

**(by email)**

Our reference: MGLA150424-0808

18 July 2024

Dear

Thank you for your request for information which the Greater London Authority (GLA) received on 15 April 2024. Your request has been considered under the Freedom of Information Act (FoI) 2000.

**You requested:**

Please can you provide me with a copy of the original successful bid for funding from the GLA submitted by Participatory City Foundation, which contains details of funding requested, promised outcomes, budget and timelines for delivery.

**Our response to your request is as follows:**

Please find attached the information that the GLA holds within the scope of your request. Please note that some names are exempt from disclosure under s.40 (Personal information) of the Freedom of Information Act. This information could potentially identify specific individuals and as such constitutes as personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA150424-0808.

Yours sincerely

**Information Governance Officer**

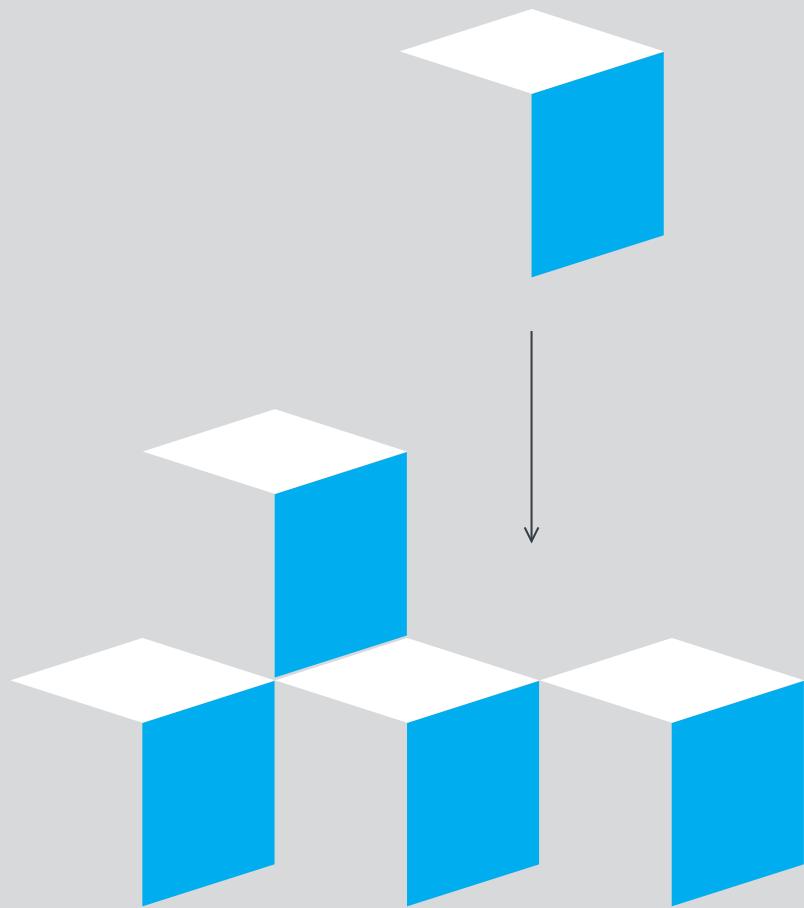
If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

**MAYOR OF LONDON**

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## **GOOD GROWTH FUND STAGE 2 APPLICATION**



## GENERAL INSTRUCTIONS

- The first section of the form is a summary of our feedback, including a proposed allocation of funding. Please use the comments provided as a starting point for developing your application, and if anything is unclear please ask your GLA contact
- Applications that are not presented in this template will not be considered.
- Where the response provided exceeds the stated word limit, information beyond the maximum word count will not be considered.
- Completed application forms and supporting documentation should be submitted in electronic (PDF) format by email to **goodgrowthfund@london.gov.uk** by **4pm on 05 January 2018**.
- Feedback cannot be provided on drafts of your application but if you have any queries about how to complete your form please email your query to **goodgrowthfund@london.gov.uk**. Please note the last possible date to do this is 22 December 2017
- A valid application must include:
  - A completed copy of this form including the signed declaration at the end (a digital signature will suffice)
  - A completed funding and milestone schedule (Excel spreadsheet)
  - A signed financial forecast declaration (digital scan or hard copy) from your Chief Finance Officer or equivalent agreeing to the financial forecasts proposed.

# DETAILED FEEDBACK

Contact Name

Lead Organisation Name

Project Name

Overall feedback indicating project strengths, weaknesses, and areas to be developed to secure funding

Proposed allocation of funding

Type of funding

Capital grant

Repayable grant

## PROJECT SUMMARY AND DESIGN

Please provide an updated version of the project summary from your EOI. Outline the steps involved in delivering your project, making explicit reference to the activities and milestones required to enable delivery and the responsible parties involved

Please provide a brief overview of the context that your project is responding to.

In doing so please set out:

- Any specific socio-economic characteristics which the project is responding to / seeking to influence
- Any existing projects or activities that your project will be looking to complement
- The main groups and communities that the project will impact upon (either directly or indirectly)

Please include additional documents as required to describe the project and its activities (e.g. Location plan / site plan, Site photographs, Design documentation, including reports, architectural drawings, sketches, design and access statements, Planning consents, Business plans)

## **Design Management Arrangements**

The Mayor is committed to the quality of projects across London, particularly where he is investing. As such, we encourage the consideration of design review and wider design management at the outset of projects.

Please describe the design management arrangements that you intend to undertake for each project phase. This will include how you intend on working with the GLA Regeneration Team, any in-house or local authority expertise (design officers, heritage officers etc), and/or any procured professional services. Please also consider when a design review, carried out by a local design review panel or the London Review Panel would be most beneficial.

**Headings can be adjusted, added to or omitted as required.**

## FUNDING SCHEDULE AND MILESTONES

Please populate the attached spreadsheet using clear and achievable milestones (key stages in the delivery of the project that will demonstrate progress) and a forecast spend for all sources of funding related to the project. All GLA spend must be completed on or before 31 March 2021. An additional 12 months – financial year 2021/22 – is allowed in order collect and validate output and outcome data, during which match funding can also be spent. If relevant, milestones should still be included for activity in financial year 2021/22 even though GLA funding will not be available.

Please also complete and sign the attached financial forecast declaration

## EVALUATION AND IMPACT STRATEGY

As part of our commitment to understanding the impact of our interventions, we want to encourage all projects to take a proactive and robust approach to evidence collection and evaluation.

To underpin this process we are asking all projects to think about how you will undertake monitoring and evaluation from an early stage. This section is an opportunity for you to outline how you intend to monitor and evaluate your project, including allocation of resource, strategy, and key areas of focus.

Please refer to the accompanying Monitoring and Evaluation handbook for further guidance.

## Your Project Logic Chain

The project logic model is an important foundation for delivery as it provides a clear way to think about the essential components of your project. It provides a summary of the rationale for the project, the activities being delivered and, importantly, the manner in which these activities support various outcomes and impacts.

**Building on the above, please use the template attached to complete your project logic chain.**

Further guidance on completing the logic chain is provided in the Monitoring and Evaluation handbook.

### Components of a logic model

Part 1: Context and Rationale

Part 2: Aims and Objectives



Part 4: Project Outputs & Outcomes

Part 3: Project Design and Activities



## **Evaluation Focus**

The GLA self-evaluation template provides a set of topics that each evaluation will need to cover. It is important that you design your evaluation to respond to your project.

Please set out the key questions that you will be looking to answer via your evaluation. In doing so, please identify the audience.

## **Your Approach to Monitoring and Research**

The evaluation will need to summarise the performance of your project against a number of measures. We are keen that projects use both quantitative and qualitative research to come to robust judgements.

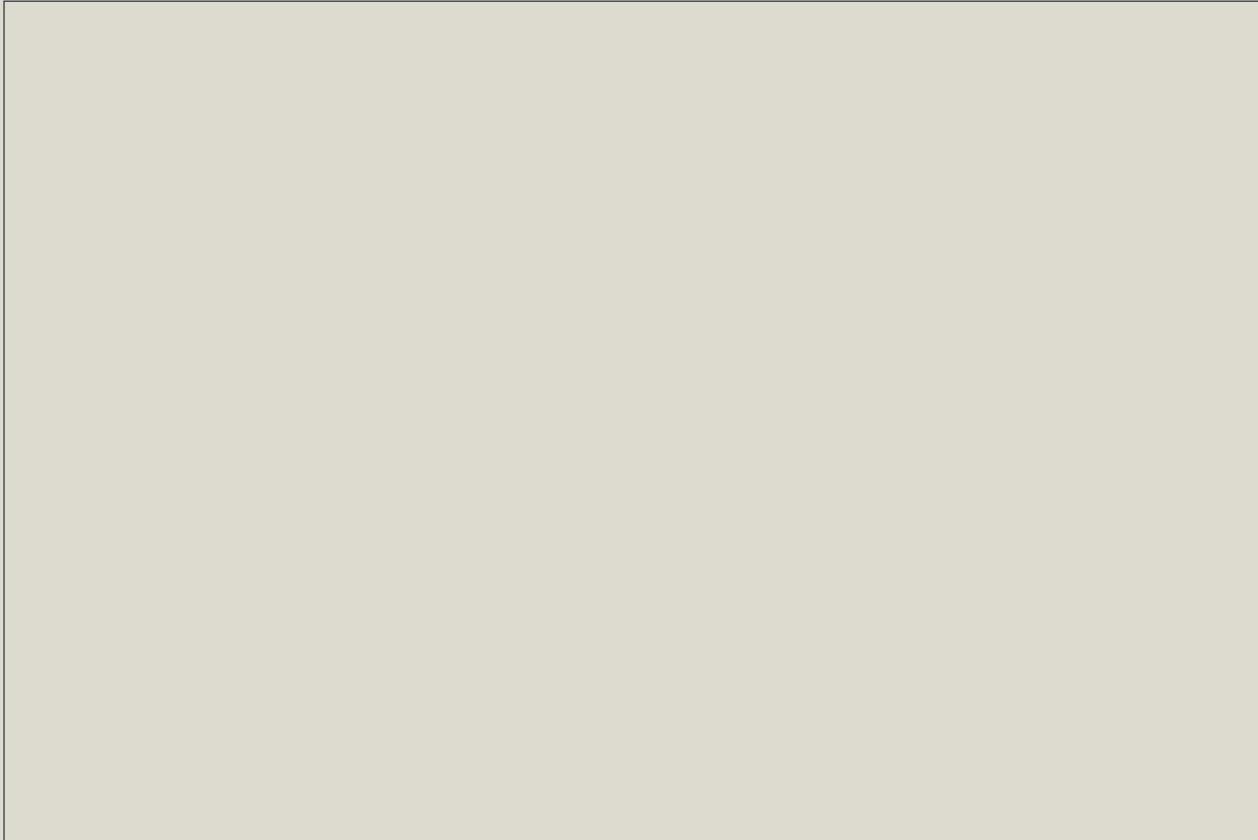
Please set out your initial ideas on how you will undertake this research:

- Your approach to gathering information on performance against outcomes
- Your approach to gathering wider qualitative insights on project impact (e.g. case studies)
- Your approach to gathering insight on the project delivery processes (e.g. stakeholder consultation)

## **Evaluation Resource and Timings**

Please provide an overview of the practical mechanisms that you will use to undertake monitoring and evaluation. In doing so please consider:

- Who will be responsible for collecting evidence during delivery?
- How often will information be collected?
- Will the self-evaluation be conducted in-house or externally?
- Have you set out a clear resource plan?



## OUTPUTS AND OUTCOMES

Each applicant should select a range of output and outcome measures which reflect the scale and ambition of their project.

Please refer to our Evaluation and Impact handbook when completing this section, along with the detailed list of Good Growth Fund Output and Outcome measures. All projects should select:

- At least three measures from the programme wide Good Growth Fund output and outcome measures
- Additional indicators which reflect the specific context, objectives and beneficiaries of your project.

You should choose output and outcome measures that you feel are achievable through your intervention, but also that you will have sufficient capacity to effectively monitor though the lifetime of the project.

<b>OUTPUTS / OUTCOMES</b>	<b>BASELINE</b> (Where applicable include a baseline figure)	<b>TARGET</b> (What is your overall aim against this output?)

## DECLARATION

The declaration must be completed by a Director of the organisation or equivalent. Applications without a completed declaration section will not be considered.

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at [www.london.gov.uk](http://www.london.gov.uk)

We also have a Freedom of Information policy which is also available from our website at [www.london.gov.uk](http://www.london.gov.uk)

**By signing this application form, you agree to the following:**

**A. We will use this application form and the other information you give us, including any personal information, for the following purposes.**

- To decide whether to award your proposal support.
- To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
- To hold in our database and use for statistical purposes.
- If we offer you funding or support, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

**B. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.**

**Tick this box if you consider that we should treat your proposal as confidential information.**

**Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.**

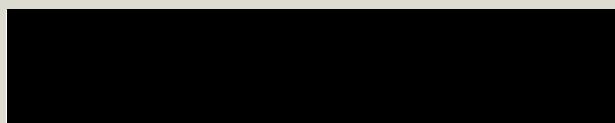
**Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write 'letter included' below.**

**C. Please note that your project summary and any images or videos that you supply may be published if your project is selected for further development or if you are asked to submit a more detailed application form. By submitting this text and any accompanying materials you give us full permission to use them on our website and in other publications and marketing materials produced by the Mayor of London.**

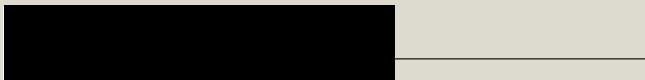
## **Declaration**

**I certify that the information provided in this Expression of Interest is complete and correct and that I have the authority to submit this application on behalf of the applicant organisation.**

## **Signature**

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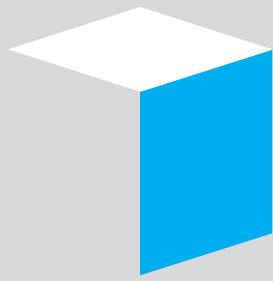
## **Print Name**

A black rectangular box used to redact a printed name.

## **Position**

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## **Date**



# **GREATER LONDON AUTHORITY**

## **AGREEMENT FOR THE PROVISION OF FUNDING RELATING TO**

**Every One Every Day**

**between**

**The Greater London Authority**

**-and-**

**Participatory City Foundation**

***Note: Where the proposed Recipient is also an ESF Sponsor you must ensure that they execute (signs/seals as a deed) both: (i) this Agreement; and (ii) the related ESF Sponsor Agreement, before the GLA executes either.***

## Summary cover sheet for publication

In compliance with the Local Government Transparency Code 2014

The Greater London Authority must publish details of all grants to voluntary, community and social enterprise organisations. **By signing the grant agreement overleaf, organisations are also accepting the publication of the information set out below (by GLA officers) and confirming its accuracy.**

<b>The beneficiary is:</b>	<i>A voluntary and community sector organisation: A social enterprise: Other: If "Other" please provide more detail</i> .....	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>The award of this grant was formally approved by:</b>	DD	2222
<b>The grant is awarded on:</b>	10/04/2018	
<b>The grant covers the following time period:</b>	from 31/03/2018 to 31/03/2022	
<b>It is awarded by:</b>	GLA Regeneration	
<b>to:</b>	Participatory City Foundation	
<b>Company or charity registration number:</b>	Company number: 10670149 Charity number: 1175174	
<b>The grant is for a total of:</b>	Eight hundred and fifty thousand pounds sterling (£850,000)	
<b>Purpose of the grant:</b>	Construction of the central warehouse for the Every One Every Day programme, providing LBBD residents with access to shared tools and equipment.	

**IN ORDER FOR THE GLA TO COMPLY WITH THE 2014 LOCAL GOVERNMENT TRANSPARENCY CODE, THE GLA OFFICER WILL FORWARD THIS SHEET AND THE FUNDING AGREEMENT WHICH FOLLOWS TO THE GOVERNANCE TEAM AS SOON AS IT IS SIGNED.**

**[@london.gov.uk](mailto:@london.gov.uk) / Post Point 17A / Tel extension: 4818).**

[REDACTED] [london.gov.uk](mailto:london.gov.uk) / Post Point 17A / Tel extension: 4818).

**THIS AGREEMENT** is made this

day of

10 April

2018

**BETWEEN:**

(1) **THE GREATER LONDON AUTHORITY** whose principal offices are at City Hall, The Queen's Walk, London, SE1 2AA ("the Authority"); and

(2) **PARTICIPATORY CITY FOUNDATION** (Company/Charity registration no: 10670149 / 1175174 whose principal office is at 55 Ripple Road, Barking, IG11 7NT ("the Recipient")

**IT IS HEREBY AGREED THAT:**

**1. Background**

1. The Recipient requested funding from the Authority and provided to the Authority a proposal for the use of such funding. A copy of the Recipient's proposal is on file at the Greater London Authority.
2. Under its powers under Sections 30 and 34 of the Greater London Authority Act 1999 to do anything it considers will facilitate or which is conducive or incidental to the promotion of economic, social development and wealth creation in Greater London, the Authority wishes to assist the Recipient in its Every One Every Day programme, specifically the construction of the central warehouse for the Every One Every Day programme, by the provision of the GLA Funding to the Recipient.
3. The Recipient's total costs of fulfilling the Project Objectives are two million one hundred thousand eight hundred and twenty pounds sterling (£2,100,820), the Recipient has committed itself to meeting the Project Objectives and contributing one million two hundred and fifty thousand eight hundred and twenty pounds sterling (£1,250,820) to the Project ("the Recipient's Contribution")] and use all reasonable endeavours to secure Additional Funding for the for use in meeting the Project Objectives.
4. This Agreement sets out the terms and conditions upon which the Authority will make the funding available to the Recipient.
5. The provision of the GLA Funding amounts to a conditional gift and is therefore not subject to VAT. If, at any time, it is held by the UK government to be subject to VAT, then the Recipient agrees and acknowledges that the GLA Funding shall have included any and all applicable VAT.
6. Clause not used.
7. Where the Recipient is an ESF Sponsor it shall also, as a condition of this Agreement cooperate fully with the Authority and provide the Authority with such assistance as the Authority requires in relation to any ESF Project which shall include (without limitation) complying fully with the ESF Sponsor Agreement.

8. In this Agreement capitalised terms shall have the meaning prescribed to them in Clause 21.

## 2. The Project Objectives

2.1 The Recipient shall use the GLA Funding only to meet the Project Objectives in relation to the Project in accordance with this Agreement.

2.2 The Recipient hereby warrants that it has sufficient resources, including competent and qualified personnel, financial resources, premises and other resources as necessary, to meet the Project Objectives fully in accordance with this Agreement.

2.3 The Recipient shall:

(a) promptly and efficiently deliver the Project Objectives and complete the Project fully in accordance with this Agreement; and

(b) where the meeting of Project Objectives consists of the achievement of:

(i) Milestones, notify the Authority in writing immediately upon becoming aware that any Milestones are unlikely to be achieved fully in accordance with this Agreement; and

(ii) Deliverables, notify the Authority in writing immediately upon becoming aware that any Deliverables are likely to exceed or are likely to be less than the relevant agreed number of Deliverables set out in the Annex to Schedule 1.

2.4 Where the Project involves any element of urban design, sustainability, streetscape design and or architecture, the Recipient shall submit full details of such proposed design and/or re-design work to the Authority for its consideration and will co-operate and engage fully with the Authority to agree design dialogue arrangements to be followed (in accordance with available guidance issued or published by the Authority from time to time) in the procurement, commissioning and undertaking of agreed design and/or re-design work. To the extent that the undertaking of any agreed design and/or re-design work necessitates in the opinion of the Authority, the amendment of this Agreement all such amendment shall not be valid unless made in accordance with Clause 11.

## 2A. Designated Capital and Revenue Funding and Recipient's Contribution

2A.1 The Recipient's statutory chief finance officer or other officer validly authorised to act on his or her behalf has certified that: (a) zero pounds sterling (£0) will be used solely as a contribution to revenue expenditure; and (b) eight hundred and fifty thousand pounds sterling (£850,000) will be used solely as a contribution to capital expenditure, incurred in relation to the Project Objectives such certification being made on the basis that the Recipient's determination of capital expenditure accords fully with all laws and best practice, is estimated to deliver benefits that will accrue over a period of 15 years on average and on the basis that it will be recorded in the Recipient's accounts in this manner. A copy of the certification is attached at Schedule 7 to this Agreement.

2A.2 The Recipient shall ensure that it has secured the Recipient's Contribution on or before 31 March 2018. For the avoidance of doubt where the Recipient's Contribution comprises any sum(s) to be provided by a third party such component sum(s) shall not be deemed secured unless a legally binding obligation to provide such sums is in

place between the Recipient and such third party funder(s) evidence of which is included with this grant agreement in the form of our grant agreements with Esmee Fairbairn and the London Borough of Barking and Dagenham.

### **3. Duration of Agreement and Funding breakdown**

This Agreement shall commence on the date at the head of this Agreement and, subject to the provisions for early termination set out in this Agreement, shall continue in force until 31<sup>st</sup> March 2022.

### **4. Payment, Performance Monitoring and Repayment Arrangements**

**4.1** Subject to the Recipient complying with all of the terms of this Agreement, the Authority shall pay to the Recipient a sum not exceeding the GLA Funding, such payments to be made in accordance with the Funding Schedule and this Clause 4. For the avoidance of doubt the GLA Funding is capital funding and the Recipient shall not be permitted to make claims for GLA Funding in respect of revenue expenditure.

**4.2** Where Project Objectives are to be met on a

- (a)** Milestone basis the provisions of Part A of the Funding Schedule shall apply to and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding; and
- (b)** Project Output basis, the provisions of Part B of the Funding Schedule shall apply to and govern the Recipient's making of claims for and the Authority's making of payments of GLA Funding.

**4.3** The Recipient shall use all reasonable endeavours to secure income and/or additional funding for the Project from third parties ("Additional Funding") providing written evidence of the same to the Authority with each Project Monitoring Form. To the extent that Additional Funding is to be applied specifically toward any of the Project Objectives, the Authority may in its discretion reduce any further payments of the GLA Funding by an amount equivalent to that Additional Funding.

**4.4** ~~The Recipient shall evaluate and evaluate the impact of the Authority to post-Objectives~~  
~~(a) ~~the delivery of the Project, including the completion of the milestones~~~~  
~~b) ~~the delivery of the Project, including the completion of the milestones~~~~  
~~c) ~~the delivery of the Project, including the completion of the milestones~~~~

**4.5** The Recipient shall also make all documents of its Sub-Grantees, suppliers and sub-contractors available to the Authority upon demand and procure access to such persons for the Authority and/or its agents, contractors or servants at any time for inspection visits, audit and scrutiny of the involvement of such persons in or about the Project and their respective contributions to the Recipient's delivery of Milestones and/or Project Outputs.

**4.6** For the avoidance of doubt the Recipient hereby acknowledges that no further funding shall be provided in respect of such evaluation and warrants that the GLA Funding is sufficient in this regard.

7. Clause not used.

4.8 Clause not applicable.

## 5. Ineligible Expenditure

5.1 Without prejudice to the fact that the Recipient must only use the GLA Funding for the purpose of meeting the Project Objectives, the Recipient must not use monies paid to it by the Authority under this Agreement for:

- a) activities or objectives not listed in Schedule 1 or 2;
- b) recoverable input VAT incurred;
- c) any liability arising out of the Recipient's negligence or breach of contract;
- d) payments for unfair dismissal, constructive dismissal or redundancy to staff employed on fixed term contracts signed after June 1996, where this arises in respect of the expiry of that term without it being renewed; and/or
- e) the payment of any Ombudsman's award or recommendation as regards compensation for maladministration.

5.2 The list in Clause 5.1 is not exhaustive and other expenditure not listed in Clause 5.1 may also be ineligible for GLA Funding under the terms of this Agreement and various incorporated documents. The Recipient must consult the Authority if there is any doubt as to whether particular costs are eligible.

## 6. Financial Accountability

6.1 The Recipient must ensure that the requirements set out in this Agreement, and in any clarification or guidance issued from time to time by the Authority, are complied with. In particular the Recipient shall:

- a) agree in writing in advance with the Authority any changes to any of the Project Objectives, Milestones and/or Projects Outputs;
- b) establish, implement and utilise effective monitoring and financial systems, so that as a minimum the costs funded by the GLA Funding can be clearly identified and the propriety and regularity of all payments and handling of the GLA Funding are ensured;
- c) notify the Authority of the monitoring and financial systems in place, and comply with the Authority's reasonable requirements for these systems;
- d) notify the Authority immediately if any financial irregularity in the use of the GLA Funding is suspected, and indicate the steps being taken in response. Irregularity means any fraud or other impropriety, mismanagement or use of funds for any purposes other than those approved;

- e) notify the Authority immediately if any other financial irregularity is suspected, and indicate the steps being taken in response;
- f) notify the Authority immediately if the Recipient is insolvent, or if it has no reasonable prospect of avoiding Insolvency in the future;
- g) keep a record of all Expenditure Incurred together with full supporting evidence including (without limitation) copy invoices clearly showing Expenditure Incurred on the Milestones and/or Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer) and Additional Funding received. All evidence of Expenditure Incurred such as original invoices, receipts, timesheets and other relevant documents must be kept for at least 6 years after the end date of the Project. The Authority and any person nominated by the Authority has the right to audit any and all such evidence at any time during the 6 years after the end date of the Project on giving reasonable notice (whether in writing or verbally) and at any reasonable time to inspect any aspect of the Recipient's performance of the Project and the Recipient shall give all reasonable assistance to the Authority or its nominee in conducting such inspection, including making available documents and staff for interview;
- h) make (complying always fully with the requirements of the Data Protection Act 1998 and, from 25 May 2018 only, the Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and all applicable regulations) all relevant data, information and documents available and provide access at any time for:
  - i) inspection visits and scrutiny of files by the Authority or any other public body undertaking an audit function (whether by itself or its contractors, servants and/or agents);, and
  - ii) an external audit and review of the Project Objectives, Milestones and/or Project Outputs and of financial appraisal and monitoring systems;

and cooperate fully with the Authority and/or anyone acting on their behalf or any other public body undertaking an audit function (whether by itself or its contractors, servants and/or agents) in this regard; and

- i) retain and maintain data and systems required (in the reasonable opinion of the Authority) for the verification of the delivery of Project Objectives, Milestones and/or Project Outputs providing the Authority with copies of and access to the same upon request; and
- j) notify the Authority in writing of any change in the identity of the Recipient's Representative.

## 6.2 No Capital Asset should be sold charged loaned or otherwise disposed of by the Recipient or cease to be used for the purposes of the Project without the prior writ-

ten consent of the Authority which (if given) may be conditional on re-payment to the Authority of the relevant part of the GLA Funding and shall be subject to Clauses 6.5 and 6.6 below.

