipated timescales are:

- Proposed bid submission in late December 2016;
- Consideration of funding March 2017, and possibly May 2017;
- Once funding is confirmed it is anticipated that local delivery would take three months from award.

9.3. As the bid is being developed the location of the hubs will be agreed in conjunction with Members before submission in December.

9.4. If the funding bid is successful, then officers will work with Participatory City to deliver Everyone Everyday in Barking and Dagenham.

## 10. Options Appraisal

10.1. Due to the unique nature of Participatory City's model of 'participation culture', and the LBBDD's financial pressures, options are limited as indicated below.

10.2. **Option 1** – Do nothing. Cease work with Participatory City, do not bid for funding and do not fund the project. The impact of this option would be Participatory City seeking collaboration with a different authority, and the borough would not receive any of the potential benefits. **This option is not recommended.**

10.3. **Option 2**- seek to attract funding to develop a local model and/or other partner initiatives. This approach is not likely to offer a borough wide approach or attract the levels of funding that have been identified for the partnership between LBBDD and Participatory City. **This option is not recommended.**

10.4. **Option 3** – Full and complete Council funding and development. This would result in the Council needing to provide 100% capital and revenue funding; Council would be required to follow EU Procurement Regulations that would add time and cost in addition to carrying capital overrun project full risk of capital project overrun and revenue liabilities. In this instance the Council investment is likely to be in excess of £8m. **This option is not recommended.**

10.5. **Option 4** – Approve the memorandum of understanding and governance arrangements, thus approving the partnership between LBBDD and Participatory City. Approve the partnership's bid for external funding. Approve the Council's investment into the project to the value of £1.5m. Approve the development and delivery of Everyone Everyday. This would be an affordable and responsible way to harness the potential benefits of Everyone Everyday. **This option is recommended.**

## 11. Financial Implications

Implications completed by: Kathy Freeman, Finance Director

- 11.1 The Council proposes to make an investment of £1.5m into the Everyone Everyday projects over five years at £300k per year. This allocation has been written into the MTFS within the Budget Strategy Report being submitted to Cabinet on 15 November.
- 11.2 The nature of how this £1.5m will be spent is yet to be fully determined and if some of these funds are used to acquire or improve assets then that expenditure will be able to be capitalised.
- 11.3 The indicative costs of Participatory City is estimated to be c£8.5m over a five-year period. The Council's financial contribution is expected to match fund and lever in additional funding from the Big Lottery fund and another private funder. The Council will not know until March 2017 whether it will be successful in its bid. If the Council is not able to attract the external funding required, it will be difficult to run the project on a much reduced scale and therefore may negate the need for the £300k investment each year.
- 11.4 At this stage the details of the delivery model for Everyone Everyday have not been finalised. The governance arrangements around who will control the allocation of external funding will be decided at the time of approval, but it is highly likely that LBBD will receive and distribute funds as described in the governance arrangements.
- 11.5 Although the requirement is for the Council to make a £300k investment per year, it is important that the effectiveness of Participatory City is monitored closely and the outcomes delivered are tracked.

## 12. Legal Implications

Implications completed by: Assaf Chaudry, Major Project Solicitor

- 12.1. This report is seeking approval to enter into an arrangement to develop civil society in Barking and Dagenham by engaging with Participatory City a Community Interest Company (CIC) to develop projects and support platforms to renew "civic culture through the development of a vibrant community".
- 12.2 The proposed activity comprises:
  - The entering initially into an informal arrangement to submit joint applications for external funding and subsequently into a formal arrangement to the delivery of the Everyone and Everyday projects.
  - The council also proposes to make investments of £1.5 million into the Everyone Everyday projects over five years
- 12.3 There are two principal powers upon which the Council may rely in progressing the proposals referred to above.

- (i) Section 111 of the Local Government Act 1972 – power to do anything which is calculated to facilitate, or is conducive or incidental, to the discharge of any of a council’s functions; However, given that the proposal contained within this report is not going to discharge a specific Council’s function in these circumstances we could rely upon the second power which is the general power of competence as set out in the following paragraph.
- (ii) Section 1 of the Localism Act 2011 This section gives the local authority the power “to do anything that individuals generally may do”. Under S1(4)(c) the Council has the power to do anything “...for, or otherwise than for, the benefit of the authority, its area or persons resident or present in its area.”

12.4 The above power is circumscribed by any previous legislation or any new legislation coming into effect after the Localism Act 2011. In addition, the Council should to be cognisant of its fiduciary duty towards its tax payers and a duty to act prudently, fairly and reasonably.

12.5 Legal Services shall continue to be available in assisting and developing the projects and support platforms to ensure that Council’s activities are being delivered within the spirit of the ‘general power of competence.’

### 13. Other Implications

#### 13.1 Customer Impact and engagement

<b>LBBD strategic objective</b>	<b>Impact of Everyone Everyday</b>
A more enabling Council.	Participatory City’s facilitating Support Platform model is enabling by nature.
A renewal of civic culture through the development of a vibrant community.	Projects conducted via Everyone Everyday will have a range of beneficial impacts on the community, increasing civic pride and creating vibrancy.
Fostering social cohesion.	Participation culture and the Support Platform which fosters it are inclusive, supporting all ideas to their maximum potential and facilitating resident-led initiatives in a new way. Additionally, cooperation and collaboration fostered by the projects will improve social cohesion.
Innovate within the voluntary sector.	Participation culture via a Support Platform will entail a new and innovative working model for the Council’s relationship with the voluntary sector.

13.2 **Public Health Issues** - The outcomes of participation culture are likely to improve public health in a range of ways, including but not limited to:

- Allowing exercise
- Sharing lifestyle and dietary information and support
- Promoting social outlets for vulnerable or isolated individuals

- Supporting a preventative approach to public health and
- Liaising with Community Solutions and other Council and NHS services.

13.3 **Contractual Issues** - Participatory City CIC and LBBD have been invited to bid for funding as a partnership, implying that there will not be an opportunity for alternative providers to bid with LBBD for external funding.

All Council rules regarding procurement and expenditure must be adhered to throughout the project. Therefore, authority must be delegated to the appropriate responsible officer to procure all goods and services in relations to the partnership in accordance with the Council's Contract Rules.

#### **Public Background Papers used in the preparation of the report:**

1. Participatory City Illustrated Guide –  
(<http://www.participatorycity.org/the-illustrated-guide/>)
2. Designed to Scale: Mass Participation to Build Resilient Neighbourhoods –  
(<http://www.participatorycity.org/report-the-research/>)

#### **List of Appendices:**

- **Appendix 1** - Memorandum of Understanding
- **Appendix 2** - Governance Arrangements
- **Appendix 3** - Resident Engagement Summary Report
- **Appendix 4** - Outline of Support Platform