- 6.3 The Recipient shall procure the maintenance of an insurance policy with an insurer of good repute for every Capital Asset which must cover loss or damage for the full replacement value of those Capital Assets and (for the avoidance of doubt) in the event of any loss of or damage to any Capital Asset the Authority shall not be obliged to pay for its replacement or repair.
- 6.4 The Recipient shall keep a register of all Capital Assets which shall be accessible to the Authority its agents and auditors upon request at all reasonable times. Where the GLA Funding is used for the purchase of a Capital Asset such item or items must be included on the register of Capital Assets and the register shall include (for each Capital Asset):
  - a) the date of purchase;
  - b) a description sufficient to identify it;
  - c) the purchase price excluding recoverable VAT;
  - d) any third party interests or charges over the Capital Asset;
  - e) the location of the documentation showing the Recipient's title to the Capital Asset; and
  - f) date of disposal and sale proceeds (net of VAT).
- 6.5 Where a Capital Asset is disposed of (subject always to the Authority having consented to such a disposal being made) the Authority shall require the Recipient to reimburse the Authority with the actual or estimated open market value of the Capital Asset at the time of disposal less any necessary sale expenses reasonably incurred or where the Capital Asset was partly funded by the GLA Funding the Authority may require the reimbursement of the percentage of the net sale value which represents the initial GLA Funding contribution to the purchase.
- 6.6 Unless otherwise agreed by the Authority all disposals of Capital Assets shall be at the best price reasonably obtainable based on an open market valuation evidenced in writing.

## **7. Breach of Conditions, Retention, Suspension, Withholding and Recovery of GLA Funding**

- 7.1 The Authority may at its absolute discretion reduce, suspend or withhold GLA Funding, or require all or part of the GLA Funding to be repaid and, at its option, terminate this Agreement by giving written notice to the Recipient (with such termination to take effect either immediately or at the end of such notice period as the GLA may stipulate), if:

- a) the Recipient fails to comply with Clause 1.7;
- b) the Recipient fails to comply with Clause 2A.2 and/or apply the Recipient's Contribution to the Project Objectives Milestones and/or Project Outputs;
- c) in the Authority's opinion the Recipient fails to deliver or unsatisfactorily delivers the Project Objectives, Milestones and/or Project Outputs;
- d) there is a substantial change to the Project or the Project Objectives, Milestones and/or Project Outputs which the Authority has not approved, or any attempt is made to transfer or assign any rights, interests or obligations created under this Agreement or substitute any person in respect of any such rights, interests or obligations, without the prior consent in writing of the Authority;
- e) any information provided in the application for funding or in a claim for payment or in subsequent or supporting correspondence is found to be incorrect or incomplete to an extent which the Authority reasonably considers to be material;
- f) the Recipient fails to comply with any other term set out in this Agreement;
- g) the composition, ownership or control (save where control refers to the makeup of a London Borough Council's elected executive) of the Recipient changes, or the Recipient becomes Insolvent or is dissolved in any way;
- h) any other circumstances significantly affect the Recipient's ability to deliver the Project and/or meet the Project Objectives, Milestones and/or Project Outputs or result in or are in the reasonable opinion of the Authority likely to lead to the Project and/or the meeting of the Project Objectives, Milestones and/or Project Outputs as approved not being completed;
- i) insufficient measures are taken by the Recipient to investigate and resolve any financial irregularity or the Authority reasonably concludes the GLA Funding is at risk of being misapplied; and/or
- j) the Recipient fails to comply with the Authority's policies on sustainability and accessibility from time to time in place in undertaking activity pursuant to the Project including (without limitation) those comprised in the London Plan (<http://www.london.gov.uk/priorities/planning/london-plan>) ;
- k) the Recipient fails to provide the Authority upon request with:
  - (i) copy invoices clearly showing Expenditure Incurred on the Milestones and/or Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by the Recipient's Chief Financial Officer; or
  - (ii) documentary evidence verifying (in the opinion of the Authority) the delivery of the Project Objectives, Milestones and/or Project Outputs; and/or
  - l) the acts or omissions of the Recipient, its contractors, agents, servants of

any persons receiving grant funding from the Recipient might (in the reasonable opinion of the Authority) conflict with the objectives of the Authority, bring the Authority into disrepute or adversely affect the reputation of the Authority.

- 7.2 The Recipient shall notify the Authority immediately and provide the Authority with a full written explanation, if any of the circumstances in Clause 7.1 above arise.
- 7.3 If the Authority becomes entitled to exercise its rights under Clause 7.1, it may nevertheless decide not to exercise those rights, or not to exercise them to the fullest extent possible, or to delay in exercising those rights. Any decision not to exercise the Authority's rights under Clause 7.1, or to exercise them only partially or to delay in exercising them, may be made on conditions which will be notified to the Recipient provided always that any such decision by the Authority shall not prevent the subsequent enforcement of any subsequent breach of that provision, and shall not be deemed to be a waiver of any subsequent breach of that or any other provisions.
- 7.4 The Authority may also in addition to but without prejudice to its rights under Clauses 7.1 to 7.3 (inclusive) and at its sole discretion terminate this Agreement at any time by giving two calendar months' notice in writing to the Recipient.
- 7.5 In the event that the Authority exercises its right to terminate this Agreement under
  - a) Clause 7.1:
    - i) the relationship of the parties shall cease and any rights granted under or pursuant to this Agreement shall cease to have effect save as (and to the extent) expressly provided for in this Clause 7.5;
    - ii) any provision which expressly or by implication is intended to come into or remain in force on or after termination shall continue in full force and effect;
    - iii) the Recipient shall promptly return to the Authority or dispose of in accordance with the Authority's instructions all information, other data and documents and copies thereof disclosed or supplied to the Recipient by the Authority pursuant to or in relation to this Agreement; and
    - iv) the Recipient shall repay to the Authority upon demand such amounts of the GLA Funding paid to the Recipient prior to termination as it deems appropriate including (without limitation) such sums of the GLA Funding which are repayable pursuant to Clause 4 for and/or part C of Schedule 2;
  - b) Clause 7.4:
    - i) the provisions of Clause 7.5(a) (i) to (iii) shall apply; and
    - ii) the GLA shall pay the Recipient a pro-rated sum calculated by reference to Expenditure Incurred on or before the date on which notice is served under clause 7.4 and for which it has yet to invoice the Authority provided always that the Recipient provides the Authority with an invoice for the same with all supporting documentation required by the GLA in accordance with Clause 4 of this Agreement and the Funding Schedule.
- 7.6 Where the Authority exercises its right to reduce, suspend or withhold GLA Funding, or requires all or part of the GLA Funding to be repaid pursuant to Clause 7.1, where the sums in question relate to GLA Funding paid in respect of Project Out-

puts, the GLA Funding may be re-calculated based on the revised maximum number of Sustained Outcomes deemed achievable by the Authority (at its discretion) and multiplied by the Overall Unit Cost, regardless of the associated value of the volume of prior Project Outputs achieved at the date on which the GLA notifies the Recipient of its exercise of its Clause 7.1 rights, provided always that the Authority reserves the right to apply an alternative methodology to re-calculate the GLA Funding amount.

## **8. Procurement and State Aid**

**8.1** All procurement of works, equipment, goods and services shall be based on value for money and suitable skills and experience and conducted:

- a)** using a fair and transparent documented decision making process taking account of public sector accountability and probity;
- b)** in accordance with all relevant law including the Public Contracts Regulations 2015 and GLA Contracts and Funding Code and in any event, where the Recipient is a London Borough Council, in accordance with its relevant contracting and/or procurement procedures and rules, which for the avoidance of doubt the Recipient hereby warrants are compliant with the aforementioned regulations and related best practice; and
- c)** in accordance with government best practice relating to procurement practices and procedures.

**8.2** In accepting and disbursing the GLA Funding the Recipient shall comply with all applicable European Union rules on State Aid and shall ensure that all requirements for any application of the Block Exemptions or notification and approval by the European Commission under such rules are met.

**8.3** Unless otherwise notified by the Authority when utilising the GLA Funding to fund Relevant Aid to a Relevant Enterprise under the Project (whether directly by the Recipient itself or by funding the Relevant Enterprise in question to do so) the Recipient shall ensure that such aid is provided as "de minimis aid" in accordance with the De Minimis Aid Exemption.

**8.4** In order to prevent any single Relevant Enterprise receiving aid in excess of the De Minimis Threshold (whether under the Project or otherwise from the Authority or any other public body or public source) the Recipient shall:

- a)** obtain a completed De Minimis Disclosure Form from the Relevant Enterprise before allowing it to participate in the Project, providing it with any Relevant Aid or releasing any funding to it;
- b)** only provide Relevant Aid to a Relevant Enterprise when satisfied that doing so will not raise the total amount of Relevant Aid received by that Relevant Enterprise from the Authority or any other public body or public source above the De Minimis Threshold;

- c) maintain copies of the De Minimis Disclosure Forms and information about the amount and nature of the Relevant Aid provided for a period (in each and every case) of ten financial years after the date on which the Relevant Aid is provided to the Relevant Enterprise in question; and
- d) permit the Authority its auditors and agents access to the Minimis Disclosure Forms and to any other related records and information it considers necessary for assessing whether relevant State Aid rules have been complied with within ten (10) working days of a request for the same which the Authority may then disclose to the Department of Business Energy & Industrial Strategy and European Commission.

**8.5 The Recipient shall notify the Authority when;**

- (a) the value of Relevant Aid provided under the Project to any single Relevant Enterprise reaches the Relevant Aid Trigger Point; and
- (b) the Recipient envisages that the Relevant Enterprise's continued participation is required in the Project.

**8.6 Following the Recipient notifying the Authority in accordance with Clause 8.5, the Authority may consider what measures need to be implemented to ensure that any further Relevant Aid received by the Relevant Enterprise complies with State Aid rules, including (without limitation) directing the Recipient:**

- a) not to provide the Relevant Enterprise with any further Relevant Aid;
- b) to utilise the Block Exemptions or any other applicable exemption or European Commission notification and approval procedure.

**8.6 If the Authority directs it to do so the Recipient shall itself complete a De Minimis Disclosure Form in respect of any portion of the GLA Funding utilised by the Recipient that the Authority considers to be Relevant Aid to the Recipient as a Relevant Enterprise and shall fully cooperate with the Authority in utilising the Block Exemptions or any other applicable exemption or European Commission notification and approval procedure to comply with State Aid rules.**

**8.7 The Authority reserves the right to vary the requirements relating to State Aid in line with changes to relevant European legislation from time to time.**

**8.8 The Authority may monitor the Recipient's compliance with the requirements of this Clause 8 (where applicable).**

**9. Publicity and Intellectual Property**

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**9.1 The Recipient shall ensure that publicity is given to the Project and the fact that the Authority, and/or the London Economic Action Partnership (LEAP) is financially supporting the Project. In acknowledging the contribution made by the Authority, the Recipient must comply with any guidance on publicity and/or branding provided by the Authority from time to time and the Authority's logos (in the form set out in**

Schedule 3) shall be used wherever possible including (without limitation) on hoardings/construction signboards.

- 9.2 All publicity generated by the Recipient referring to the Mayor of London, the Authority, and/or the London Economic Action Partnership (LEAP) and/or each of their respective names, logos or branding including (without limitation) all press and media releases must be approved in writing at least two weeks in advance of any release of publicity material (in any form) by the Authority's Representative. The Recipient shall also ensure that any proposals for any launch or other related publicity activity are approved in writing by the Authority at least one month before the date of such proposed launch or other related publicity activity.
- 9.3 The Recipient shall ensure that it does not by its own actions or omissions, or those of its contractors or agents, harm the Authority's reputation or bring the Authority into disrepute.
- 9.4 If any part of the GLA Funding is used directly or indirectly to purchase or develop any Intellectual Property Rights then the Recipient shall take all necessary steps to protect such rights and hereby grants a perpetual, royalty-free licence to the Authority to use the same for the purposes related to, and connected with, policies, initiatives and campaigns, and related to, or connected with, the Authority's discharge of its statutory duties and powers.

## **10. Agency**

- 10.1 The Recipient is not and shall in no circumstances hold itself out as being the agent or partner of the Authority.
- 10.2 The Recipient is not and shall in no circumstances hold itself out as being authorised to enter into any contract on behalf of the Authority, or in any other way to bind the Authority, to the performance, variation, release or discharge of any obligation or power; or to make any statement on behalf of the Authority (unless approved in writing in advance).
- 10.3 The employees of the Recipient are not, shall not hold themselves out to be, and shall not be held out by the Recipient as being, employees of the Authority for any purpose whatsoever.

## **11. Amendment**

The Recipient understands that amendments to this Agreement may be necessary in accordance with instructions and guidance issued by the Authority. No amendment to this Agreement shall be effective unless it is in writing and signed by or on behalf of each of the parties hereto, but the Recipient shall comply with any formal procedures for amending agreements which the Authority may have in place from time to time, and shall not unreasonably withhold or delay its consent to any amendment proposed by the Authority.

## **12. Review, Consultation and Final Report**

12.1 In preparation for each of the Review Meetings (as that term is defined in Clause 12.2), the Recipient shall not less than 7 days before the date of the relevant Review Meeting submit to the Authority a report detailing the Recipient's activities in relation to meeting the Project Objectives, Milestones and/or Project Outputs.

12.2 The Recipient and the Authority shall meet to review the progress of the Project and the meeting of the Project Objectives, Milestones and/or Project Outputs ("Review Meeting") from time to time on a regular basis, at such times as agreed by the parties. Review Meetings will be organised by the Authority.

12.3 The agenda for the Review Meeting (which shall be attended by the Recipient's Representative) shall be informed by the Recipient's claims for payment and Project Monitoring Forms and shall include but not be limited to:

- a) the progress and delivery of the Project and Project Objectives, Milestones and/or Project Outputs against the Milestones, any risks which may have any cost, funding, programme delay or quality implications and/or which may affect the delivery of the Project Objectives, Milestones and/or Project Outputs or any part thereof fully in accordance with this Agreement and the action the Recipient proposes to take to prevent and/or mitigate such risks adversely affecting the Recipient's ability to deliver the Project Objectives, Milestones and/or Project Outputs;
- b) the amount of Additional Funding secured by the Recipient;
- c) the Recipient's proposals for publicising, branding and acknowledging the Authority's funding of the Project; and
- d) any revisions that may be necessary to the Project Objectives, Milestones and/or Project Outputs for whatever reason.

12.4 Any variations to this Agreement that appear to be necessary as a result of a Review Meeting shall be made in accordance with Clause 11.

12.5 In addition to the Review Meetings, throughout the term of this Agreement, the Recipient shall:

- a) comply fully with the requirements set out at Schedule 10;
- b) cooperate fully with and provide the Authority and its agents including, but not limited to the IMS, servants and contractors with all information and assistance that it reasonably requests from time to time including (without limitation) participating in and supporting the Authority's evaluation of the Project;
- c) procure that its agents, servants and contractors cooperate fully with and provide the Authority and its agents including, but not limited to the IMS, servants and contractors with all information and assistance that it reasonably requests from time to time including (without limitation) participating in and supporting the Authority's evaluation of the Project and the Authority's Skills for Londoners Capital Fund and related programmes; and
- d) provide upon request the IMS with such information and materials as the Authority requests;

- e) take all steps necessary to facilitate the Authority and/or the IMS conducting visits to the site(s) of GLA funded activity as notified by the Authority from time to time; and
- f) enable attendance at and provide reasonable notice and meeting papers for project team meetings by the Authority or its nominee including (without limitation) the IMS.

### **13. Compliance with Legislation and Policies**

- 13.1 The Recipient shall ensure that it, and anyone acting on its behalf, complies with the law for the time being in force in England and Wales, and in particular:
  - a) shall take all necessary steps to secure the health, safety and welfare of all persons involved in or attending the Project;
  - b) shall ensure it complies and its Sub-Grantees, suppliers and sub-contractors comply with the provisions of Bribery Act 2010 and any guidance issued by the Secretary of State under the same (whether or not so obliged expressly by that act or such guidance); and
  - c) shall have in place appropriate equal opportunities and complaints policy/ procedures and shall not unlawfully discriminate against any person.
- 13.2 The Recipient warrants that it has or will obtain the necessary authority (legislative or otherwise) to deliver the Project.
- 13.3 Without prejudice and in addition to Clauses 13.1 and 13.2 the Recipient:
  - (a) shall comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
  - (b) acknowledges that the Authority is under a duty under section 149 of the Equality Act 2010 to demonstrate it has paid due regard to the need to:
    - (i) eliminate unlawful discrimination and harassment;
    - (ii) advance equality of opportunity between groups who share protected characteristics and those that do not, in particular, minimise disadvantage suffered by the equality groups; taking steps to meet the needs of equality groups that are different from the needs of others; encouraging equality groups to participate in public life or in any other activity (such as elected office or management positions) in which their participation is disproportionately low.
    - (iii) Foster good relations between people who share a protected characteristic and those that do not.

The protected characteristics noted in the Equality Act include: age, race, sex, disability, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity. For the first tenet, marriage and civil partnership would also be applicable. In undertaking any activity concerning the Project the Recipient shall assist and cooperate with the Authority where possible in

satisfying this duty in respect of the Authority's compliance with its duties under Clause 13.3(b); and

(c) shall assist and co-operate with the Authority where possible with the Authority's compliance with its duties under section 149 of the Equality Act 2010 and section 1 when it comes into force, including any amendment or re-enactment of section 1 or section 149, and any guidance, enactment, order, regulation or instrument made pursuant to these sections;

(d) shall (before the commencement of the Project):

(i) undertake Disclosure and Barring Service checks in respect of all persons engaged in or about the Project (by the Recipient, any agent, sub-recipient of GLA Funding, contractor or sub-contractor) where such persons shall be working with children or vulnerable persons or have access to personal data (as defined by the Data Protection Act 1998 and, from 25 May 2018 only, the Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, as applicable) concerning such children and vulnerable persons in relation as part of the Project; and

(ii) have in place (and maintain throughout the continuance of the Project) appropriate child and vulnerable persons safeguarding policies, which must, for the avoidance of doubt meet any requirements of the GLA's related policies in this place from time to time, including (without limitation) the GLA's Child Policy and Protection Procedures;

(e) shall if required by the Authority, ensure that the Project shall incorporate and be carried out in accordance with the Responsible Procurement Policy in which case, if requested by the Authority, the Recipient shall develop a responsible procurement plan (the "Recipient's Responsible Procurement Plan") setting out how the Recipient intends to carry out the Project in accordance with the Responsible Procurement Policy, and the Recipient shall submit the Recipient's Responsible Procurement Plan to the Authority for approval, such approval not to be unreasonably withheld. The Authority shall monitor the Recipient's compliance with this clause and the Recipient's Responsible Procurement Plan, and any failure to comply with such requirements shall constitute a material breach of this Agreement; and

(f) shall if relevant to the Project be fully responsible for complying with all obligations on the part of the "client" contained in the Construction (Design and Management) Regulations 2015 and the Recipient shall indemnify the Authority in respect of all liabilities which the Authority may incur or suffer in relation to such Regulations.

(g) shall make reasonable efforts to utilise and adhere to the Authority's Sustainability Charter

[<https://lep.london/sites/default/files/FE%20Capital%20sustainability%20charter%20final.pdf>];

## **14. Liability and Insurance**

14.1 The Recipient shall be liable for and shall indemnify and keep indemnified the Authority from and against any loss or damage incurred and any injury (including death) suffered and all actions, claims, costs, demands, proceedings, damages, charges and expenses whatsoever brought against the Authority and arising in connection with the management (including financial management) and delivery of the Project to the extent that such loss, damage, injury (including death), actions, claims, costs, demands, proceedings, damages, charges and expenses are due to the negligence of the Recipient or the default of the Recipient in carrying out its obligations under this Agreement.

2. The Recipient shall ensure that at all material times it maintains in force policies of insurance with an insurance company of long-standing and good repute in respect of:

- public liability for a minimum amount of five million pounds sterling (£5,000,000.00) in respect of any one occurrence or a series of occurrences arising out of any one event; and
- such other insurance as may be required in order to fulfill the conditions of this Agreement including (without limitation) employers liability insurance for the statutory minimum amount of cover.

14.3 The Recipient shall on the written request of the Authority from time to time allow the Authority to inspect and/or provide the Authority with evidence that it has all necessary policies of insurance in place.

**15. Data Protection, Freedom of Information, Confidentiality and Transparency**

15.1 The Recipient shall ensure that at all times it complies with its obligations under this Agreement in such manner so as to comply with the Data Protection Act 1998 (and, from 25 May 2018 only, the Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data) and all applicable regulations including (without limitation) the maintenance of an appropriate registration with the Information Commissioner.

15.2 The Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR) gives a general right of access to information held by a public authority. Subject to any exemptions applicable, the Recipient shall co-operate fully with the Authority as reasonably requested by the Authority in respect of any request for information made to the Authority in connection with this Agreement pursuant to the FOIA, EIR or other applicable legislation.

15.3 Subject to Clauses 15.2, 15.4 and/or 15.5 the parties shall keep confidential any information exchanged between the parties which either party has specified as confidential or which would be likely to prejudice the interests of either party commercially or otherwise.

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15.4 The obligations under Clause 15.3 above shall not apply to:

- information which at the time of disclosure is in the public domain;

- (b) information which is required to be disclosed by law (including the Parties' under the FOIA);
- (c) information which is disclosed with the consent of the disclosing party.

**15.5 Both Parties acknowledges and agrees that the Authority:**

- (a) is subject to the Transparency Commitment and accordingly, notwithstanding Clause 15.3 hereby gives their consent for the other Party to publish the Agreement Information to the general public; and
- (b) may in its absolute discretion redact all or part of the Agreement Information prior to its publication. In so doing and in its absolute discretion the Authority may take account of the exemptions/exceptions that would be available in relation to information requested under FOIA. The Authority may in its absolute discretion consult with the Recipient regarding any redactions to the Agreement Information to be published pursuant to this Clause 15.5. The Authority shall make the final decision regarding publication and/or redaction of the Agreement Information.

15.6 For the avoidance of doubt in the event that the Authority consents to the Recipient's disposal or cessation of use in the Project of any Capital Asset (pursuant to Clause 6.2) the Recipient shall ensure all data collected used or in any way related to or connected with the Project is erased (so that it cannot be recovered there from) from the Capital Assets to which such consent relates.

**16. Entire Agreement**

This document sets out the entire agreement between the parties and supersedes all prior oral or written agreements, arrangements or understandings between them. The parties acknowledge that they are not relying on any representation, agreement, term or condition, which is not set out in this Agreement.

**17. Force Majeure**

17.1 Either party shall notify the other in writing of any Force Majeure Event as soon as it is aware of it.

17.2 Neither party shall be in breach of the Agreement by reason of any Force Majeure event. Each party shall bear their own costs arising as a consequence of the Force Majeure Event.

**18. Governing law and jurisdiction**

This agreement and any dispute or claim arising out of it or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with the law of England and Wales. The parties irrevocably agree that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim that arises out of or in connection

with this agreement or its subject matter or formation (including non-contractual disputes or claims).

**19. Contracts (Rights of Third Parties) Act 1999**

A party who is not a party to this agreement shall not have any rights under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this agreement.

**20. Severance**

If any court or competent authority finds that any provision of this agreement (or part of any provision) is invalid, illegal or unenforceable, that provision or part-provision shall, to the extent required, be deemed to be deleted, and the validity and enforceability of the other provisions of this agreement shall not be affected.

**21. Definition of Terms**

In this Agreement the following terms shall have the following meanings:

- 21.1** “**Additional Funding**” has the meaning prescribed to that term in clause 4.3 of this Agreement.
- 21.2** “**Agreement Information**” means (i) this Agreement in its entirety (including from time to time agreed changes to the Agreement) and (ii) data extracted from the claims made under this Agreement which shall consist of the Recipient’s name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the claim amount;
- 21.3** “**Authority’s Representative**” means any person nominated by the Authority from time to time to be its representative for any matters relating to this Agreement.
- 21.4** “**Block Exemptions**” the Commission Regulation 651/2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty of the Functioning of the European Union.
- 21.5** “**Certificate of Output Delivery**” means (where applicable) the certificate to be completed and submitted to the Authority in accordance with part B of the Funding Schedule 2, in the form set out Schedule 8 as amended by the Authority from time to time.
- 21.5** “**De Minimis Aid Exemption**” means the De Minimis block exemption (EC Regulation 1407/2013 of 18 December 2013 on the application of Article 107 and 108 of the Treaty of the Functioning of the European Union).
- 21.6** “**De Minimis Disclosure Form**” means the form attached at Schedule 4 or such other disclosure form as the Authority may on the giving of notice to the Recipient require it to use.
- 21.7** “**De Minimis Threshold**” means the ceiling on Relevant Aid provided under the De Minimis Block Exemption to a Relevant Enterprise as more particularly set out in the De Minimis Disclosure Form.

21.8 “**Deliverables**” means any deliverables including the Sustained Deliverables to be met by the Recipient and as may be set out in the Annex to Schedule 1 and/or to any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1 and the achievement of which for the avoidance of doubt shall be measured by reference to Output and Outcomes Framework.

21.9 “**Output and Outcomes Framework**” means the Good Growth Fund Output and Outcomes Framework as amended from time to time and the current version of which can be found at <https://www.london.gov.uk/what-we-do/regeneration/funding-opportunities/good-growth-fund-supporting-regeneration-london>

21.10 “**ESF Project**” means not applicable.

21.11 “**ESF Sponsor**” means a person having entered into an ESF Sponsor Agreement with the Authority on the same date as having entered into this Funding Agreement.

21.12 “**ESF Sponsor Agreement**” means an agreement governing the Recipient’s provision (as an ESF Sponsor) to the Authority (acting as agent for the Department of Work and Pensions in the award of European Social Funding) in such form as is issued by the Authority from time to time.

21.13 “**Capital Asset**” means any item of equipment or other asset which has a purchase value of five thousand pounds sterling (£5,000.00) or more and which on the date of its purchase by the Recipient has a useful life of more than three (3) years and is purchased wholly or partly out of the GLA Funding.

21.14 “**Expenditure Incurred**” means expenditure connected with the Project in respect of which the Recipient has received relevant goods and services, or in respect of which it has entered into contractual obligations, for which payment has been made or is due to be made.

21.15 “**Financial Year**” means the annual period from 1 April to 31 March.

21.16 “**FOIA**” has the meaning given to it in Clause 15.2.

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21.17 “**Force Majeure**” means any of the following: riot, civil unrest, war, act of terrorism, threat or perceived threat of act of terrorism, fire, earthquake, extraordinary storm, flood, abnormal weather conditions or other natural catastrophe or strikes, lock-outs or other industrial disputes to the extent that such event has materially affected the ability of the Party relying on the Force Majeure Event (“Affected Party”) to perform its obligations in accordance with the terms of the Agreement but excluding any such event insofar as it arises from or is attributable to the willful act, omission or negligence of the Affected Party or the failure on the part of the Affected Party to take reasonable precautions to prevent such Force Majeure Event or its impact .

21.18 “**Funding Schedule**” means the schedule of payments agreed between the parties as set out in Schedule 2 to this Agreement

21.19 “**GLA Funding**” means a sum of up to eight hundred and fifty thousand pounds sterling (£850,000) to be paid to the Recipient by the Authority in accordance with the terms and conditions of this Agreement.

21.20 “**IMS**” refers to any independent monitoring surveyor, acting on behalf of the Authority from time to time.

21.21 “**Insolvent**” means:

- where the Recipient is an individual (or if more than one individual than any one of them):
  - (a) the subject of a bankruptcy petition;
  - (b) is the subject of an application for an interim order under Part VIII of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002;
  - (c) enters into any composition, moratorium or other arrangement with its creditors, whether or not in connection with any proceeding under the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002; and
- where the Recipient is a body corporate (or if more than one body corporate than any one of them):
  - (a) a proposal for a voluntary arrangement is made under Part 1 of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or the Directors of the Recipient resolve to make such a proposal;
  - (b) a petition for an administration order is presented under Part II of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or the Directors of the Recipient resolve to present such a petition;
  - (c) a receiver (including a receiver under section 101 of the Law of Property Act 1925 or manager or administrative receiver of its property (or part of it) is appointed;
  - (d) a resolution for its voluntary winding up is passed under Part 1V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a meeting of its creditors is called for the purpose of considering that it be wound up voluntarily (in either case, other than a voluntary winding up whilst solvent for the purposes of and followed by a solvent reconstruction or amalgamation);
  - (e) a petition for its winding up is presented to the court under Part IV or by virtue of Part V of the Insolvency Act 1986 as amended by the Insolvency Act 2000 and the Enterprise Act 2002 or a resolution is passed that it be wound up;
  - (f) an application is made under section 895 of the Companies Act 2006 or a proposal is made which could result in such an application;
  - (g) entry into or a proposal to enter into any arrangement, moratorium or composition (other than any referred to above) with its creditors; or

(h) the dissolution or removal from the Register of Companies of the Recipient or it ceasing to exist (whether or not capable of reinstatement or reconstruction).

21.22 **“Intellectual Property Rights”** means copyright, patents, registered and unregistered trade marks, registered and unregistered designs and all other industrial and intellectual property rights anywhere in the world whether registered or unregistered and including any applications for any of those rights

21.23 **“Milestones”** means the milestones for the Recipient’s fulfillment of the Project Objectives set out in part A of Schedule 2.

21.24 **“Output Related Funding”** means (where applicable) the any GLA funding paid in respect of Project Outputs as may be set out in Part B of Schedule 2.

21.25 **“Outputs Value Return”** means (where applicable) the return confirming Outputs delivered in a quarterly claim period and cumulatively from which, using the Unit Rates, the claim amount for the Quarter will be calculated as well as the cumulative amount claimed to date in the form set out at Schedule 5(c) as amended by the Authority from time to time.

21.26 **“Project Outputs”** means (where applicable) any outputs including the Sustained Outcomes to be met by the Recipient and as may be set out in the Annex to Schedule 1 and/or to any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.

21.27 **“Project”** means the Construction of the central warehouse for the Every One Every Day programme, providing LBBD residents with access to shared tools and equipment.

21.28 **“Project Monitoring Form(s)”** means the form(s) to be completed and submitted to the Authority by the Recipient under Clause 4.2 and which shall take the form of the template set out at Schedule 5a.

21.29 **“Project Objectives”** means the objectives to be met by the Recipient as set out in Schedule 1, including (without limitation the Deliverables) and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.

21.30 **“Quarter”** means the following periods in the relevant calendar year (i) 1 April to 30 June, (ii) 1 July to 30 September, (iii) 1 October to 31 December and (iv) 1 January to 31 March.

21.31 **“Recipient’s Chief Financial Officer”** has the meaning given to it in paragraph 1 of Part A of Schedule 2.

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21.32 **“Recipient’s Representative”** means the representative of the Recipient responsible for ensuring the effective delivery and management of the Project whom as at the date of the commencement of this Agreement is Tessy Britton.

21.33 “Recipient’s Responsible Procurement Plan” has the meaning given to it in Clause 13.3(e).

21.34 “Relevant Aid” means any financial or non-financial aid or assistance provided to a Relevant Enterprise incusing (without limitation) any capital or revenue grant payments any diagnosis and/or consultancy services and/or training services provided to a Relevant Enterprise and/or its employees at less than market value and subsidies towards the normal operating costs of the Relevant Enterprise any guarantees against any of its liabilities and loans charged at less than market interest rates (in the case of novel or contentious forms of aid and assistance the Recipient should seek the Authority’s advice).

21.35 “Relevant Aid Trigger Point” means unless the Authority notifies the Recipient otherwise the value of the Euro equivalent (at the date of this Agreement) of fifty thousand pounds sterling (£50,000.00) of Relevant Aid provided by the Recipient to a Relevant Enterprise within the last three consecutive financial years.

21.36 “Relevant Enterprise” means an entrepreneur sole trader partnership firm of business (whether incorporated or not) or other body (public or private) undertaking activities of a commercial character or conducted with a view to profit or providing goods and services in an environment for which there is a commercial market but (for the avoidance of doubt) excluding aid and assistance to children young people and adults in education unemployed persons apprentices persons on work placements and employees where the Relevant Aid provided does not directly assist their employer.

21.37 “Responsible Procurement Policy” means the GLA Group Responsible Procurement Policy in place from time to time and the current version of which can be obtained from [https://www.london.gov.uk/sites/default/files/gla\\_group\\_rpp\\_v7.12\\_final\\_template\\_for\\_web.pdf](https://www.london.gov.uk/sites/default/files/gla_group_rpp_v7.12_final_template_for_web.pdf).

21.38 “Review Meeting” has the meaning given to it in Clause 12.2.

21.39 “State Aid” means aid defined by the Treaty of the Functioning of the European Union, Article 107(1). It is granted through state resources in any form which could distort competition and affect trade by favouring certain undertakings or the production or certain goods is incompatible with the common market unless the Treaty of the Functioning of the European Union allows otherwise.

21.40 “Schedule” means a schedule to this Agreement which shall form part of this Agreement as if set out here.

21.41 “Statement of GLA Funding Expenditure” means the statement to be provided by the Recipient to the Authority in accordance with section 1 of Part B of the Funding Schedule setting out full details of Expenditure incurred on the Project and in respect of which claims for GLA Funding have been made [in the previous Financial Year], which shall be accompanied by copy invoices clearly showing Expenditure incurred on the Project Outputs or in the absence of such invoices contract documents and transaction listings from the Recipient’s finance management system and certified as true and accurate records of such expenditure by the Recipient’s

Chief Financial Officer in the form set out in Schedule 7 as amended by the Authority from time to time.

21.42 “**Sub-Grantee**” means any person which the Recipient funds in whole or in part from the GLA Funding.

21.43 “**Sustainability Charter**” means the Authority’s policies and guidance on sustainability as comprised in the Sustainability Charter (<https://lep.london/sites/default/files/FE%20Capital%20sustainability%20charter%20final.pdf>),

21.44 “**Sustained Deliverables**” means any deliverables including the Sustained Deliverables to be met by the Recipient and as may be set out in the Annex to Schedule 1 and/or to any annexure thereto and any amendment thereto agreed between the parties in accordance with clauses 11 and 12, and to be carried out in accordance with the undertakings set out in Schedule 1.

21.45 “**Sustained Outcomes**” means (where applicable) any outputs or outcomes which by their nature are to be measured over a sustained period as may be set out at Annex 1 to Schedule 1.

21.46 “**Transparency Commitment**” means the Authority’s commitment to publishing its agreements, contracts, tender documents and data from invoices and claims received in accordance with the Local Government Transparency Code 2015 and the GLA’s Contracts and Funding Code..

21.47 “**Unit Rates**” means (where applicable) the values associated with each specific Project Output as set out in Schedules 1 and/or 2 or any annexure thereto.

22. A reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended or re-enacted by any subsequent statute, enactment, order, regulation or instrument and shall include all statutory instruments or orders made pursuant to it whether replaced before or after the date of execution of this Agreement.

**IN WITNESS OF THE ABOVE** the parties have executed and delivered this Funding Agreement as a deed on the date written at the head of this document.

The Corporate Seal of the  
GREATER LONDON AUTHORITY  
hereto affixed is authenticated by: )  
..... )  
..... )



.....  
(Signature of Authorised Signatory)

.....  
(Print Name)

.....  
(Date)

**Participatory City Foundation**  
hereto affixed authenticated by )

.....  
(Signature of Authorised Signatory)

.....  
(Print Name)

.....  
6 APRIL 2018  
(Date)

## Schedule 1

### Project Objectives

#### **Every One Every Day**

##### **Project Summary**

The project will deliver the Central 'Warehouse' for the Every One Every Day Programme, which aims to build the first large scale, fully inclusive, practical participation system working with residents to co-create 250+ new practical neighbourhood projects and 100+ new businesses, with 25,000+ residents participating. Over 5 years (from 1 August 2017) Every One Every Day will build a team of 25 specialists within Barking and Dagenham that will be dedicated to creating an innovation participatory ecosystem within the borough.

The Warehouse project and wider Every One Every Day programme have been designed specifically to support inclusive growth and increase the wellbeing of residents across a whole range of indicators. It will do this by surfacing, connecting and supporting the many existing people, ideas, organisations and resources already in the borough and by drawing in extensive amounts of evidence-based innovation and research from the wider world.

The Warehouse will be a large public co-working and makerspace facility, freely accessible to local residents. It will be a central workshop resource for the borough of Barking and Dagenham that will serve as the central engine room for kickstarting an inclusive circular local economy in the borough. The warehouse forms a key part of large new ecosystem of spaces, projects and businesses being built across the borough through the Every One Every Day initiative. As well as supporting the development of many individual businesses and co-operatives across the borough, the Warehouse will also stimulate the development of new businesses to support the new film studios, Made in Dagenham, who will be in need of specialist creative services such as costume design, processing etc, as well as food suppliers, restaurants and logistic services.

The Warehouse project consists of 4 primary elements;

1. Warehouse design and construction
2. Incubation of community businesses and support offer to Every One Every Day participants
3. Establish connections with existing manufacturing businesses in LBBD
4. Development of a decant / legacy strategy

##### **Project Objectives**

###### **1. Warehouse design and construction**

The goal of the Warehouse is to bring to the Barking and Dagenham borough, a space for co-working, collaboration, skill-sharing, and local manufacture that will kickstart an inclusive circular local economy. The space needs to be welcoming and accessible by all for free, and allow for collaboration between different stakeholders. It also needs to be flexible and able to adapt in order to allow for a range of activities to take place in it. Finally, its design should allow for potential relocation to the Beam Park site in 2022.

Project design and development will be broken down into three different components; the Warehouse Structure, the Makerspace Modules, and the Urban Farm.

**Prefabricated Warehouse Structure:** There will be a prefabricated steel structure of 1,000 m<sup>2</sup> (20m x 50m). The structure will be fully insulated with eight 2mx1m windows, skylights and patio doors.

The design process will give consideration to different forms of cladding attached on the exterior facades of the prefabricated structure to make it visually appealing and distinctive from the adjacent warehouses on the Made in Dagenham campus, during the development period.

**Flexible Makerspace Modules:** For the interior fit out of The Warehouse Shell, there will be Makerspace Modules with the necessary furniture, panels, machinery, and infrastructure needed for a makerspace. The modules are used to adapt the space based on the occasional needs the team and community have, and that they are easy to pack and relocate.

**Engaging Urban Farm:** The Urban Farm will be a 1,000 m<sup>2</sup> area with grass, trees and raised planter boxes. It will allow for growing of vegetables during spring and summer. Additional hoop greenhouses will allow for partial year-round production. The garden will also have a deck area for community gathering and gardening workshops.

The three components of the Warehouse will then be developed in three distinct stages. The first one includes the submission of the planning permission for the site and construction of the Warehouse Structure. The second one involves the design competition for the Makerspace Modules and the Urban Farm, and the third one their actual design and construction.

**Stage 01 - Planning Permission & Warehouse Construction:** PCF have hired a Warehouse Project Manager, who will be responsible for the planning permission application, the acquisition, and construction of the warehouse. Design development of the warehouse structure will be prioritised with the intention to apply for a planning permission by end of April 2018.

**The Mayor has set out his commitment to achieving high quality places for Londoners and a more inclusive and sustainable form of growth - summarised as Good Growth by Design. Design development of the warehouse will be subject to GLA Design Dialogue arrangements, set out at the end of Schedule 1.**

## **2. Incubation of community businesses and support offer to Every One Every Day participants**

Residents with ideas for new businesses will have free access to a range of business, technical and collaborative support through the Neighbourhood School based at the Warehouse. The Warehouse will therefore become the hub for the incubation of new businesses arising from the borough-wide platform, and it will be from here the majority of workshops, apprentice development and training sessions will take place.

The neighbourhood shops (two now, four by August 2018 and five by August 2019) and the neighbourhood projects they support will act as a pipeline to channel residents from neighbourhood projects into community business opportunities in the warehouse.

With an emphasis on developing business models which can support the circular economy in Barking and Dagenham, including co-operative and mutual models, the practical functionality of the workshop will be home to the business incubation programmes delivered by specialist tutors running through the year.

## **3. Establish connections with existing manufacturing businesses in LBBD**

As described above, the primary purpose of the warehouse is to support local residents to develop the skills, confidence and business models to take advantage of some of the major developments which will take place in Barking and Dagenham over the coming years.

The location of the warehouse in both time and place is significant in terms of supporting resident pathways into long-term employment and self-employment, building on the manufacturing heritage of the borough and its people. It also brings significant opportunities to scale business models and

ideas through connections with manufacturing companies along the Essex corridor situated east of The Warehouse site.

By 2022 the site around The Warehouse, London East, is planned to become a leading centre for British film-making, attracting large scale investment from a range of sources and bringing significant opportunities in direct film-related activities, as well as in the wider supply-chain.

It is anticipated that the business incubation programme will equip local residents to create businesses which can tap into this supply chain, and beyond the film industry, to develop the skills and confidence to take up new employment opportunities emerging from the large scale investment anticipated into Barking and Dagenham in the coming years.

Every One Every Day will also be developing a large industry network to encourage existing local businesses to create new opportunities for work experience or apprenticeships.

#### **4. Development of a decant / legacy strategy**

The location of The Warehouse is secure for its first 4 years (the expiration of which will be at the same point as the conclusion of the broader Every One Every Day project in which it is embedded. The external structure of the building and internal maker space infrastructure are to be constructed in such a way as to enable a range of legacy options to be considered. These include;

- remaining at the Made in Dagenham film-making campus
- moving wholesale to another location such as the redeveloped Ford plant and Beam Park, scheduled for completion in 2022).

The final decision as to location of the warehouse will be made in the light of the commercial and practical opportunities which pertain in 2022. The decision will be made jointly between Every One Every Day staff, the GLA, the other members of the Every One Every Day funders board, and the residents of Barking and Dagenham who are the beneficiaries of The Warehouse.

Fundamentally, the aim of The Warehouse project is to ensure free and open access to residents of Barking and Dagenham wishing to develop projects and businesses which benefit the local economy.

In order to achieve this it is anticipated that The Warehouse will develop an appropriate access model. We will gathering evidence throughout the 4 years that the value of the outcomes produced by The Warehouse exceed the investment costs of supporting The Warehouse as a vital part of the civic infrastructure within the larger participatory ecosystem the Every One Every Day has created.

Participatory Cities Foundation, with support from GLA Regeneration, will meet with relevant stakeholders including LBBD and their development partners, to ensure that the warehouse is properly embedded within the early stage thinking of relevant developments and there is a robust decant / legacy strategy in place.

#### **Schedule 1 (contin.)**

#### **Design Dialogue Arrangements**

Good design is central to the Mayor of London's Good Growth Fund. Imaginative temporary interventions can have great impact while larger, longer term physical projects will affect an area for decades to come; together, regeneration projects should make places better and help them thrive. Design, in its broadest definition, should be careful and sophisticated, and delivered at the highest quality.

Good design is about much more than the look of a project, important though that is. It is also about ensuring that projects make the best use of money to address the issues in the place where they will be happening. Typical regeneration projects might include a number of sub-elements that need to work well together in order for the overall project to be effective. These might include print-

ed and other marketing and communications material, public realm and other infrastructure projects, architecture and buildings, temporary installations and events, decoration, lighting, planting and landscaping, physical strategy setting and masterplanning.

A good design process asks whether these project proposals fit well with existing spaces and urban fabric adding to these and improving how they work. It asks whether they celebrate and support local communities and cultures and whether small local projects begin to fix wider strategic problems and seize opportunities. These are questions that go to the heart of good place-shaping and inform all good regeneration projects.

#### **Integration with Every One Every Day Governance**

The four current funders of the Every One Every Day project will invite the GLA to join the joint Funders Board which acts as the primary governance body for the whole initiative. Meetings of the board are quarterly and focus on the previous completed quarter's activity.

#### **Project Scoping and Design Brief**

*Defining, and refining the project scope; ensuring priorities are balanced against each other. When a broad scope/project definition exists already, this should be checked against the wider context and projects being developed or delivered by others. Efficiencies and opportunities should be sought to make the best out of the total investment, whether or not projects have been developed.*

*Before a procurement process can properly begin, a brief needs to be written that captures the opportunities and challenges identified during scoping. A good, detailed brief will pay dividends as the project progresses and is a useful document in terms of generating confidence and trust between the various stakeholders.*

In view of the rapid timescales envisaged for this project, PCF will meet with the GLA during the first week following signature of this agreement to agree the full scope for the project and confirm the design brief. With the agreement of the GLA, others (such as EOED funders) may be invited to this meeting, but the meeting will not be held up in order to accommodate others.

The purpose of this meeting is to;

- Confirm expectations around project timelines and delivery schedule
- Agree joint working arrangements
- Approve the design brief
- Finalise the design competition, including the shortlist of firms invited to the competition
- Authorise initiation of the design competition

#### **Procurement**

*Well executed procurement ensures that the best talent available is used to deliver excellent projects.*

Our bid outlined our approach to procurement. This has been discussed with the GLA team who have approved it in principle. The key elements of this are;

- An identified a shortlist of 5 architecture and design firms who would be interested and appropriate for the task
- Incentivisation through a competition fee or prize element.
- A briefing session for shortlisted firms to learn about the competition
- An assessment and selection panel to evaluate bids involving

The outcome of the procurement exercise will be communicated to the winning firm via a letter from the chair of the selection panel.

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#### **Review and Design-to-Delivery Phase**

*This milestone - to be agreed and embedded in every grant - will trigger the release of delivery funding and signals that the GLA is confident in the project. The milestone is tied to a satisfactory formal review and projects will be required to address issues raised at review before progressing through the milestone. Successful completion of this milestone, which would normally*

*take the form of a high level presentation and/or review, is a prerequisite for the release of delivery funding.*

Following the conclusion of the procurement exercise, identification of the winning firm, and some initial design work the project lead will arrange a **Design Review** conducted by Mayor's Design Advocate Design Review Panel. Appropriate MDAs would be selected by GLA officers.

**Following the Design review:**

- the Review Panel will issue a letter setting out the feedback from the review. The project partner will be expected to respond to any issues raised by the review.
- Successful completion of Design Review will trigger development-to-delivery milestone.
- The Review Panel, liaising with GLA Project lead, will recommend whether further reviews are required

#### **Project meetings and reviews**

During the project delivery phase, progress will be monitored and enabled through **Project design meetings** occurring at initially 3 weekly intervals attended by the GLA project lead, PCF project manager, and consultants where relevant.

These will occur at a minimum of a 3 weekly frequency in the early and critical stages of delivery, with the potential to reduce to monthly meetings in latter and less critical stages.

The agenda for these meetings will be prepared by the PCF project lead. Documents will be circulated to GLA and provided at meeting, at appropriate scales and number of copies.

Depending on the stage of the project these will be likely to include:

- Related reports and studies
- Briefs or project scoping documents
- Drawings – plans, sections, maps, illustrations as appropriate
- Site photographs

Notes of project design meetings will be circulated by project leads to other team members and GLA project lead.

#### **Delivery**

*The delivery phase, which will vary in length and nature from project to project, is necessarily the time when urgent decisions that affect the physical make-up of a project are made, as new challenges emerge. Whether the project is for a website, shop front, park or building, it's important to maintain an ongoing design dialogue throughout the delivery phases so that emerging issues are picked up and resolved by the wider team, and to ensure that pragmatic constraints do not have an adverse effect on quality.*

GLA Officers will remain part of the ongoing project delivery team, and invited to project meetings in order to help ensure that delivery matches agreed design specifications. PCF will ensure that these meetings are used to flag any issues that would impact on design quality.

## Annex to Schedule 1

### Deliverables

**Note:** outputs below are only those attributable to the warehouse project (GLA funded) and NOT across the wider Every One Every Day programme.

<b><i>Deliverables</i></b>	<b>Baseline</b>	<b>Target</b>	<b>Monitoring Approach Overview</b>	<b>Information Collected</b>	<b>Theory of change</b>
	<i>Where applicable include a baseline figure</i>	<i>What is your overall aim against this Deliverable?</i>	<i>Please insert a brief description of the approach you will take</i>	<i>List monitoring &amp; verification information you intend to collect</i>	<i>How deliverable relates to specific aspects of the project</i>
Number of people who actively participate in a project	0	5,000	In the beginning of every project, participants are asked to register with us and fill in a consent form. Residents' participation in sessions and events is tracked by the team, reported through daily diaries and logged on our CRM platform. An aggregate of people participating in a project can then be estimated.	User data across all programmes in the Warehouse	The Warehouse creates a new space for collaborative making and manufacturing, building, as well as a centre for community and resident led events.
Number of people progressing in work and employment	0	235	Through our documentation process, the progress of people is also documented in our CRM through daily observations. Also a series of participant surveys and interviews will take place every 4-6 months to track their progress. An aggregate of people progressing into to work can then be estimated.	User data across all programmes in the Warehouse	The Neighbourhood school and business incubation elements of the Warehouse build confidence, skills and opportunities for local residents to access external employment opportunities and create their own businesses.
Amount of public realm being created or improved (m <sup>2</sup> )	0	1000 sqm		As built drawings and photographs of completed works	Freely accessible Warehouse space to Barking and Dagenham residents
Amount of new commercial / business space being created (m <sup>2</sup> )	0 m <sup>2</sup>	1,000 m <sup>2</sup>		As built drawings and photographs of completed works	New space created to create businesses led and owned by Barking and Dagenham residents
Number of pre-start ups supported to incorporate	0	80	The journey of all projects & businesses started through the program are documented and reported in all of our quarterly reporting.	Project & business data across all programmes in the Warehouse	The warehouse offer completes the pipeline of business support which starts with resident-led projects in EOED shops and provides a safe space to test new business models

Hours of business support received by SMEs, pre-start ups	0	2500 hours*	For our participants' documentation, we log all of our meetings, calls, emails, and sessions with them on our CRM platform. We will also codify the type of support they are receiving from us. Then we can aggregate the hours of business support.	Project, business, and users data across all programmes in the Warehouse	The business incubation programme will run 4-6 times per year and will be freely accessible to Barking and Dagenham residents
No. of local people progressing into an apprenticeship	0	150	For our participants' documentation, we log all of our meetings, calls, and emails with them as well as sessions and programs they attended on our CRM platform. Then we can aggregate data by sessions and programs attended.	User data across all programmes in the Warehouse	The Neighbourhood school and business incubation elements of the Warehouse build confidence, skills and opportunities for local residents to access apprenticeship opportunities.
Numbers accessing community and cultural activities through community asset	0	36 events	All participants in the EOED events are being registered. The same registration practice will continue for all the events that will take place in the Warehouse as well.	Dates, times of events, details of advertising etc	The Warehouse creates a new space for collaborative making and manufacturing, building, as well as a centre for community and resident led events.
Volunteering on place based initiatives	0	5000	People who will dedicate time and skills in the development and operation of the EOED initiatives and projects overall, and the Warehouse specifically will be tracked.	No of people	Projects and businesses created in the Warehouse will provide a broad base for participation across Barking and Dagenham.

\* Please note the reduction in the target hours of business support compared with the stage 2 application came about due to a reassessment of the underlying output assumptions and a desire to ensure that all committed outputs are realistic and reflective of the programme of support offered by the warehouse.

## Schedule 2

### Funding Schedule

#### Part A: Milestone Related GLA Funding

1. In addition and without prejudice to its other reporting obligations, on achievement of the Milestones and in any event no less than once per quarter, the Recipient shall submit a claim form in the form set out at part b of Schedule 5 (with supporting evidence of Expenditure Incurred on the Project Objectives including copies of third party invoices, and/or contract documents and transaction listings from the Recipient's finance management system and certified as true and accurate records of such expenditure by its statutory chief financial officer (which shall mean where the Recipient is a London borough council including, without limitation, the Royal Boroughs, the City of Westminster and Corporation of London, the officer of the Recipient who is responsible for the proper administration of its financial affairs pursuant section 151 of the Local Government Act 1972 (Recipient's Chief Financial Officer) or where the Recipient is not a London borough council, such officer validly authorised to act in such capacity on the Recipient's behalf) to the Authority for the appropriate amounts as set out in the Funding Schedule for the relevant Milestone such claims to be accompanied by:
  - (a) a written report detailing progress in meeting the Project Objectives, the application of the Recipient's Contribution to the Project Objectives and its efforts to secure and the details of any Additional Funding secured together with such evidence and other information as the Authority may reasonably require (in the form of the forms set out at part a of Schedule 5); and
  - (b) such other evidence and information as the GLA may require from time to time (as set out in the Funding Schedule or otherwise).
2. The Authority shall make payment to the Recipient, or as otherwise directed in accordance with the Funding Schedule, within 30 days of receipt of a valid invoices which the Recipient may issue following the approval by the Authority of valid claim forms submitted in accordance with paragraph 1 above.
3. If the report referred to in Clause 6.1(g) of this Agreement shows that the GLA Funding paid to the Recipient as at the date of the report is in excess of the total Expenditure Incurred by the Recipient for the achievement of the Project Objectives, then the Recipient shall repay that excess amount to the Authority forthwith and in all circumstances no later than 30 days following the approval of the report by the Authority in accordance with Clause 6.1(g) of this Agreement. Without prejudice to this obligation, the Authority may recover this excess by reduction of any funding still to be paid under this Agreement, or by set off against any other money due or to be due from the Authority to the Recipient.

## **Part B: Output Related GLA Funding**

### **NOT APPLICABLE**

1. The Recipient shall complete and submit to the Authority, within 14 days of the end of each quarter (Quarters commencing on 1 April 2018, for the term of this Agreement, a:
  - (a) completed Outputs Value Return (in the form set out at part C of Schedule 5as amended by the Authority from time to time). The Recipient shall ensure that all Project Outputs claimed meet the eligibility criteria as specified in Schedule 9 (Programme/Project Output Definitions & Evidence Requirements);
  - (b) written report detailing progress in meeting the Project Outputs, the application of the Recipient's Contribution to the Project Outputs and its efforts to secure and the details of any Additional Funding secured together with such evidence and other information as the Authority may reasonably require from time to time (in the form of the Monitoring Forms set out at Schedule 5);
  - (c) in addition and without prejudice to the forgoing provisions of this paragraph 1 the Recipient shall prepare and submit to the Authority an end of financial year estimate claim which shall confirm actual Project Outputs delivered pursuant to the Project to date and the associated drawdown of GLA Funding and provide a prudent estimate of all outstanding Project Outputs to be delivered pursuant to the Project to the end of that financial year no later than 4 March in each Financial Year in respect of which GLA Funding has been or is to be sought;
  - (d) the Recipient shall no later than fifteen (15) working days after the end of a Financial Year in respect of which GLA Funding has been or is to be sought submit to the Authority a fourth Quarter actual claim indicating actual Project Outputs delivered in the fourth quarter (January-March) of the previous financial year; and
    - (e) as soon as reasonably practicable after the end of each Financial Year in respect of which GLA Funding has been or is to be sought and by such date as the Authority shall specify (provided always that such date shall be no later than 31 July in the Financial Year immediately succeeding that financial year) the Recipient shall submit to the Authority a Certificate of Output Delivery which shall confirm actual Outputs delivered and the associated drawdown of GLA Funding.
2. The Authority shall make payment to the Recipient in accordance with the Funding Schedule, within 30 days of receipt of a valid invoice which the Recipient may issue following the approval by the Authority of valid claim forms submitted in accordance with paragraph 1 above provided always that Recipient hereby acknowledges and agrees that in any event the Authority shall not pay any claim(s) for the final ten percent (10%) of the GLA Funding until it is satisfied, that the Recipient has adhered to its obligations under this Part B of Schedule 2 under this Agreement, having conducted any final monitoring and/or verification exercises which it considers, in its absolute discretion, necessary or otherwise.
3. The Recipient shall only include in any claims made in respect of Project Outputs made under this Agreement sums calculated in accordance with the Unit Rates for delivered Project Outputs as set out in this Output Related Funding Schedule and which meet the eligibility criteria as specified in Schedule 9.]
4. If the Certificate of Output Delivery shows that the GLA Funding paid to the Recipient as at the date of the submission exceeds the Project Outputs delivered in the period to which the Certificate of Output Delivery relates, then the Recipient shall repay that excess amount to the Authority forthwith and in all circumstances no later than 30 days following submission of the Certificate of Output Delivery to the Authority. Without prejudice to this obligation, the Authority may recover this excess by reduction of any GLA Funding still to be paid under this Agreement, or by set off against any other money due or to be due from the Authority to the Recipient.

5. In accordance with the guidance set out in the Output Definitions & Evidence Requirements document (Schedule 9 of this Agreement), the Recipient shall retain data and systems needed for verification of each Output that has been delivered. This information shall be reviewed by the Authority at review meetings in accordance with Clause 12 of this Agreement.

**Part C – Repayment Profile**

Not applicable

**Schedule 3**

**The Authority's Logo**

**MAYOR OF LONDON**



**For advice and guidance on how to reproduce and use these logos, please contact your assigned project lead for more information**

## Schedule 4

### **De Minimis Disclosure Form** **GREATER LONDON AUTHORITY**

### **DE MINIMIS AID DISCLOSURE FORM DE MINIMIS DECLARATION**

The GLA is considering giving you de minimis aid under Commission Regulation (EC) No. 1407/2013 of 18 December 2013 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid (OJ L 352 ("the Regulation")<sup>1</sup> up to a maximum of the GLA Funding (applicable Euro/Sterling exchange rate [enter details of applicable rate]) in relation to the Project

Under the Regulation, the GLA is required to check whether you will have received more than €200,000 (€100,000 if you are an entity operating in the road freight transport sector) of de minimis aid within the Member State in question (i.e. the UK) in this fiscal year (based on your accounting year e.g. by reference to your accounting reference date) and in the previous 2 fiscal years when combined with the proposed Project de minimis aid. Please note if you are part of a group of companies your declaration needs to relate to funds received by all entities within that group for these purposes (see definition of "single undertaking" under Article 2 of the Regulation for further information).

Please note you do not need to include funding that you may have received under a scheme or individual award which has been notified to and approved by the European Commission or under the State aid General Block Exemption Regulation unless such funding has been/is intended to be used by you in relation to the same costs as the proposed Project de minimis funding. If you have (in this fiscal year or the 2 fiscal years prior to that) received any de minimis aid or public funding in respect of costs to which you are intending to apply the de minimis aid proposed to be provided to you under the Project (as detailed above), you must inform the Grantor (through the contact provided below) of details of such sums by completing the tables set out below. If you have received no such funding please insert "None" in the Amount column in the relevant table(s). Please also provide details of any de minimis aid not yet received but which you already have a legal right to receive during the remainder of this fiscal year.

Accordingly please complete and return this document having signed and dated it and (where applicable) having completed the tables below. Please then return the document to [goodgrowthfund@london.gov.uk](mailto:goodgrowthfund@london.gov.uk). If you do not return the document signed and dated (and provided detail of relevant funding, if any, as requested), the Grantor will be unable to provide you with a de minimis grant in relation to the Project.

Provider of de minimis aid	Purpose and Name of specific entity receiving de minimis aid	Amount	Date

<sup>1</sup> [http://ec.europa.eu/competition/state\\_aid/legislation/de\\_minimis\\_regulation\\_en.pdf](http://ec.europa.eu/competition/state_aid/legislation/de_minimis_regulation_en.pdf)


<b>Amount of other public funding applied/ to be applied towards same costs as the required de minimis aid</b>	<b>Provider of other funding</b>	<b>Date (if already granted)</b>

I confirm the above details are correct as at the date below.

<b>Name</b>	<b>Position</b>	<b>Signature</b>	<b>Date</b>

## Schedule 5

### a) Monthly Monitoring Form

CIVIC LONDON AUTHORITY Monthly monitoring form		Organization:	Project:																																																																								
1. Initiating processes																																																																											
<p>Please provide an update on progress made in the last month highlighting the achievement of key milestones, delivery of outputs / outcomes and any communications or media undertaken.</p>																																																																											
2. Initiating Phase (Week 1 to 4)																																																																											
1																																																																											
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Sample - to be provided in spreadsheet at a later date

## b) Quarterly Claim Form

<b>GREATER LONDON AUTHORITY</b>											
<b>Schedule 6 Section B</b>											
<b>Cover Sheet</b>											
For delivery partner use Org Name: _____ Project name: _____ Project Manager: _____ Start Date: _____ Completion: _____	For internal use GLA Lead: _____  Date submitted to GLA Programme Manager: _____										
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<b>GREATER LONDON AUTHORITY</b>	
<b>Section I: Quarterly Claim Form</b>	
Organisation Name  Project Name  Quarter  Name(s) of officer applying for grant  Position in Organisation  Email address    Correspondence address    Postcode  Telephone Number  Mobile Number	<a href="#">Guidance</a>

Samples - to be provided in spreadsheet at a later date

GREATER LONDON AUTHORITY

## Section 10. Milestones and Credit Claims

## Geotagging

Guidance on completing table:

- A. Each claim should have a unique ID. It should be in the order it is listed in on the claim form. Mark the claim form with the unique ID given below
- B. Projects should match the projects set out in Schedule 2 of the funding agreement
- C. Workstream should match the projects set out in Schedule 2 of the funding agreement
- D. Milestones should match the milestones set out in Schedule 2 of the funding agreement
- E. Only submit evidence relevant to the particular claim. Please indicate the nature of the evidence provided to support this expenditure. This evidence should be a copy of an invoice or in the absence of such an invoice, transaction listings from your financial management system showing actual expenditure
- F. Self-explanatory
- G. Budget should match the budget set out in Schedule 2 of the funding agreement
- H. Cumulative spend to date on the project against the milestone (it is to include all previous claims against this milestone)
- I. Total amount claiming for the item in the claim.

GREATER LONDON AUTHORITY

## Performance Reporting Schedule 2018/19

Financial period	Deadline for quarter (n) submissions by delivery partners
Quarter 1	20th July 2018
Quarter 2	19th October 2018
Quarter 3	18th January 2019
Quarter 4*	15th March 2019*

\*Subject to change

# GREATER LONDON AUTHORITY

## Section III: Declaration and undertaking

[Guidance](#)

We declare that:

- We have read, understood and complied with **all** the conditions of the grant set out in the Funding Agreement to which this claim refers.
- The information on this form is correct to the best of our knowledge and belief and **I/we accept full responsibility for it**;
- We undertake that we will keep accounts, invoices and receipts for 5 years after the last date grant is paid in connection with this grant and make them available for inspection on request by GLA officers;
- We have taken delivery of and/or incurred expenditure on the project objectives for which we are claiming grant and our claim covers only the amounts spent on the items described in this form. Our claim is for the net costs of the items, excluding recoverable VAT.
- We undertake that we will notify the GLA immediately in writing or by email of any changes to the details provided in this form.
- We confirm that this claim is for the following amount and relates to the following quarter:

Capital		Q1
Revenue		Q1

- We confirm that the following **match funding** has been spent on the project this quarter as set out in the schedule 4 of the funding agreement:

Delivery Partner	Forecast (£)	Actual (£)	Variance	Comments
			0.00	
			0.00	

- We confirm that the following is an accurate reflection of the **GLA** funding drawdown to date:

GLA Funds	Project Lifetime Budget	Previous Years Spend	FY 18/19 Budget	FY 18/19 YTD	18/19 Remaining Budget	Future Years Budget
Capital					0.00	
Revenue					0.00	

- We confirm that the following is an accurate reflection of the **match funding** accounts:

Match Funds	Project Lifetime Budget	Previous Years Spend	FY 18/19 Budget	FY 18/19 YTD	18/19 Remaining Budget	Future Years Budget
Capital					0.00	
Revenue					0.00	

- We confirm that the following is an accurate reflection of the overall project accounts, including both **match and GLA funds**:

Total Project Budget (inc GLA and Match funds)	Project Lifetime Budget	Previous Years Spend	FY 18/19 Budget	FY 18/19 YTD	18/19 Remaining Budget	Future Years Budget
Capital	0.00	0.00	0.00	0.00	0.00	0.00
Revenue	0.00	0.00	0.00	0.00	0.00	0.00

This declaration must be signed by the project manager and the Section 151 Officer/Chief Finance Officer

Signature	Name in BLOCK letters	Position	Date
		(Project Manager)	
		(S151/Chief Finance Officer)	

**c. Output Values Return**

**Not applicable**

## Schedule 6

### Self Evaluation Template

#### Section 1: Project Information

Note: this section is required for submission to the GLA, but may be excluded in versions of the evaluation for publication / sharing with your local partners.

<b>Project Summary: please insert short description of your project</b>	
<b>Place and Borough</b>	
<b>Lead Delivery Organisation</b>	
<b>GLA Project Manager</b>	
<b>Self-evaluation lead</b>	
<b>Total GLA funding for project</b>	
<b>Total lifetime cost of project</b>	
<b>Other public/private investment</b>	
<b>Actual Project start date</b>	
<b>Actual Project end date</b>	
<b>Evaluation methodology: please include a short summary of the approach that you have taken to completing the self-evaluation, including the groups and individuals you have consulted with, and the primary research you have undertaken.</b>	

## **Section 2: Stand-out Messages**

A one page summary of your project and key achievements and/or lessons learned. This might include:

- A quick introduction to the project and what's been delivered
- A summary of impacts achieved to date
- An overview of wider achievements and lessons learned
- Project legacy.

### **Section 3: Project Context and Objectives and Design**

This section will provide an overview of the context of the project and summarise how the project was designed to respond to this. This section effectively summarises the information and set out within your bid for funding, and within your grant agreement. It provides a basis against which to test the performance of project delivery.

Please complete the assessment under the following headings:

**3.1: Project background:** a summary of the local socio-economic and strategic context that your project was responding to.

**3.2 Project rationale:** a summary of how your project was designed to respond to this context, and the rationale for public sector intervention (i.e. the need for Good Growth Funding).

**3.3 Project aims and objectives:** an outline of the specific objectives identified by your project at outset.

**3.4 Project design and delivery activities:** please provide a short overview of the project delivery activities agreed at outset.

**3.5 Funding and delivery mechanisms:** please provide an overview of the GLA and match funding agreement for your project (as agreed at outset), and the delivery mechanisms that you were expecting to be in place to deliver the project.

**3.6 Project targets:** please set out here the specific output and outcome targets that have been agreed with the GLA, along with any wider measures that you will be assessing your project performance against.

**3.7 Project logic chain:** *please insert your project logic chain which in effect summarises the above information.*

## **Section 4: Project delivery**

This section will provide a review of the delivery process after grant agreement stage, including activities delivered, performance in terms of delivery timescales, funding, and outputs (deliverables):

**Section 4.1: Overview of Project Design Process:** a summary of how the project design process, including commentary on stakeholder and community engagement

**Section 4.2: Activities Delivered:** this section should provide an overview of the activities which have been delivered. It should include:

A table summarised the different strands of delivery activity, and a summary of delivery progress

Commentary on each of the strands of delivery activity, outlining what has been delivered and outlining any way in which this evolved from original plans. Photos / plans may help to illustrate this.

Commentary on any strands of delivery not delivered, outlining the reasons for this and how funding was reallocated

**Section 4.3: Delivery Timescales.** A summary of delivery timescales, reflecting on how the project progressed versus the timescales planned at outset, and any reasons for delays.

**Section 4.4: Funding Performance.** A summary of how the project has performed financially. Please include a table which compares actual spend to budgeted spend for each funding source. Please include commentary on any reasons for variance.

**Section 4.5: Delivery Mechanics.** A summary of the mechanisms underpinning delivery. This should consider:

A summary of external support procured (to support design, construction, and delivery), and approach taken to procurement

A summary of project management mechanisms

A summary of any project governance mechanisms put in place (eg project boards or steering groups).

**Section 4.6: Summary of delivery performance:** drawing on the above consideration, a brief summary of delivery performance. As part of this, please include a table outlining how the project has performed against the output targets agreed with the GLA at inception (note: this should focus on output targets only; outcome targets are considered in the next section). The table should include the output target, the agreed definition, the achieved figure (the timing of this figure should be recorded), and commentary which explains variance.

---

## **Section 5: Project impacts:**

This section will focus on the impacts of the project to date.

### **Section 5.1: A review of economic, social and environmental impacts achieved to date.**

The structure of this section will need to be developed to reflect the specific characteristics of the project and should explore the impact of your project on the places, communities, people, and businesses it has sought to support. Example impact themes include (but are not limited to): impact on town centre vitality; impact on skills and employment outcomes; impact on business / enterprise performance; impact on community inclusion and vitality.

The analysis is likely to need to draw upon bespoke research on or with the project beneficiaries: this might comprise surveys, focus groups, consultations, or observational research.

Analysis should draw on both quantitative and qualitative insights. Case studies of beneficiaries can be used to supplement quantitative analysis, and are helpful in telling the story of your project.

### **Section 5.2: A review of strategic and financial impacts achieved to date:**

Please provide an overview of the strategic impacts of your project. This might include improvements in partnership working, strong leadership shown by partner organisations in working towards shared objectives, improving efficiency by testing new ideas / approaches, or putting in place new systems /structures, or levering in new funding / resource

If there are any financial impacts of your project (e.g. generation of new business rates, council tax, or improved financial resilience of delivery organisations), please summarise these here. This section can be excluded if not.

### **Section 5.3: Future Impact.** A short section exploring how the impacts achieved might be expected to evolve over the coming years (acknowledging that it may take time for certain impacts to emerge).

### **Section 5.4: Summary of impacts to date performance:** drawing on the above consideration, a brief summary of impact achieved to date. As part of this, please include a table outlining how the project has performed against the outcome targets agreed with the GLA at inception. The table should include the outcome target, the agreed definition, the achieved figure (the timing of this figure should be recorded), and commentary which explains variance.

## **Section 6: Project achievements and lessons:**

Building on the assessment of delivery performance and impacts achieved, this section should provide an overview of overall achievements and lessons learnt. Please complete the assessment under the following headings:

**6.1: Project achievements:** building on the preceding section, identify the areas of greatest achievement for the project. These might relate to any aspect of delivery (from stakeholder engagement, to impacts achieved).

**6.2: Barriers to achievement:** please identify any challenges experienced which acted as barriers to achievement. This might include practical issues (such as problems during construction, to strategic issues (such as challenges securing agreement on designs).

**6.3: Lessons to take forward:** please identify the main lessons that you will take forward in delivering future projects of this nature.

## **Section 7: Project legacy and forward plan**

**Please provide a summary of the legacy of the project and next steps. Please complete the assessment under the following headings:**

**7.1: Project Legacy:** a overview of the legacy of the project. This might include ongoing / complementary delivery activities, the physical / operational legacy of the project, and planned next steps to embed and build on the legacy

**7.2: Challenges and Opportunities:** a summary of remaining challenges or emerging opportunities. These might relate to the delivery / bedding in / long term management of the project, or the surrounding socio-economic context

**7.3: Recommendations:** drawing on the research undertaken, a summary of recommendations to inform ongoing project delivery, or future areas for action / intervention.

## **Section 8: Conclusions**

To conclude, please provide short assessment of the extent to which project objectives have been achieved to date, with specific reference to each of the objectives listed in section 3. This should acknowledge where there is further / ongoing work needed to help achieve objectives.

## Schedule 7

Name of programme: **Good Growth Fund**

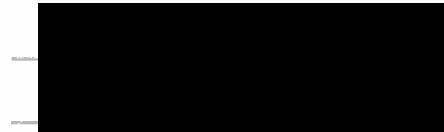
Name of applicant organisation: **Participatory Cities Foundation**

	Total project value (GLA + Match)	Total GLA funding	GLA capital funding	GLA revenue funding	Total Match	Recipient Match	Non Recipient Match	Recipient Match capital	Recipient Match revenue	Non Recipient match capital	Non Recipient match revenue
2017-18	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
2018-19	£971,500	£570,000	£570,000	£0	£401,500	£401,500	£0	£0	£401,500	£0	£0
2019-20	£609,200	£280,000	£280,000	£0	£329,200	£329,200	£0	£0	£329,200	£0	£0
2020-21	£329,200	£0	£0	£0	£329,200	£329,200	£0	£0	£329,200	£0	£0
2021-22	£190,920	£0	£0	£0	£190,920	£190,920	£0	£0	£190,920	£0	£0

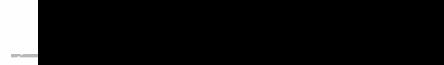
I hereby certify that:

1. the organisation named above is eligible to provide public match funding
2. the match funding provided does not contain any funds which have been provided by the GLA group

Signed:



Name:



Date:

6 April 2018

**Schedule 8**

**Certificate of Output Delivery**

**Not applicable**

## **Schedule 9**

### **Programme/Project Output Definitions & Evidence Requirements**

**Not applicable**

## **Schedule 10**

### **Performance reporting**

The Recipient shall unless otherwise agreed in advance by the Authority in writing submit updates on performance to the Authority in the forms set out at :

- Part a of Schedule 5 on a monthly basis; and
- Part b of this Schedule 5 on a Quarterly basis.

Without prejudice and in addition to the foregoing the Recipient shall also provide the GLA and/or the IMS with:

- such information as is requested and in such form as notified by the GLA and/or the IMS at regular intervals as set by GLA Officers; and
- notice of, access and invitations to Project sites, Project meetings and board meetings of the Recipient (as an observer at board meetings of the Recipient) and all documentation relating to such Project meetings including (without limitation) agendas for the same at least five working days in advance.

# THE WAREHOUSE

Detailed information to support the bid in Barking  
and Dagenham for the Good Growth Fund

5 January 2018

EVERYONE  
EVERYDAY



**Good Growth Fund**  
Participatory City Foundation

# Every One Every Day Initiative in Barking and Dagenham

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# Every One Every Day Initiative in Barking and Dagenham

## Project Summary

Every One Every Day aims to build the first large scale, fully inclusive, practical participation system working over 5 years with residents to co-create 250+ new practical neighbourhood projects and 100+ new businesses, with 25,000+ residents participating. Every One Every Day will improve the lives of everyone living in the borough, in particular those residents experiencing high levels of deprivation and social exclusion.

### A large, innovative initiative needed for the poorest borough in London

The 2015 statistics show that 92% of the LSOA's in Barking and Dagenham fall within the bottom 4 indices for multiple deprivation, and it is this and similar data which has led to the development of this significant investment in the people who live in the borough. Together with the predicted high growth and development expected in the Barking and Dagenham (London's growth opportunity) it has been determined that an innovative approach will be required to ensure that this growth does not lead to wholesale gentrification and increased social exclusion.

In short, Every One Every Day aims to bring about 'inclusive growth' to Barking and Dagenham, using participation, learning, and key stimulation spaces as the drivers for achieving this. The aims of Every One Every Day matches the aims of the Good Growth Fund very closely, across all 3 strategic aims.

### Developing of concentration of 'participation culture' initiatives

Every One Every Day aims to scale up and concentrate 'participation culture' projects that citizens have developed in cities across the world, but which are largely fragmented, small scale and low impact on their own. These projects include the creation of participation opportunities to share knowledge, spaces and resources, for families to work and play together, for bulk cooking, food growing, tree planting, for trading, making and repairing, for growing community businesses.

Our research indicates that a creating a high concentration of participation projects in an area has the potential to transform the everyday lives of people, as well as provide a vital piece of missing social infrastructure that will ensure 'inclusive growth'. As B&D grows the high levels of socially excluded residents will not be left behind because the large network of opportunities will provide new, accessible and exciting pathways to learning, self employment and employment, regardless of age, background or starting point.

In short, Every One Every Day aims to make Barking and Dagenham an inspiring place to live, building the support structures necessary for creating sustainable and prosperous neighbourhoods made by everyone, for everyone.

## Good Growth Themes

### 1. Empowering People

Every One Every Day will co-create 200,000 new opportunities for people from different backgrounds to create cohesion, mutual understanding and trust. Every One Every Day puts community cohesion into the hands of all local residents (not just institutional leaders), giving them opportunities to act on their wish for a harmonious place to raise their children and live happily, free of hate crimes or social exclusion.

### 2. Making Better Places

Every One Every Day will co-create projects and businesses which activate 750 existing underused spaces (indoor and outdoor) producing outcomes that improve the social, environmental and economic sustainability, co-creating neighbourhoods for future generations.

### 3. Growing Prosperity

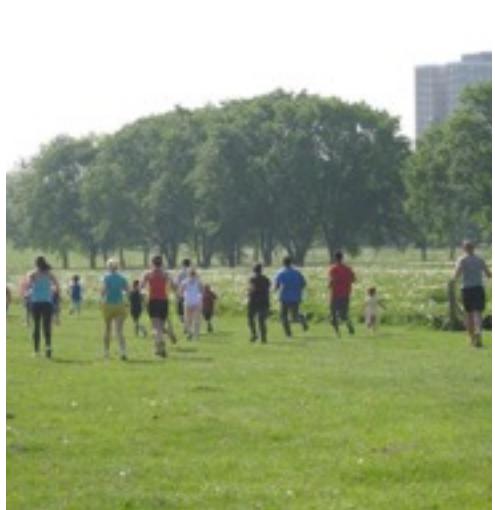
Every One Every Day will build a comprehensive innovation incubation ecosystem across the borough - that includes stimulation, design processes and programmes, providing learning, prototyping expertise and functional spaces (kitchens, workshops etc), supporting from the smallest idea on an estate to the largest idea developed in our public Makerspace.

# Every One Every Day Initiative in Barking and Dagenham

## How we will do the project

Every One Every Day will over the 5 years build a team of 25 specialists within Barking and Dagenham that will be dedicated to creating an innovation ecosystem within the borough. It will do this by drawing in extensive amounts of evidence-based innovation and research from the wider world and by surfacing and connecting many existing people, ideas, organisations and resources already in the borough.

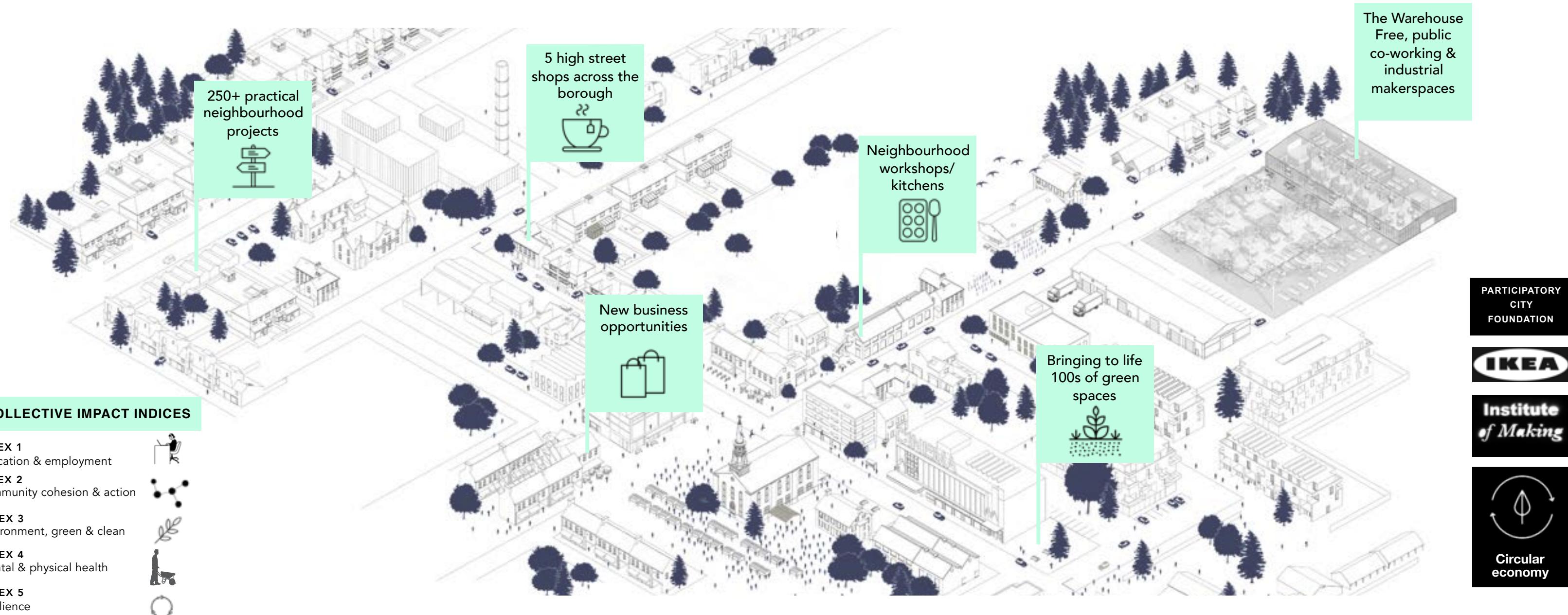
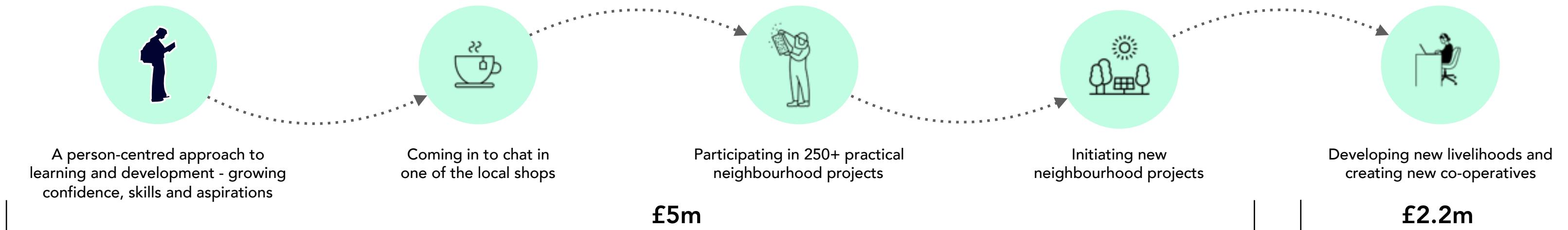
It aims to create the most innovative, citizen-powered, sustainable neighbourhood to serve as a model for other cities across the world, who will come to Barking and Dagenham to learn how to replicate it.



## Eight point strategy

1. Open 5 high street shops which will become project and business incubators, with a specialist team in each to facilitate the co-design, prototyping and testing of 250+ neighbourhood projects. The expert facilitation teams will provide support elements such as insurance, free access to functional spaces and training such as health and safety or food hygiene.
2. Activate underused spaces across Barking and Dagenham for use by the neighbourhood projects. These resources might include underused spaces (250 outdoor green spaces and 500 indoor spaces) and people's time, ideas and capabilities to create benefits to the public which address and prevent social needs.
3. Open a large (12,000 square foot) Warehouse in the borough which will be a free, publicly accessible, co-working and makerspace established to stimulate innovation, and support the design and testing of 100+ new community businesses, running specialist business incubator programmes for areas such as food, manufacturing, retail, childcare and environment.
4. Co-design and co-produce 250+ neighbourhood projects, working with local residents, organisations and business across the borough, using the projects, events, festivals and promotions to surface and connect existing ideas and resources.
5. Create a Neighbourhood School for growing participation and conduct the research and dissemination of new practices for Sustainable Development, Social Entrepreneurship and the Circular Economy, working with our partners IKEA and UCL.
6. Create a Co-production Lab with LBBD to integrate the new network of neighbourhood projects and businesses with local services and planning and development.
7. Development of a network of residents/participants who will provide peer-to-peer support and learning.
8. Development of a network of organisations to provide opportunities to gain skills, have work experience or apprenticeships.

# Building a participation ecosystem for inclusive growth



# THE WAREHOUSE



## The Warehouse

The Warehouse will be a central workshop resource for the borough of Barking and Dagenham that will serve as the central engine room for kickstarting an inclusive circular local economy in the borough.

### Engine room for inclusive growth

The purpose of The Warehouse is to become a key part of large new ecosystem of spaces, projects and businesses being built across the borough through the Every One Every Day initiative.

#### 1. Free, public Makerspace and Co-working

Makerspaces offer the potential to supporting local economic growth, but have to date become useful only to middle class individuals who have the resources to pay membership fees. The Warehouse in Barking and Dagenham aims to demonstrate and measure an alternative financial model, which sees this type of facility within an ecosystem of outcome generating activity. By 2022 we aim to show that investment of this type of facility creates social dividends across the public spending balance sheet e.g. savings to health, social security,

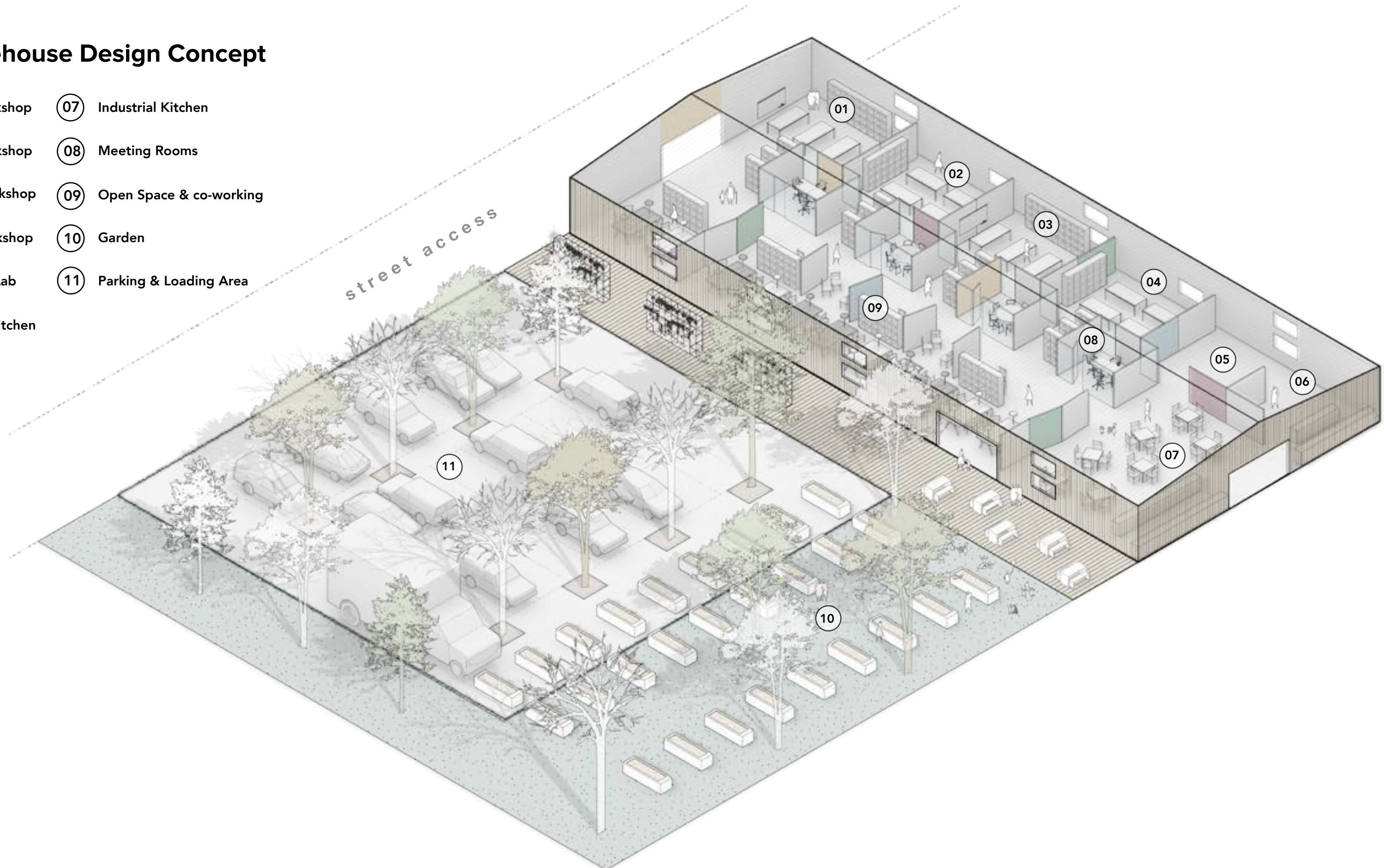
Access to networks and functional spaces, and exciting business development programmes will give residents the opportunity to grow and test ideas, make new products and benefit from working with others in a high energy environment.

#### 2. A making resource for a whole borough

Over the life of the Every One Every Day initiative we estimate that we will be activating 500+ underused indoor spaces and 250 underused green spaces in Barking and Dagenham. Many of these spaces will need renovation or improvements. Residents will also want to build structures (both temporary and permanent) for the 5,200 council owned 'amenity greens' across the borough that Every One Every Day will be activating through the 'Open Corners' project. The Warehouse will house equipment and supplies that will enable residents to design and build for the neighbourhood.

# The Warehouse Design Concept

- 01 Metal Workshop
- 02 Wood Workshop
- 03 Digital Workshop
- 04 Fabric Workshop
- 05 PC School Lab
- 06 Everyday Kitchen & Storage
- 07 Industrial Kitchen
- 08 Meeting Rooms
- 09 Open Space & co-working
- 10 Garden
- 11 Parking & Loading Area





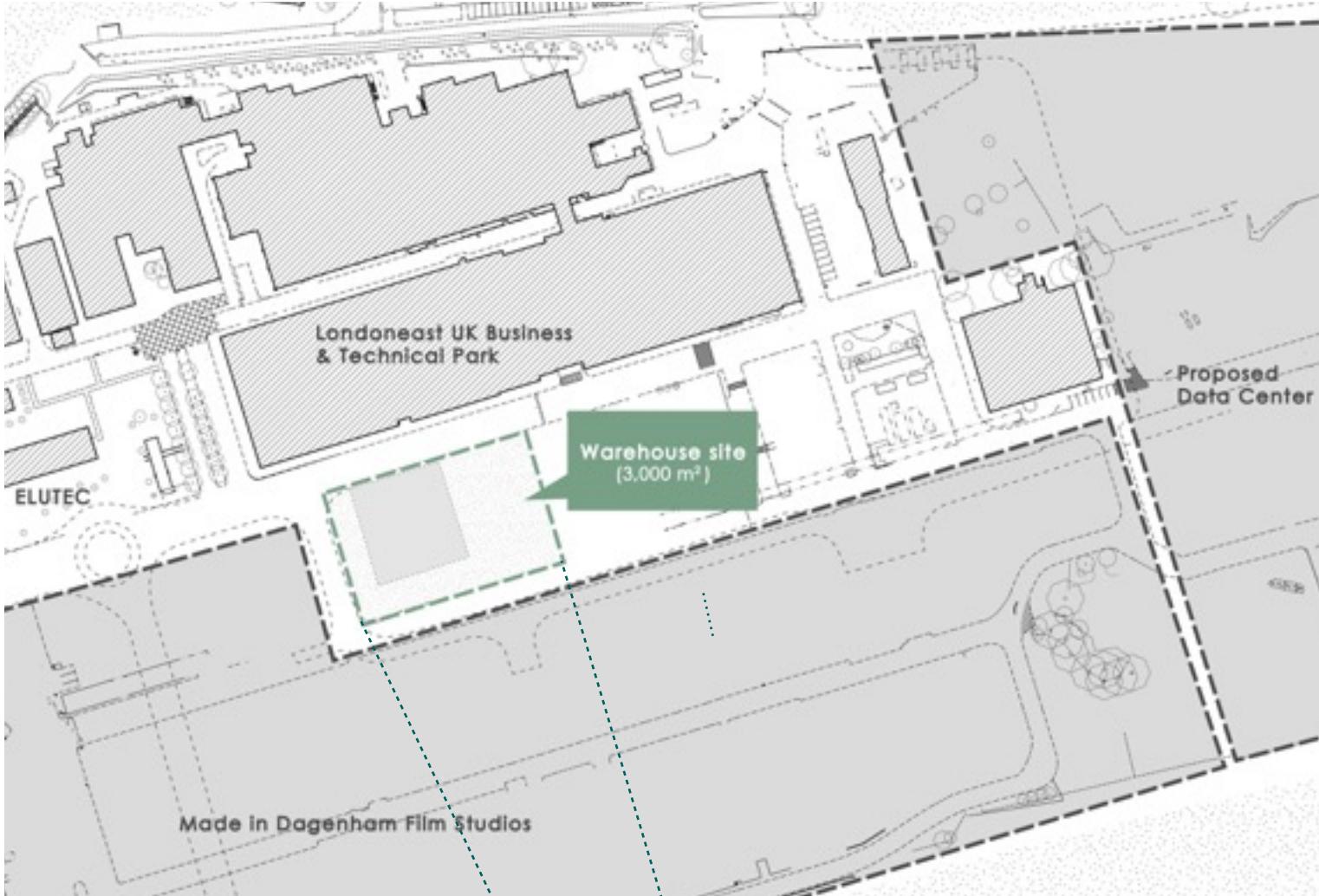
## Sites and legacy

Barking and Dagenham has a large number of new developments currently under way, and many more in the planning. We are aiming at catalyzing community participation in the early stages of some of those developments, that will help build community capacity in the borough, but also ensure a non-disruptive transition.

We are planning to collaborate with two major master plans in the area; the first one is the Made in Dagenham plan for a film studio in Dagenham East (site A), the second one the Beam Park - the site of the former Ford Factory in South Dagenham (site B).

Site B development already has plans for a Makerspace, likely to be complete in 2022, exactly at the time that Every One Every Day will have completed its first 5 years. The Beam Park development site is ideal as a permanent home for the Warehouse after 2022. In the meantime we have secured a 3,000 m<sup>2</sup> hard standing area, in the latter master plan of Made in Dagenham. The idea is that The Warehouse will be based in Made in Dagenham until 2022, and then will be transferred to Beam Park.

Working with London Borough of Barking and Dagenham it is intended to raise an endowment for the borough over the 5 years of the Every One Every Day initiative. The endowment, and all the assets of the project will be transferred to a new Barking and Dagenham Foundation in Year 6.



## The Sites

The two-phase life of the Warehouse being located in two sites, initially in the Made in Dagenham development site and afterwards in the Beam Park, allows for flexibility, but also requires careful planning. Our plan firstly investigates the potentialities and limitations of the two sites, and then lays out a strategy with many possible alternatives to ensure the long term legacy of The Warehouse in the borough.

### Made in Dagenham Film Studios Site

Be First is the company dedicated to accelerating economic growth in East London and responsible for the delivery of the Made in Dagenham development. They have agreed on the price of the land, and it has gone through the finance committee in the week of December 18th, 2017, making the cabinet meeting approval on the 23rd of January, 2018, a straight-forward confirmation. Be First has accepted to give us access to 3,000 m<sup>2</sup> of the development land for peppercorn rent until 2022. This will allow us not only to place a structure on site that can host The Warehouse, but also create a urban farm, as well as provide necessary area for parking and loading.

The site, as seen in the maps on the left, is on an existing street, and it is 6 minutes walking from the Dagenham East Station. As it was a former brownfield, the land has already been remediated to industrial standards. Two thirds of the site are compact soil, and one third is covered with tarmac.

### Beam Park / Former Ford Stamping Plan Site

The Beam Park development is currently under development and will be completed in 2022, exactly at the time that Every One Every Day will complete its first 5 years. The plan includes several community infrastructure, among which is the space provision for a Makerspace. In order to make this the permanent home of The Warehouse from 2022 moving onwards, we need to plan for a flexible warehouse that can be easily transported.



## The Warehouse Concept & Design Management

### Project Scoping

The goal of the Warehouse is to bring to the Barking and Dagenham borough, a space for co-working, collaboration, skill-sharing, and local manufacture that will kickstart an inclusive circular local economy. The space needs to be welcoming and accessible by all for free, and allow for collaboration between different stakeholders. It also needs to be flexible and able to adapt in order to allow for a great range of activities to take place in it. Finally, its design should allow for potential relocation to the Beam Park site in 2022.

### Project Design & Development

In order to address the project's scope and flexibility, we are breaking its design and development down into three different components; the Warehouse Structure, the Makerspace Modules, and the Urban Farm.

**Prefabricated Warehouse Structure:** There will be a prefabricated steel structure of 1,000 m<sup>2</sup> (20m x 50m). The structure will be fully insulated with eight 2mx1m windows, skylights and patio doors. Wooden cladding will be attached on the exterior facades of the prefabricated structure to make it visually appealing and distinctive from the adjacent warehouses on the Made in Dagenham campus, during the development period.

**Flexible Makerspace Modules:** For the interior fit out of The Warehouse Shell, there will be Makerspace Modules with the necessary furniture, panels, machinery, and infrastructure needed for a makerspace. The idea is that the modules are used to adapt the space based on the occasional needs the team and community have, and that they are easy to pack and relocate.

**Engaging Urban Farm:** The Urban Farm will be a 1,000 m<sup>2</sup> area with grass, trees and raised planter boxes. It will allow for growing of vegetables during spring and summer. Additional hoop greenhouses will allow for partial year-round production. The garden will also have a deck area for community gathering and gardening workshops.

The three components of the Warehouse will then be developed in three distinct stages. The first one includes the submission of the planning permission for the site and construction of the Warehouse Structure. The second one involves the design competition for the Makerspace Modules and the Urban Farm, and the third one their actual design and construction.

**Stage 01 - Planning Permission & Warehouse Construction:** By March 1st, we are hiring a Warehouse Project Manager, who will be responsible for the planning permission application, the acquisition, and construction of the warehouse. This will allow us to develop the scheme for the general layout of the Warehouse, the Urban Farm, and the parking area on the site early on. Separating the development into two different courses, that of the Warehouse Structure and that of the interior Makerspace Modules and Urban Farm design, allow us to be able to apply for a planning permission by end of April, 2018.

For the Warehouse Structure, we will acquire a prefabricated steel building that can be easily assembled on a hardstanding surface and can also be easily transferred in another location later on. We have already received quotes from two companies (Miracle Span Steel Buildings, and HTS Industrial). As the site does not currently have a hard standing area, it will be necessary to construct a concrete slab (1.000 m<sup>2</sup>) prior to the development of the Warehouse. The slab and Warehouse construction will be supervised by the Warehouse Project Manager.

**Stage 02 - Design Competition:** Beyond the mere Warehouse Structure, there is the need to create an inspiring interior space, and an engaging Urban Farm. The interior of the Warehouse will extend beyond a mere fit out; it needs to be adaptable in order to afford different uses and activities, as well as be able to disassemble and transfer to a new location. In order for the Warehouse to have a welcoming, but also flexible, and ergonomic interior space, as well as an inspiring Urban Farm, we are planning to host a closed Design Competition by invitation.

**Stage 03 - Design Development & Construction:** The selected design team from the competition will design the Makerspace Modules and Urban Farm, in a way that they are easy to assemble by a wider audience without technical skills. After the designs are complete, the selected design team in collaboration with the Warehouse Manager, local residents, and a potential collaboration with Growing Communities will construct the Makerspace Modules and Urban Farm.



The Made in Dagenham Site, December 2017



## Design Competition

The Design Competition will address the Makerspace Modules and Urban Farm components. The Design Competition will be by invitation only to a selected group of design firms. It will launch on April 2nd, and the design firms will have to respond with preliminary design ideas and a portfolio of past projects by April 22nd. After the submission, the jury will hold interviews with all design firms and will announce a winning team by April 29th.

The six design *firms we propose to be invited*:

Assemble (<http://assemblestudio.co.uk/>)

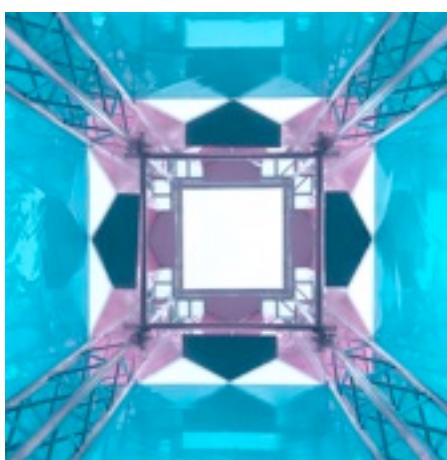
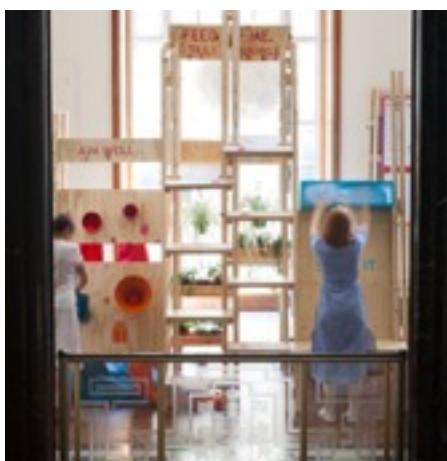
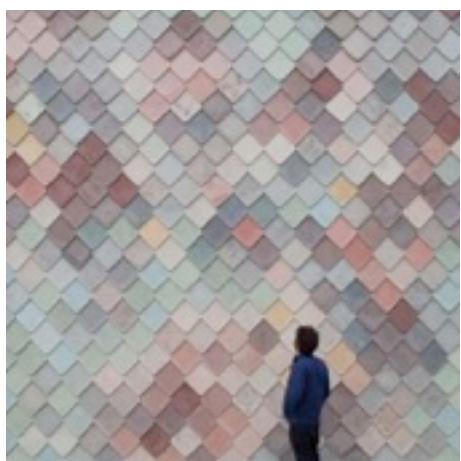
Muf Architecture (<http://muf.co.uk/>)

Public Works (<https://www.publicworksgroup.net/>)

ErectArchitecture (<http://www.erectarchitecture.co.uk/>)

DK-CM (<http://www.dk-cm.com/>)

Gort Scott Architects (<http://www.gortscott.com/>).



## Selection of the winning design

Our goal for the design outcome is to inspire local residents, and at the same time be able to adapt for future uses by different stakeholders. To help us ensure that we meet these goals as well as the Design Competition Brief detailed requirements, we will allow for residents to vote, but we will also have a jury of selected specialists from diverse organizations.

**Residents Voting:** The submissions to the Design Competition will be anonymized and made available online for people vote. Also, the submissions will be printed and put up in the two shops for people to express their opinions physically as well. The votes and feedback from the residents will be taken into consideration by the Competition Design Jury.

**Competition Design Jury:** The competition design jury consists of the following members:

Tom Hook, Strategy & Programmes Director, London Borough of Barking and Dagenham

Monica Needs, Community Enterprise Manager, London Borough of Barking and Dagenham

Dan Hill, Mayor of London Design Advocate / Associate Director Arup, UCL Visiting Professor

David Harley, Head of Regeneration, Be First Regeneration Limited

Liz Corbin, UCL Institute of Making, Maker Assembly, Open Workshop Network

Hege Saebjornsen, Country Sustainability Manager, IKEA.

Tessy Britton, Chief Executive, Participatory City Foundation

Eleni Katrini, Research Director, Participatory City Foundation

## **Brief Writing & Procurement**

In order to put together a comprehensive design brief for the competition and a detailed procurement plan for our collaboration with the winning team, we will work closely with a group of consultants from the following organizations: Barking and Dagenham Council, Be First Regeneration Limited (responsible for the regeneration of Made in Dagenham site in Dagenham East), and GLA Regeneration's Architecture, Design and Urbanism Panel (ADUP). These consultants will ensure that the proposed design is fresh, forward-thinking, and advances the community assets of the Borough. A preliminary Competition Design Brief has already been put together as a starting point, and it is presented later on in this document.

## **Design Review**

Immediately after the Design Competition for the Makerspace Modules and the Urban Farm is complete, and a selected design team is selected in late April; the design development phase will begin. During the schematic design phase and the subsequent design development phase, the design team will meet regularly for review with the Participatory City Foundation members and with local residents. The design review will consist of the following

**Warehouse Project Manager Weekly meetings:** Due to the quick turnaround of the project, and in order to ensure that the requirements of the design brief are being followed, the design team should meet briefly at the end of each week with the Warehouse Project Manager.

**Participatory City Development Team Meetings:** The design team will have to meet with the Development Team of Participatory City Foundation (PCF), in order to review the overall design and ensure it meets the requirements of the brief. There will be four key meetings between the design team, the Participatory City Development Team and the Warehouse Project Manager, each one at a different stage of the design: one right after the announcement of the results of the design competition, one at the end of the schematic design, one at the end of design development, and finally one at the end of the construction drawings.

**Neighborhood Charrettes:** The design team will be asked to take into consideration the feedback received by the residents during the competition voting process. Following up on that feedback, the design team will need to facilitate two public charrettes for local residents and participants of Every One Every Day project to provide their feedback and ideas. These charrettes will need to take place one during the schematic design and one towards the end of the design development.

## **Design Delivery**

The design will be delivered into stages as signified above, firstly the construction of the Warehouse Structure and a adjacent parking lot (1,000 m<sup>2</sup>) will be realized under the supervision of the Warehouse Project Manager. The Warehouse will be provided prefabricated by a selected company that specializes on industrial steel structures, and it will be assembled on site. The second stage will include the delivery of the Makerspace Modules and the Urban Farm. The Makerspace Modules will be designed in a way that are easy to assemble on site by people without any prerequisites in construction. We are aiming to involve 10-20 local residents on a volunteering basis to help put together the Makerspace Modules and the Urban Farm, empowering them with soft construction and urban farming skills. We believe that in this way, local residents who are interested in the Warehouse maker space, will be involved in the project from the design, to the delivery, and finally the occupancy of this building.

The construction of the Makerspace Modules and overall fit out of the Warehouse, will be supervised by the Warehouse Project Manager in collaboration with the selected design team. The construction of the Urban Farm will also be supervised by the Warehouse Project Manager, in collaboration with the selected design team and the Growing Communities Dagenham Farm.

## **Completion and Occupancy**

Upon completion of the Warehouse construction, we hope that it will be immediately occupied. The EOED Development Team members, as well as the School Team will be based off the Warehouse. The Warehouse will provide also free co-working space for residents to come in and occupy, and eventually it will secure free workspace for the different businesses, projects, and initiatives that will be co-designed and kick off through the EOED project.

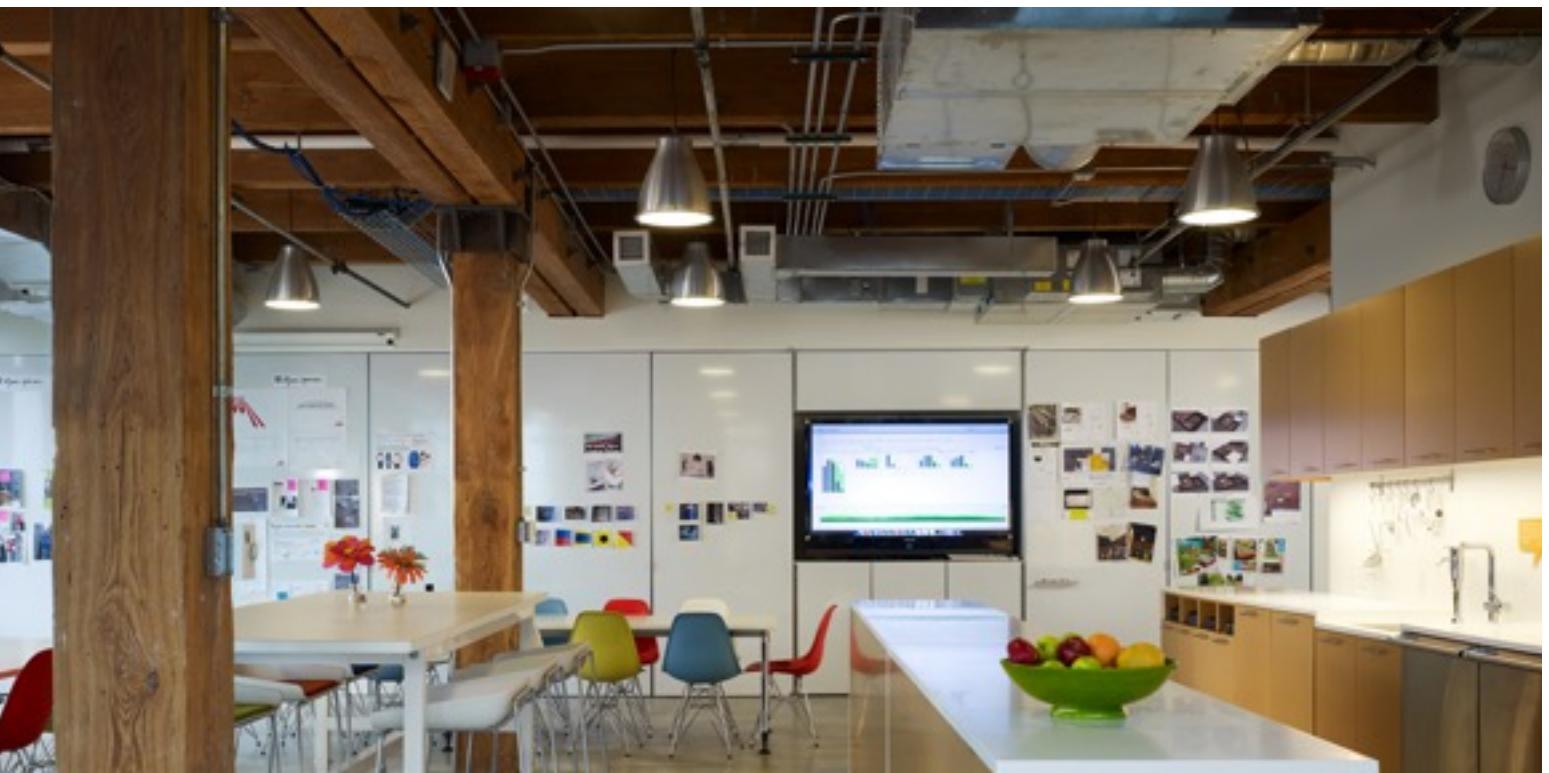


## Design & Build Timeline

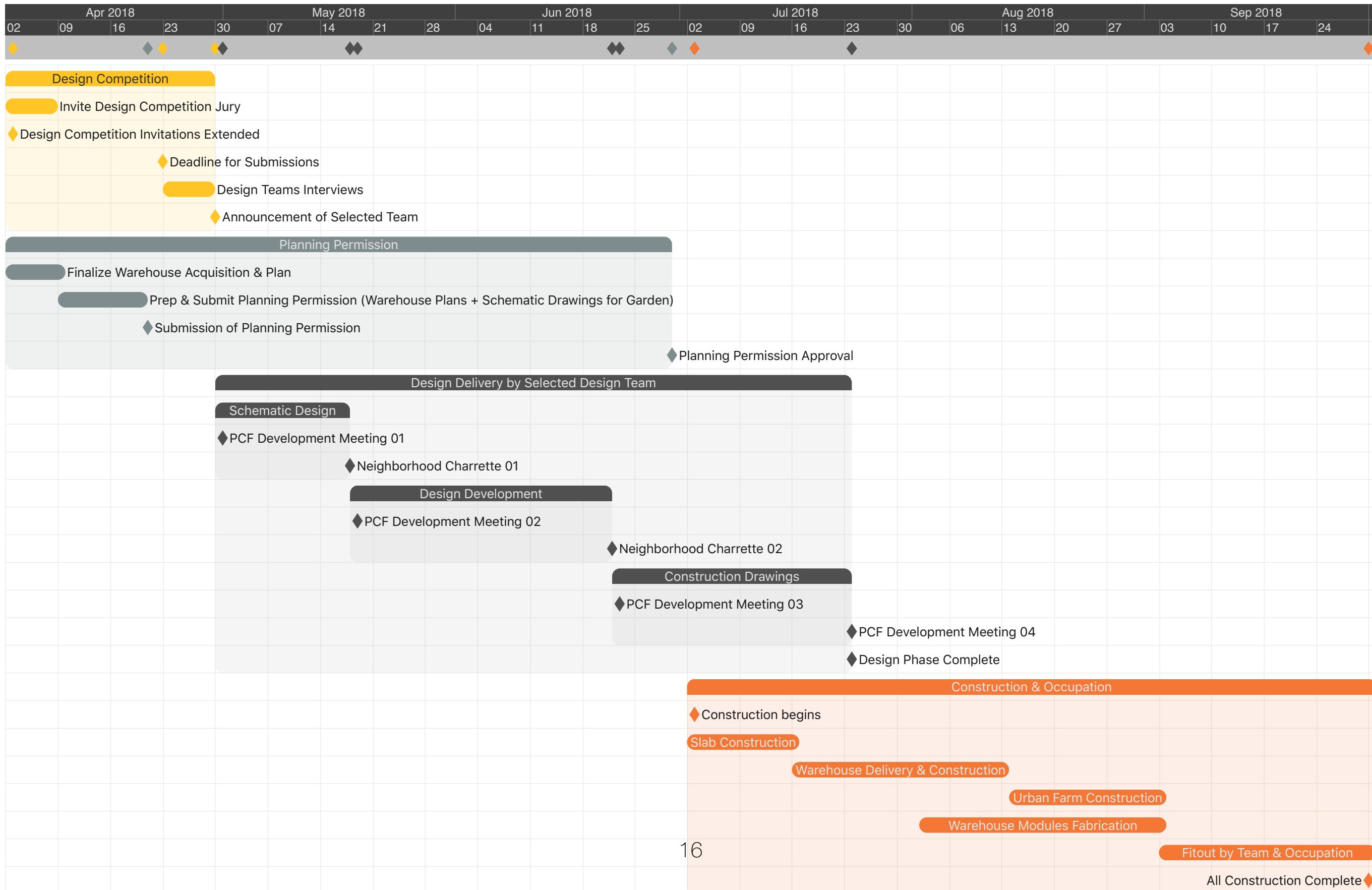
The Design & Build of the Warehouse includes different phases of the project that include the Design Competition for the Warehouse Modules, the Planning Permit Submission & Approval for the Warehouse and the Garden, the Design Delivery of the Warehouse Modules, and finally the Construction, Fit out and Co-development of the space by the Participatory City and Design teams.

The overall design and build process will last 4.5 months, starting on April 2nd, 2018. The Design Competition will be by invitation to a selected group of 4-5 design teams, and will be concluded by end of April. The planning permit will include the drawing of the prefabricated warehouse along with specification for the garden and parking area, allowing the permit to be submitted by mid-May, and approved by the latest the third week of July.

The winning design team of the competition, will have overall a period of 2.5 months to design, develop and deliver the Warehouse Modules and the garden design, allowing construction to start by the 3rd week of July. After the construction of the slab and the delivery and assembly of the prefabricated warehouse, Participatory City team members along with the design team and residents will help put together the Warehouse Modules and overall fit out, allowing for an occupation date in mid to end of September.



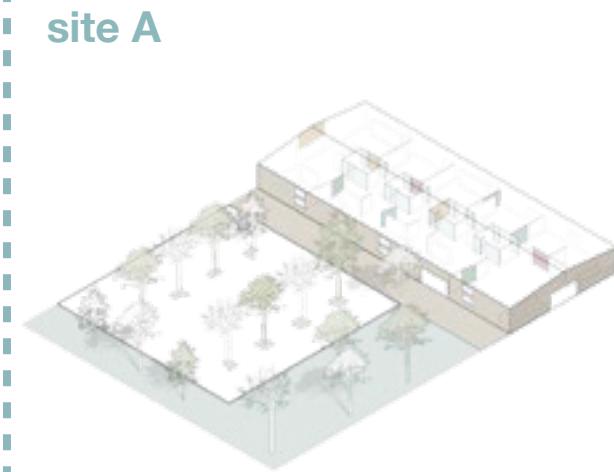
# Design & Build Timeline



## Strategy beyond 2022

The two-phase life of the Warehouse being located in two sites, initially in the Made in Dagenham development site and afterwards in the Beam Park, allows for flexibility, but also requires careful planning. Our plan firstly investigates the potentialities and challenges of the two sites, and then

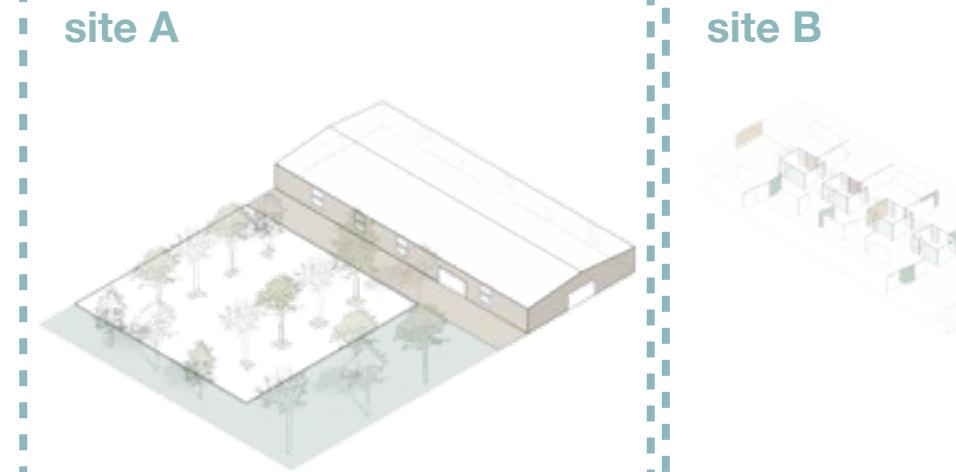
### Option A



#### **Everything stays at the Made in Dagenham Film Studio Campus**

After being located in the Made in Dagenham Campus for 4 years, and while they fully develop the campus; there is the possibility of them wanting to keep the makerspace. In this case, The Warehouse stays put as a whole beyond 2022.

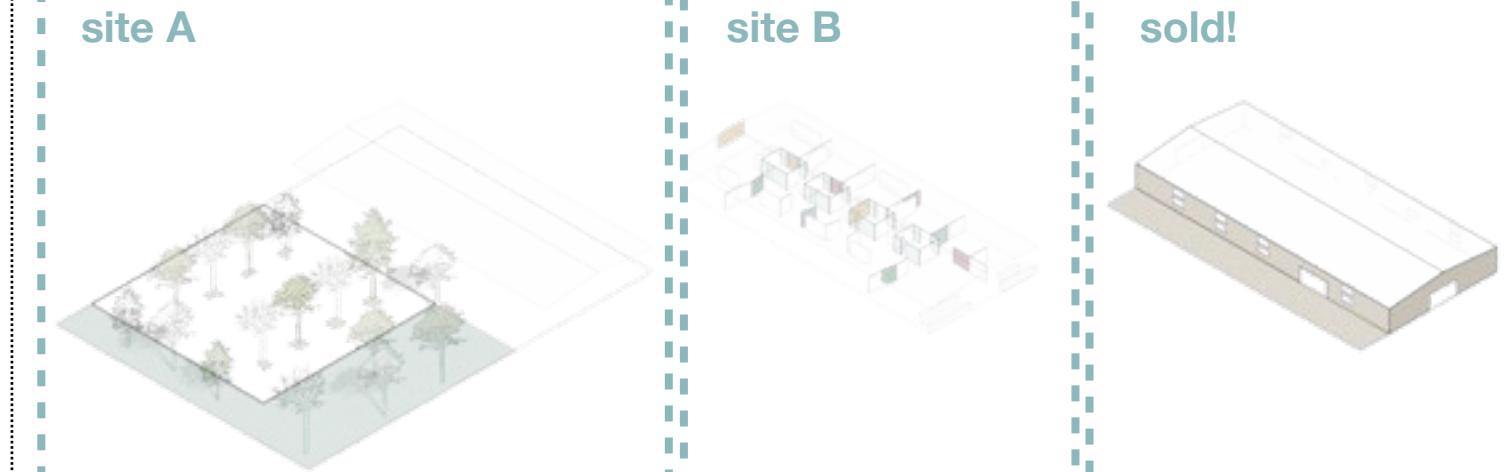
### Option B



#### **The Warehouse shell stays at the Made in Dagenham Studio, while the Makerspace interiors move to Beam Park**

The Warehouse is not considered to align with the best of the uses on the Made in Dagenham campus. However they are interested in keeping the warehouse shell and repurpose it to serve filming-related uses. In this case, The Warehouse shell is sold to the Made in Dagenham development, and the interior makerspace infrastructure move to the new space in the Beam Park development when it's complete in 2022.

### Option C



#### **The Warehouse shell is sold, while the Makerspace interiors move to Beam Park. The garden and parking area stays in the Made in Dagenham Film Studio Campus**

The Warehouse is not considered to align with the best of the uses on the Made in Dagenham campus, and thus all of it has to move. Participatory City Foundation sells the shell to a third party, and moves the interior makerspace infrastructure to the new space in the Beam Park development when it's complete in 2022. The garden and parking area, which were developed in the Made in Dagenham site, remain there to serve their campus beyond 2022. The Urban Farm's planter boxes move with the makerspace modules to the Beam Park.

# **BUDGET SUMMARIES**

## Budget 1 - The Good Growth Warehouse

Warehouse Build Costs	
1 Slab for foundations	£55,000
2 Install services	£15,000
3 Prefabricated warehouse - including insulation, windows and doors	£225,000
4 Warehouse Construction	£65,000
5 Wooden cladding	£35,000
6 Install internal electrical and plumbing	£40,000
7 Fit out internal structures incl moveable walls, bathroom etc	£165,000
8 Equipment for all all spaces — Summary >	£200,000
9 Moving all internal structures and equipment to Ford Stamping Plant site in 2022	£50,000
<b>Total Good Growth capital grant</b>	<b>£850,000</b>

Room equipment budgets	
1 Wood Workshop	£27,130
2 Metal Workshop	£17,350
3 Fabric Workshop	£15,900
4 Digital Workshop	£31,750
5 Industrial kitchen	£19,500
6 Kitchen Garden	£26,400
7 Warehouse Office	£6,400
8 Small and large meeting rooms	£8,600
9 Neighbourhood School & Co-production Lab	£8,000
10 Open Space and Co-working	£16,900
11 Members everyday kitchen/coffee area	£6,070
12 Storage room	£7,000
13 Fire equipment	£9,000
<b>Total equipment costs</b>	<b>£200,000</b>

## Budget 2 - The Good Growth Warehouse + Participatory City Foundation revenue match

	Year 2017/18	Year 2018/19	Year 2019/20	Year 2020/21	Year 2021/22	Total
	August - April	April - April	April - April	April - April	April - July	
<b>Team</b>						
Warehouse Project Manager	£9,700	£22,750				£32,450
Warehouse Manager		£16,250	£42,700	£42,700	£42,700	£144,350
Research Director	£20,000	£54,900	£54,900	£54,900	£22,700	£207,400
Researcher		£37,000	£37,000	£37,000	£24,420	£135,420
Programmes Director		£42,700	£42,700	£42,700	£22,700	£150,800
Tutor		£22,700	£42,700	£42,700	£22,700	£130,800
Mentor		£15,500	£42,700	£42,700	£22,700	£123,600
Specialist business development tutors	£33,000	£45,000	£45,000	£45,000	£25,000	£193,000
					<b>Sub total team</b>	<b>£1,117,820</b>
<b>Design / architecture</b>		£60,000				£60,000
<b>Utilities</b>		£10,000	£10,000	£10,000	£3,000	£33,000
<b>Maintenance</b>		£12,000	£12,000	£12,000	£4,000	£40,000
					<b>Sub total</b>	<b>£133,000</b>
<b>Match by Participatory City Foundation</b>	£62,700	£338,800	£329,700	£329,700	£189,920	£1,250,820
<b>Good Growth Capital grant</b>		£850,000				<b>£850,000</b>
					<b>Total</b>	<b>£2,100,820</b>
				£1,250,820	0	

## Budget 3 - The Good Growth Warehouse within Every One Every Day initiative.

Funders	Funding profile over 5 years					Funding Status					% of total
	2017/18 Year 1	2018/19 Year 2	2019/20 Year 3	2020/21 Year 4	2021/22 Year 5	Funding confirmed	Application pending	Possible re-apply existing funders	New funders	Total	
London Borough of Barking and Dagenham	£ 300,000	£ 300,000	£ 300,000	£ 300,000	£ 300,000	£ 1,500,000				£ 1,500,000	21%
Esmee Fairbairn Foundation	£ 400,000	£ 400,000	£ 100,000	£ 50,000	£ 50,000	£ 1,000,000				£ 1,000,000	14%
Big Lottery	£ 500,000	£ 500,000	£ 500,000	£ 500,000	£ 500,000	£ 1,000,000		£ 1,500,000		£ 2,500,000	34%
City Bridge Trust	£ 225,000	£ 225,000	£ 150,000	£ 150,000	£ 150,000	£ 450,000		£ 450,000		£ 900,000	12%
GLA (Good Growth - Capital costs)		£ 850,000				£ 850,000				£ 850,000	12%
Further Funders			£ 166,667	£ 166,667	£ 166,667				£ 500,000	£ 500,000	7%
<b>Total funding</b>	£ 1,425,000	£ 2,275,000	£ 1,216,667	£ 1,166,667	£ 1,166,667	£ 3,950,000	£ 850,000	£ 1,950,000	£ 500,000	£ 7,250,000	

Funding confirmed

Possible re-apply

Decision pending

Actively seeking

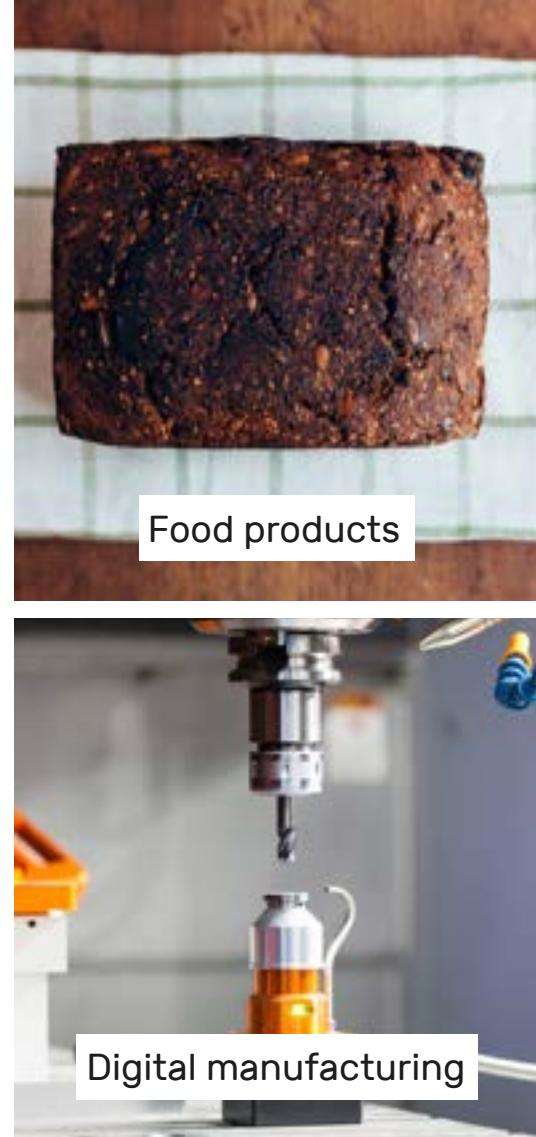
# **B U S I N E S S   D E V E L O P M E N T**



Childcare



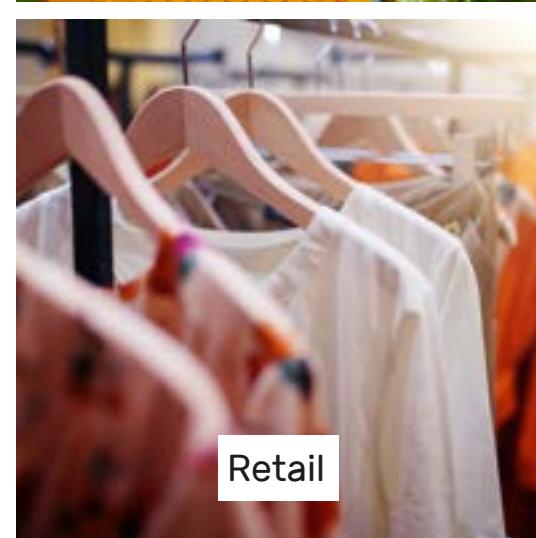
Food Growing



Food products



Environment



Retail



Digital manufacturing

## Business incubation Programmes

From the Warehouse spaces we will be running 4-6 Business Incubator Programmes each year. These will be running on a few specialist themes based on the interests expressed by people in Barking and Dagenham. The borough already has one of London's highest concentrations of businesses making and repairing products, from exclusive leather goods to sliced bread, from diesel fuel caps to jam. This is an exciting ecosystem which represents the borough's amazing heritage - and a vital part of it's future for continuing to build an inclusive and sustainable local economy. We are currently mapping this network in order that the new projects and businesses can be fully connected with the existing organisations.

The programmes will be part-time to allow for people with existing commitments to participate. They will be 6 - 10 weeks long and be an intensive development process to get ideas and products to market testing stage, within the borough or elsewhere, wherever the development process determines the best market for individual products or services might be.

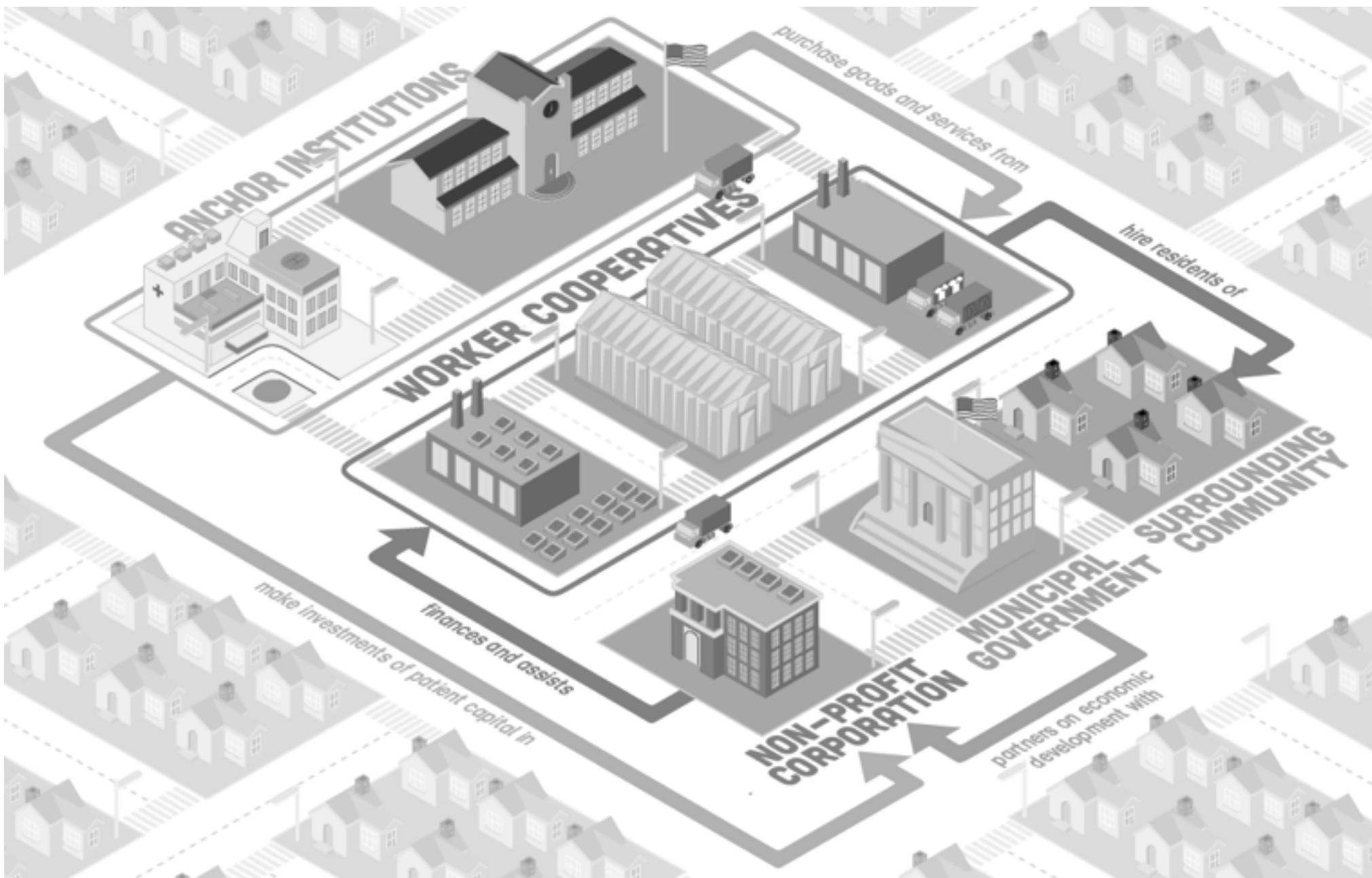
The Incubator Programmes are particularly interested in growing the collections of local businesses which will increase the prosperity and wellbeing of people living in the borough right now and in the future, that encourages community ownership and that supports Circular Economy thinking.

Businesses might take many different forms that will include a mixture of Co-operatives, Community Interest Companies, Limited Companies, self-employed micro businesses or Community Businesses.

## The Cleveland Model and the Made in Dagenham film studio

The purpose of The Warehouse is to become a key part of large new ecosystem of spaces, projects and businesses being built across the borough through the Every One Every Day initiative. As well as supporting the development of many individual businesses and co-operatives across the borough, the Warehouse will also stimulate the development of new business to support the new film studios, who will be in need of specialist creative services such as costume design, processing etc, as well as food suppliers, restaurants and logistic services.

Using principles from the Cleveland Model of local community wealth generation (being trialed in Preston currently) Participatory City Foundation aims to provide stepping stones to the facilities in the Warehouse for the people that live in the borough to build those businesses. In partnership with local anchor institutions such as hospitals, colleges, and this case the new film studios, worker-owned cooperatives are created to meet the procurement needs of these organisations.



# PARTNERS



IKEA: Solar Panels

We want to inspire and enable you to live a more sustainable life at home by offering products and services that will help you to save money, waste and energy.



IKEA: Energy & resources

Making more from less is part of our heritage. We're turning waste into resources, sourcing food and materials responsibly, protecting natural resources and switching to renewable energy.

## Research & Implementation Partner: IKEA

### Lead: Hege Saebjornsen

#### What sustainability means to IKEA

To us, sustainable development is the balance between economic growth, positive social impact and environmental protection and renewal. It's about enabling more people to have a better life in thriving societies within the limits of the planet. It's also about thinking long-term – meeting the needs of people and society today, without compromising the ability of future generations to meet their own needs – acting in the longterm interest of the many people. To accomplish this requires rethinking and inspiring changes in lifestyles and consumption as well as adopting new ways of working. We are prepared to lead and co-create the way forward together with our coworkers, customers and partners.

#### Our vision is our inspiration

We want to create an IKEA business model that is truly sustainable and has a positive impact on people and the planet. Our vision, to create a better everyday life for the many people, is our inspiration. To achieve a better life for the many we must radically transform our way of working – from linear to circular, from using to regenerating resources. As a business reliant on natural resources, it will also mean that we can secure the future of our value chain and the livelihoods of people that depend on it.

#### Three Change Levers

To help us fulfil our vision and to become people and planet positive, we have identified three main change drivers:

- 1: Healthy and sustainable living
- 2: Circular and climate positive
- 3: Fair and equal society

## Research & Implementation Partner: IKEA

### IKEA: People & communities

Helping improve life for people and communities touched by our business, from co-workers and suppliers to children and families living in vulnerable communities. Promoting equality, diversity and respect for human rights.

### Participatory City Foundation and IKEA

We see a clear alignment with the Participatory city mission and the IKEA vision and sustainability strategy, in particular around enabling the many people to live healthy and sustainable lives, and enabling a circular society/city. IKEA are about to start building our 'leading sustainable store' on the Greenwich peninsula, due to open in November 2018. This store will operate to the highest sustainable operations standard of any IKEA store, and will have unique spaces such as a roof biodiversity garden with a pavilion, and some form of maker space. With our commitment to play a key role towards developing circular cities, and enable behaviour aligned with this ambition, we wish to explore partnership projects with Participatory City. This could express itself in the form of in-store opportunities and/or community based initiatives, and/or a combination of a systemic approach to this. We currently also have the support of WRAP (Waste Reduction Action Programme), a government funded leading non-profit in circular economy, in developing new business models for the circular economy.

## RAW MATERIALS Materials for the future

We care about what goes in to our products. That's why we are working with more sustainable materials – those that are renewable, recyclable and recycled. We always try to make more from less. By using materials carefully we keep our prices down and make the best use of resources.





## Research & Implementation Partner: Institute of Making UCL

### Lead: Liz Corbin

The Institute of Making is a multidisciplinary research institute for those interested in the made world: from makers of molecules to makers of buildings, synthetic skin to spacecraft, soup to diamonds, socks to cities. The institute is embedded within University College London (UCL) and holds a diverse membership of more than 8,000 UCL staff and student. Through its membership and vibrant programme of public events and master classes, the Institute aims to provide all makers with a creative home in which to innovate, contemplate and understand all aspects of materials and an inspiring place to explore their relationship to making.

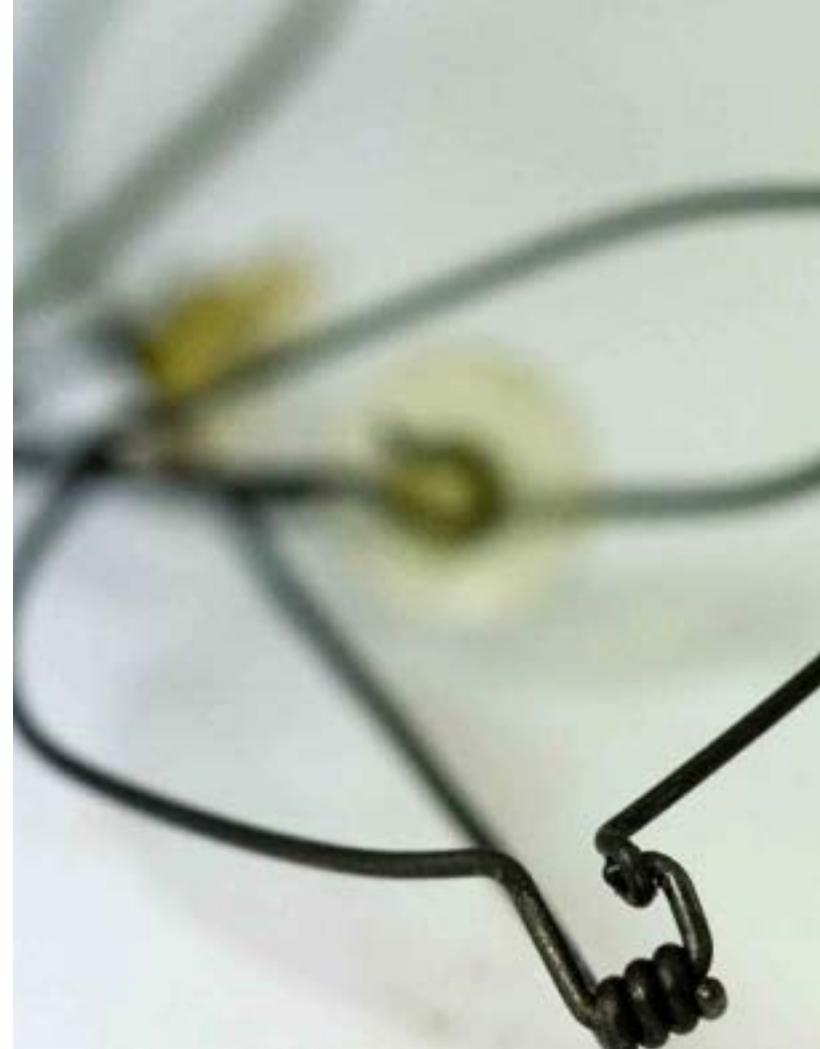
At the heart of the Institute of Making is the Materials Library – a growing repository of some of the most extraordinary materials on earth, gathered together for their ability to fire the imagination and advance conceptualisation. Alongside the collection is the Makespace – a workshop where members and guests can make, break, design and combine both advanced and traditional tools, techniques and materials. The Institute brings together equipment, expertise and perspectives of making from a wide range of disciplines, encouraging users to engage in the craft, design, technology, history, philosophy, art and engineering of making. The Institute is a place in which people from all disciplines and backgrounds can see, touch, research and discuss, so that they can apply this knowledge and experience to their own personal and professional development.

### Institute of Making as Research Partner

Founded in 2012, the Institute of Making is powered by a core team of 11 staff members. Team members hold a range of expertise across the fields of fine arts, design, material science, engineering, anthropology, education, and community development. In addition to their individual areas of expertise, the team collectively holds a great deal of experience in the running of makerspaces and the supporting maker communities.



## OPEN WORKSHOP NETWORK



## Research & Implementation Partner: UCL Institute of Making

Through more than five years of operating the Institute, the team has developed advanced insight into both the opportunities and challenges of running such spaces, with a key focus area being how best to support diversity, inclusivity and empowerment across all facets of the organisation. It is this expertise the team wishes to bring to the Every One Every Day project. The Institute of Making team hopes to join the Every One Every Day project as a research partner in order to share their insight and tested frameworks to help the project realise its mission of developing an inclusive, vibrant and resilient makerspace for the local community.

### Specific Research Interests

In collaboration with the Every One Every Day project and IKEA, the Institute of Making hopes to research, design and deploy a makerspace model for Barking and Dagenham council. Two key interconnect focus area of this project would be:

- What does a makerspace model tailored to the needs and desires of the Barking and Dagenham community look like? How can its physical space and community identity be developed in ways that resonate with and are inclusive of the diverse needs of the community it will serve? How can the model be developed to be ultimately become resilient and self-supporting?
- In what way can the makerspace function as a tool for increasing community agency and participation within the wider arena of sustainable production and consumption? How can the makerspace support greater material and technological literacy in the council towards the development of more sustainable production and consumption practices?



LOTTERY FUNDED



## Implementation & Funding Partners

Every One Every Day is a partnership between Participatory City Foundation and London Borough of Barking and Dagenham. The 5 year project has a budget of £7,250,000 of which £3,950,000 has been confirmed from the funders outlined below.

Esmee Fairbairn Foundation - Funder (£1m over 5 years)

Big Lottery Fund - Funder (£1m over 2 years)

City Bridge Trust - Funder (£450,000 over 2 years)

London Borough of Barking and Dagenham - Funder (£1.5m over 5 years)

City Bridge Trust have indicated that a further £450,000 may be applied for in Year 2, and Big Lottery Fund have also indicated that a further application of £1.5m in Year 2 would be possible.

# APPENDICES

# The Design Competition Brief (Short Version)

## Project Scope

The goal of the Warehouse is to bring to the Barking and Dagenham borough, a space for co-working, collaboration, skill-sharing, and local manufacture that will kickstart an inclusive circular local economy. The space needs to be welcoming and accessible by all for free, and allow for collaboration between different stakeholders. It also needs to be flexible and able to adapt in order to allow for a great range of activities to take place in it. Finally, its design should allow for potential relocation to the Beam Park site in 2022.

## Description of Client

Participatory City Foundation is a charity organization that has initiated the Every One Every Day initiative in Barking and Dagenham since August 2017. Between 2017-2022, Participatory City works with local residents and organisations to make practical participation a key building block for improving the everyday life throughout the borough.

## Overall Design Objectives

The Warehouse will be hosted in a prefabricated steel structure of 1,000 m<sup>2</sup> (20x50m). Its interior fit out will consist of Makerspace Modules, that should be easy to assemble, rearrange, and transport. It will have an additional wooden cladding on its facade, and an adjacent Urban Farm. Your objectives as a design team are the following:

- Design the Makerspace Modules based on the spatial requirements of the Warehouse.
- Provide 2-4 potential layouts for the Warehouse space based on the designed modules.
- Design the wooden cladding that will embrace the prefabricated steel building.
- Design the Urban Farm.

## Description of Site(s)

The Warehouse Shell (along with the Makerspace Modules) is expected to live in two different locations within the Barking and Dagenham Borough. Between 2018-2022, the Warehouse will be based in the Made in Dagenham Film Studios Development, in East Dagenham. After 2022, the Warehouse either in its totality, or just the interior Makerspace Modules will be relocated to the new Beam Park development of the former Ford stamping plant site.

## Overall Spatial Requirements

The overall Warehouse space should be adaptable and flexible to allow for different uses to take place from co-working to workshops, presentations, and social events. The interior needs to be modular and be easily assembled and transported. The Makerspace Modules need to be designed in a manner that allows for hosting the necessary uses of the Warehouse, carrying its technical infrastructure, as well as for partitioning between spaces, and providing both communal and private working and learning spaces. Planning for interior vegetation and natural light will be highly considered in order to create a biophilic and inspiring environment.

The Makerspace Modules can be categorized in the different spaces / uses of the Warehouse.

There will be 10 main spaces in the Warehouse:

Wood Workshop	Co-working Space	Industrial Kitchen
Metal Workshop	Meeting Rooms	Everyday Kitchen
Fabric Workshop	Participatory City's School	Storage Area
Digital Workshop		

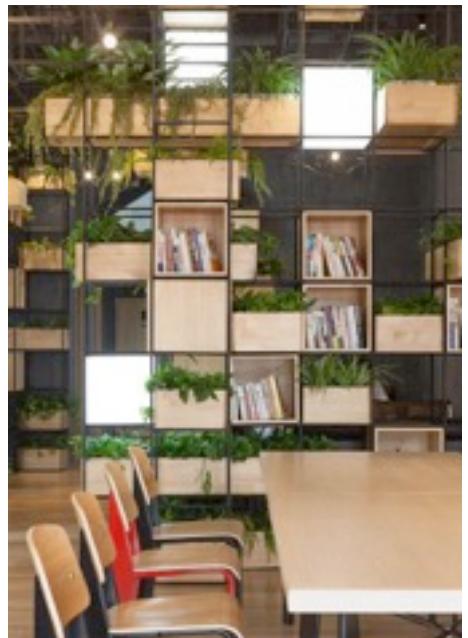
## Makerspace Modules Requirements

**Wood Workshop Modules:** The Wood Workshop modules need to be lockable and able to plan for carrying the following equipment: 2 CNC Machines, Workbenches, Bench drill press, 4 Hand Drills, a Mounted circular saw, a Band saw, an Orbital sander, a Belt sander, a Vertical panel saw, 2 Jig saws, Hand tools and other equipment.

**Metal Workshop Modules:** The Metal Workshop modules need to be lockable and able to plan for carrying the following equipment: a CNC Plasma cutter, Workbenches, a Metal bender, a Belt sander/grinder, Clamps, Lathes, Metal sheet shears, Metal cutting saws, 2 Drill press, a Bench grinder, Anvils, Hand tools and other equipment.

**Fabric Workshop Modules:** The Fabric Workshop modules need to be lockable and able to plan for carrying the following equipment: Worktables, Shelving, Lockers, 20 Chairs, Sewing machines, a Pattern printer, a Fabric printer, 10Fabric cutters, Fabric storage, 10 Mannequins, Tools and other equipment.

**Digital Workshop Modules:** The Digital Workshop modules need to be lockable and able to plan for carrying the following equipment: Tables, 12 Chairs, Screens, White boards, 6 Computers, a Scanner, a Printer, a Large format printer, 2 3D Printers, Physical computing equipment, Sound equipment, and Film equipment.



**Industrial Kitchen Modules:** The Industrial Kitchen modules need to be able to plan for carrying the following: Oven and hobs, Fridge freezer, Dishwasher, Extractor, 4 Sinks, 6 Tables, Shelving and countertops, Misc kitchen equipment (e.g mixer, containers). The above equipment need to be as portable as possible, and plug in the utility supplies.

**Co-working & Meeting Modules:** The modules for co-working and meeting spaces will need to allow for desk surface, chairs, screens, shelves, and different types of partitions. The co-working space needs to work together as a large space for hot-desking, be easily packed-up and put away to allow for events and lectures, or be separated in smaller working areas allocated for specific start-ups and SMEs. The partitions need to allow different spatial situations to happen; from transparency to privacy, shelving, storage, lighting, and planting.

**Storage Modules:** All the workshops, kitchens, and working areas will be in great need of storage areas for materials, documents, as well as showcase areas for projects and artifacts. The storage modules should provide for different types of storing things either hidden, lockable, or showcased.

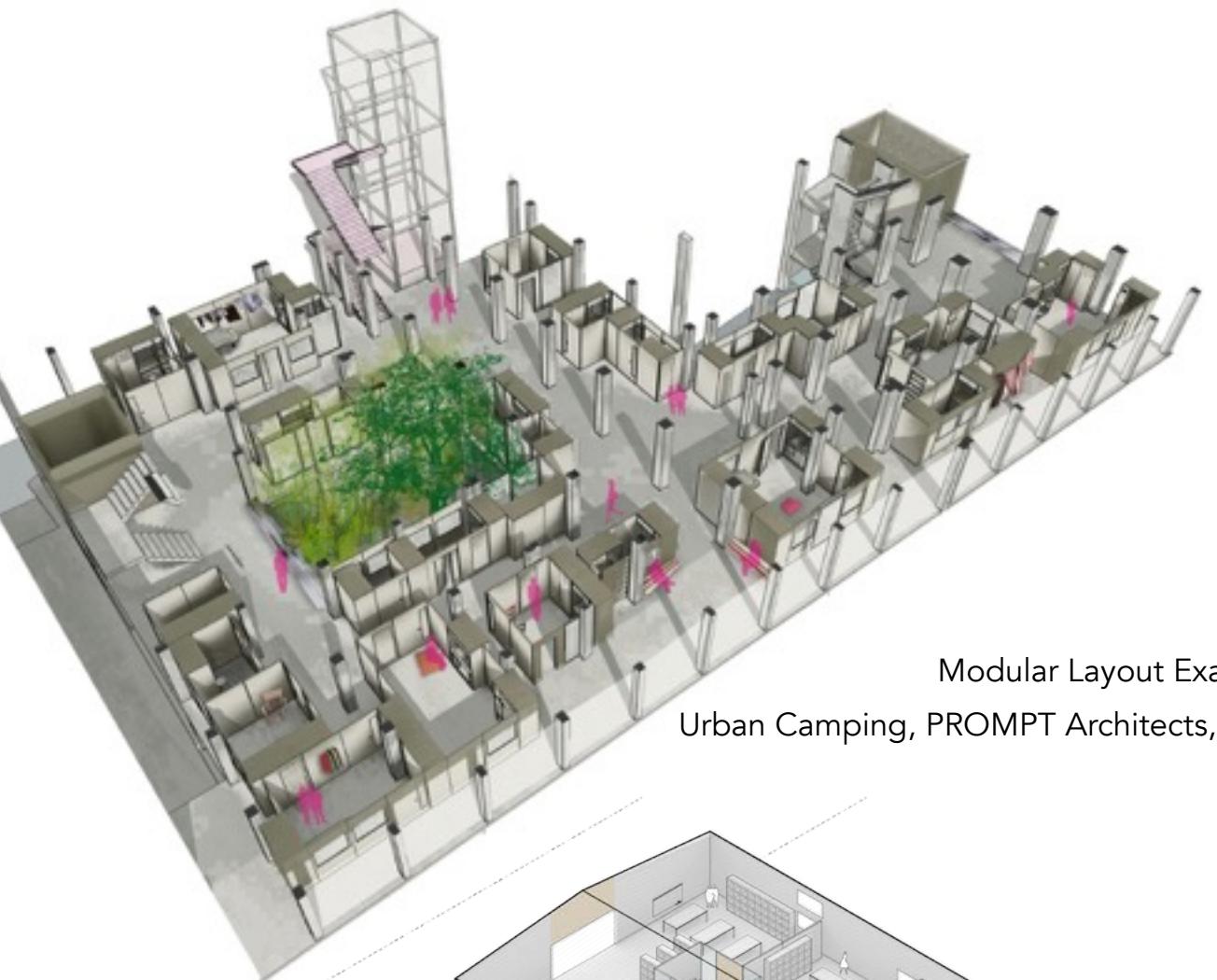
**WC Modules:** The WC modules need to allow for toilets and washbasins. WCs are expected to be mixed use and follow the necessary capacity of the proposed layout (e.g. based on the Workplace health, safety and welfare, approved code of practice and guidance, for 51-75 people there is a need for 4 WCs, for 76-100 people, 5 Was etc.)

### Urban Farm Requirements

The Urban Farm needs to be inspiring and welcoming to all. However, site limitations should be taken into consideration. The Made in Dagenham site's soil has been remediated, but only to industrial standards. This means that the Urban Farm needs to be designed with raised beds and planters. It should also allow for an exterior deck area for gathering and gardening workshops. Ideally the Urban Farm should also be able to be portable in order to relocate to the Beam Park site in 2022.

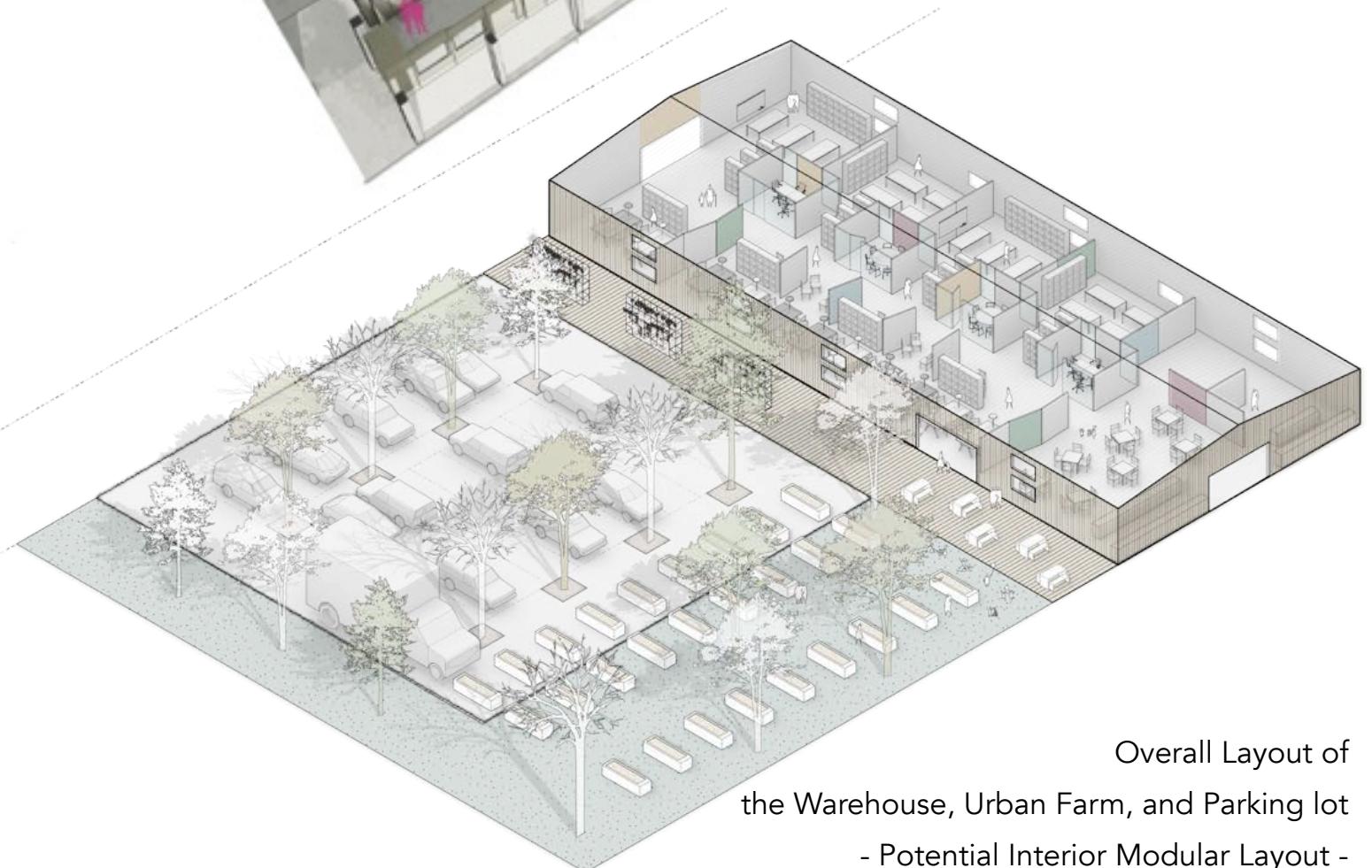
### Wooden Facade Requirements

A simple and easily constructible design for wooden cladding should be provided to cover the whole facade of the prefabricated steel warehouse structure.



Modular Layout Example

Urban Camping, PROMPT Architects, 2010



Overall Layout of

the Warehouse, Urban Farm, and Parking lot

- Potential Interior Modular Layout -

## Technical Requirements

The modular design needs to be able to allow for an overall layout for the 20x50m space of the Warehouse structure. The layout needs to take into consideration the Warehouse's windows and exit doors, and allow for the necessary circulation for health and safety of the occupants. The workshop spaces, and the Participatory City School space need to be able to lock as they will have expensive equipment and sensitive data in them. The overall design module needs to plan for certain acoustic privacy between different spaces , using appropriate materials to minimize the potential hubbub created in such a busy and large, open floor space. The materials used for the modules need to be environmentally friendly, and the use of reclaimed materials is welcome.

## Budget

The approximate overall budget for the construction of the Makerspace Modules, the Urban Farm, the wooden cladding, electrical and plumbing is £270,000. The overhead for the selected firm to design and build the project deliverables is £40,000.

## Evaluation Criteria and Jury

Our goal for the design outcome is to inspire local residents, and at the same time be able to adapt for future uses by different stakeholders. Our evaluation criteria for the competition are:

- A design that is modular and easily portable.
- A design that is inspiring and welcoming.
- A design that promotes collaboration and participation.
- A design that represents the identity of Barking and Dagenham borough.
- A design that creates an adaptable and flexible overall layout.

To help us ensure that we meet these goals as well as the Design Competition Brief detailed requirements, we will have two methods of review for the submitted ideas:

**Residents Voting:** The submissions to the Design Competition will be anonymized and made available online for people vote. Also, the submissions will be printed and put up in the two shops for people to express their opinions physically as well. The votes and feedback from the residents will be taken into consideration by the Competition Design Jury.

**Competition Design Jury:** The competition jury consists of Tom Hook, Monica Needs, Dan Hill, David Harley, Liz Corbin, Hege Saebjornsen, Tessy Britton, Eleni Katrini.

## Deliverables

This is a competition for design concepts and not for a complete design. Each team is required to submit their conceptual design proposal along with a small portfolio. After the submission, all teams will be interviewed by the jury. The interviews will include a short presentation of the design proposal and subsequent questions regarding their design and portfolio.

The submission deliverables are two: a deck of 4-5 presentation slides, and a portfolio of 5 past relevant projects.

**Deck of Slides:** Please provide in PDF format a 4-5 slides deck (A4 landscape) that includes:

- 1-2 slides for the Makerspace Modules design,
- 1-2 slides for proposed Makerspace Modules layout within the 20x50m Warehouse,
- 1 slide for the design proposal for the Urban Farm, and
- 1 slide for the design proposal for the Warehouse Facade.

**Portfolio:** Please provide in PDF format A4 (portrait) document (max 10 pages) with a selection of your past projects that are relevant to the Warehouse (e.g. community, public, coworking, or maker spaces).

## Timeline and Selection of Winning Designs

The competition will launch on 2nd of April with the invitation extended to selected design firms. All Submissions should be send electronically to Participatory City ([hello@participatorycity.org](mailto:hello@participatorycity.org)) by the 22nd of April (maximum attachment size 15MB). Upon submission all participants will be contacted to set up interview times during the week of 23rd of April. Announcement of the winning team will happen shortly by April 29th. Both the design and delivery of the project are planned to be concluded by the end of September, 2018.

There will be two prizes for this competition.

**Winning Team:** Awarded with £1,500 and the undertaking of delivering the project.

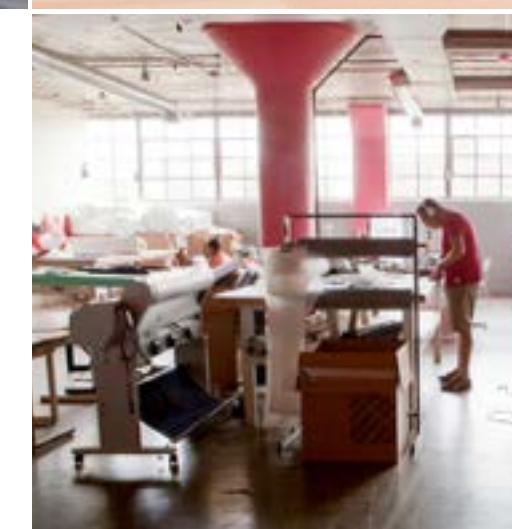
**Runner-up:** Awarded with £1,000



1



2



3



4

## Precedents for Makerspaces

### 1. Yard House - Stratford

Affordable workspace in Newham constructed through self-build techniques on an extremely tight budget.

### 2. Blackhorse Workshop - Walthamstow

Blackhorse Workshop is a new public space, offering open access to fully equipped wood and metal workshops.

### 3. Pony Ride - Detroit

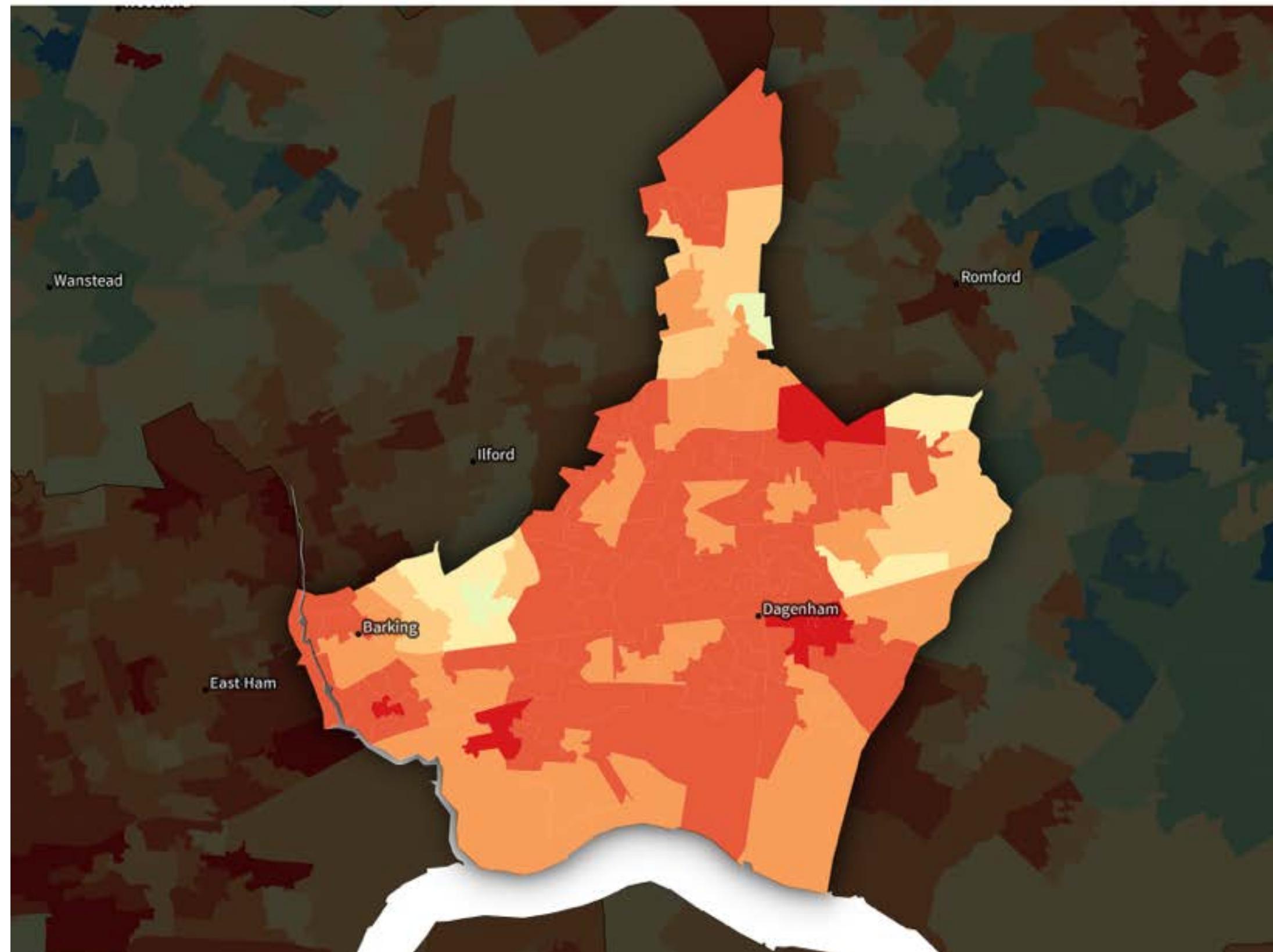
A nonprofit founded within a 30,000 square foot building in Detroit, committed to the growth of social missions.

### 4. Recyclab: R-Urban - Paris

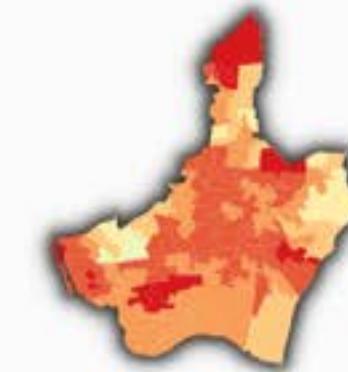
Shipping containers provide a foundation level for timber construction giving a more forgiving and permanent finish to the usual container aesthetic.

# Indices of Deprivation 2015

## Barking and Dagenham



### Indices of Deprivation 2010



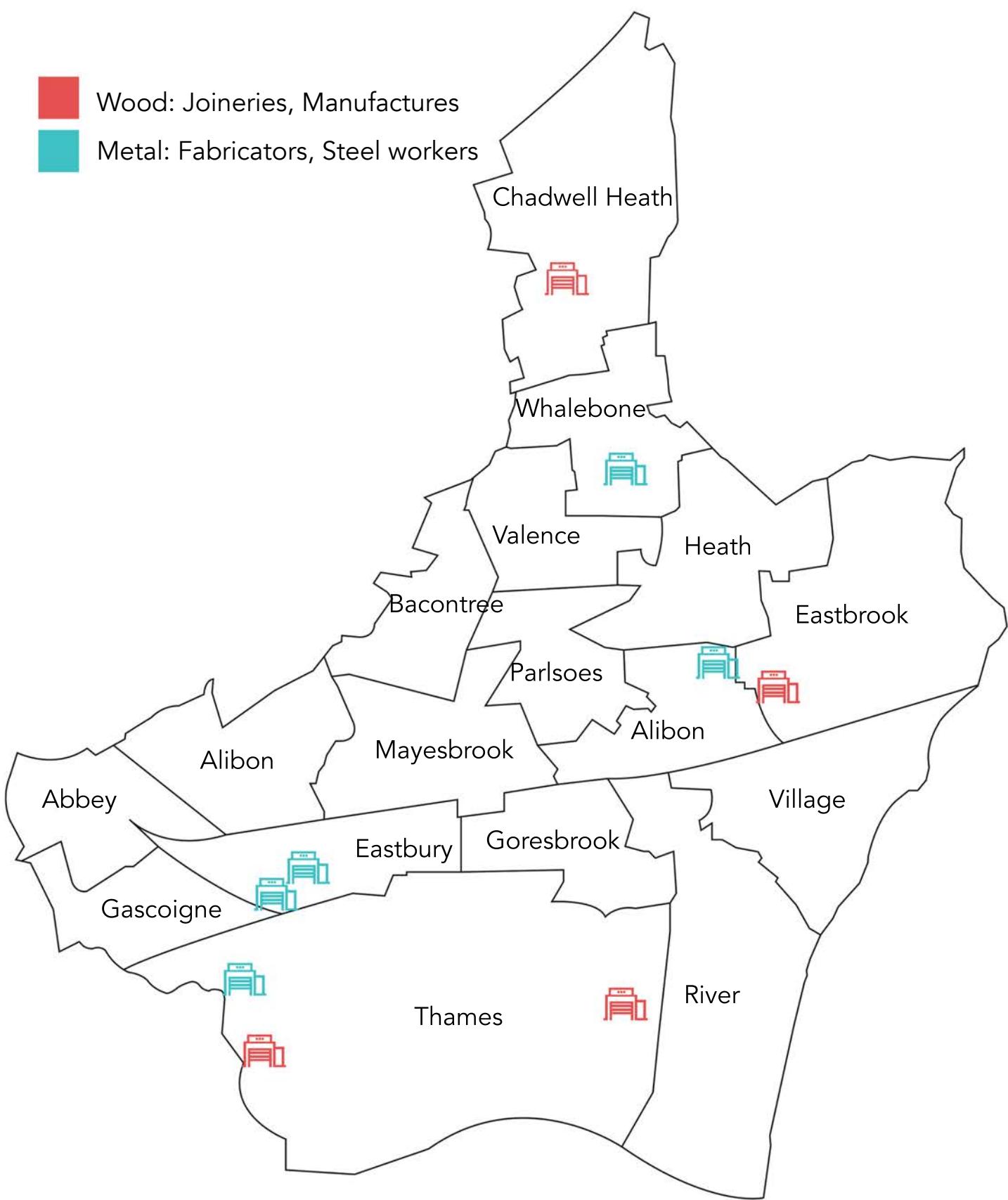
Deprivation Data: DCLG, 2015

Boundary Data: ONS Geography Portal, Open Government Licence

Contains National Statistics data © Crown copyright and database right [2015]

Places: © OpenStreetMap contributors

Mapping: Alasdair Rae, University of Sheffield



## Research & Fabricators

### Barking and Dagenham

The manufacturers mapped out have been identified, as they have large format facilities, for creating and working with metal and wood. These partnerships will be an extension of the warehouse, in which residents are able to use services, and gain expertise of trained professional fabricators to develop their products.

List of Manufacturers on map:

#### Wood

K & D Joinery  
James Johnson & Co  
Woodcraft  
Forest Joinery

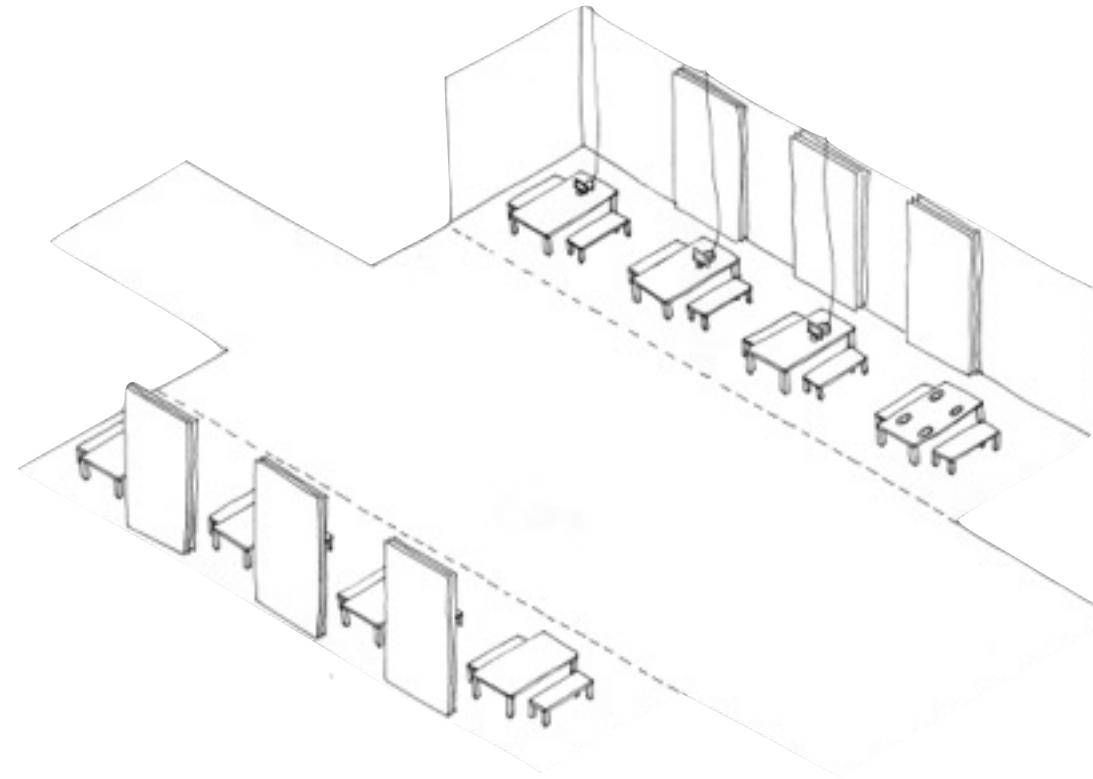
#### Metal

Benson Sedgewick  
Crovin metalworks  
Williams Metal Fabrication  
Granell Steel Ltd  
SJH Metalwork

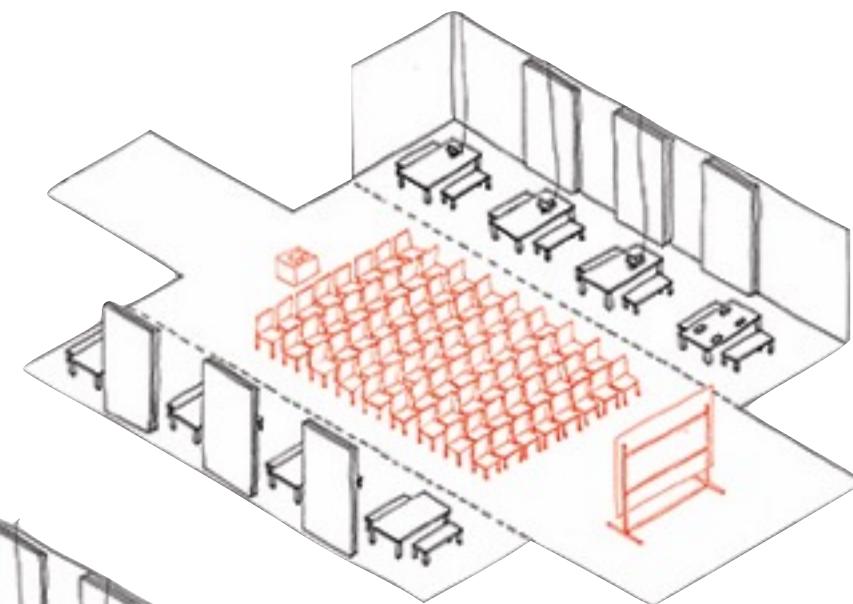
# **DETAILED WAREHOUSE BUDGETS**

**1. Open Space and Co-working**

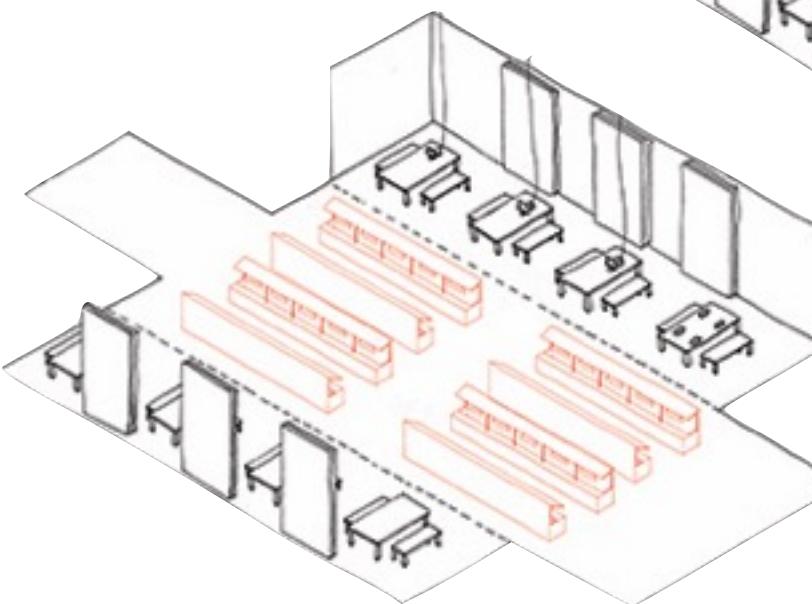
15 tables	£4,500
Chairs x 150	£4,500
Movable white boards	£4,000
Misc equipment e.g. printers	£900
Storage	£3,000
	<b>£16,900</b>

**2. Members everyday kitchen area**

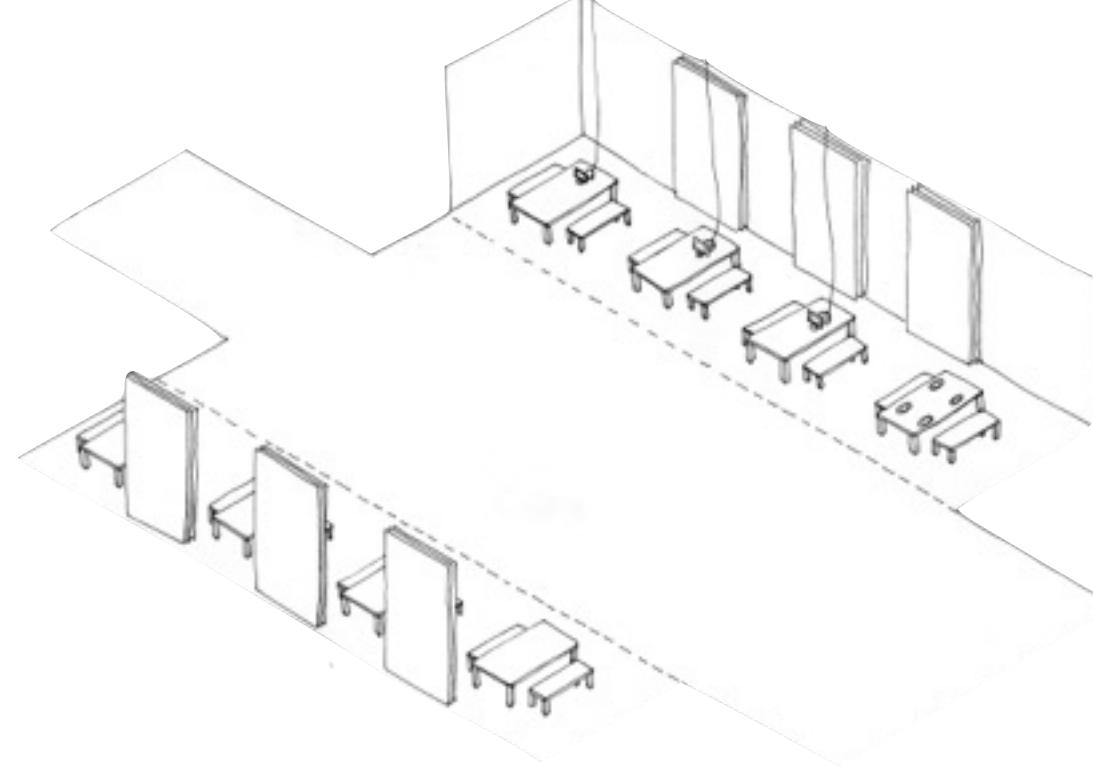
Oven and hob	£500
Fridge freezer	£300
Dishwasher	£300
Extractor	£300
Sinks	£370
Tables	£300
Shelves and counters	£3,500
Misc equipment	£500
	<b>£6,070</b>

**3. Small and large meeting rooms**

Tables x 15	£3,000
Chairs x 20	£2,500
Screen	£400
Storage	£1,200
Movable white boards	£900
Misc equipment	£600
	<b>£8,600</b>

**4. Fire equipment**

Fire alarms	£4,000
Fire proofing	£5,000
	<b>£9,000</b>



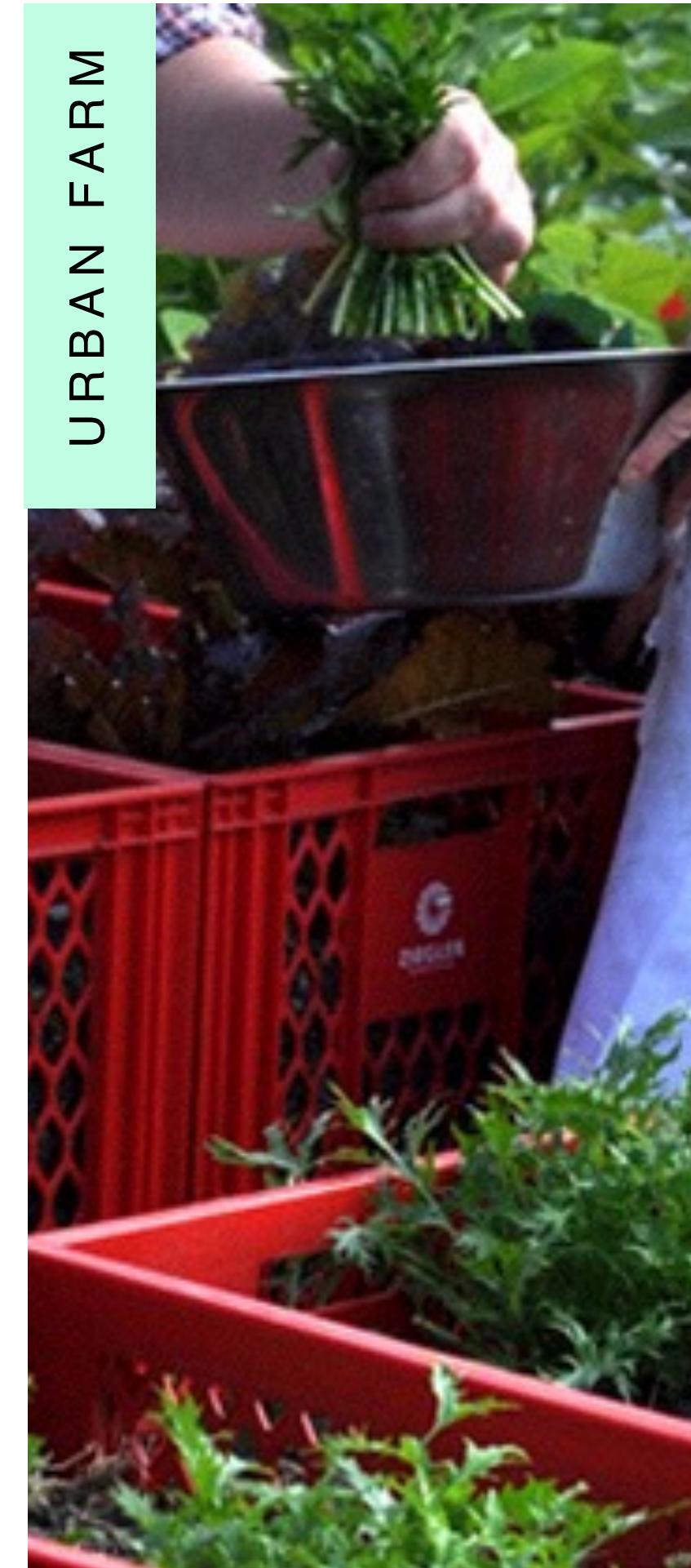
## INDUSTRIAL KITCHEN



### 5. Industrial Kitchen

Oven and hobs	£1,200
Fridge freezer	£1,600
Dishwasher	£400
Extractor	£300
Sinks x 4	£1,500
Tables x 6	£1,500
Shelving and countertops	£8,000
Misc quipment e.g mixer	£3,000
Kitchen equip	£2,000
	<b>£19,500</b>

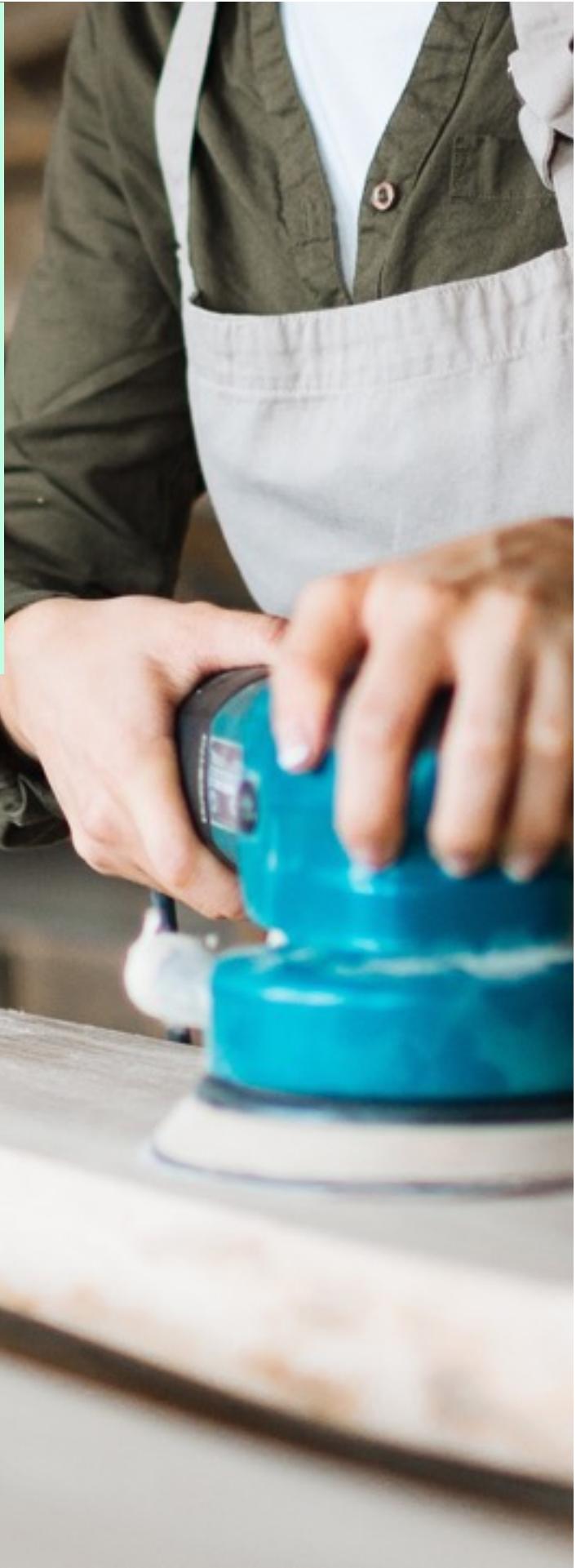
## URBAN FARM



### 6. Urban farm

Movable planters	£6,000
Seating	£4,800
Shed	£2,500
Composting	£500
Irrigation	£2,000
Greenhouse/polytunnels	£6,000
Equipment and tools	£600
Trees, shrubs and planting	£4,000
	<b>£26,400</b>

## WOOD WORKSHOP

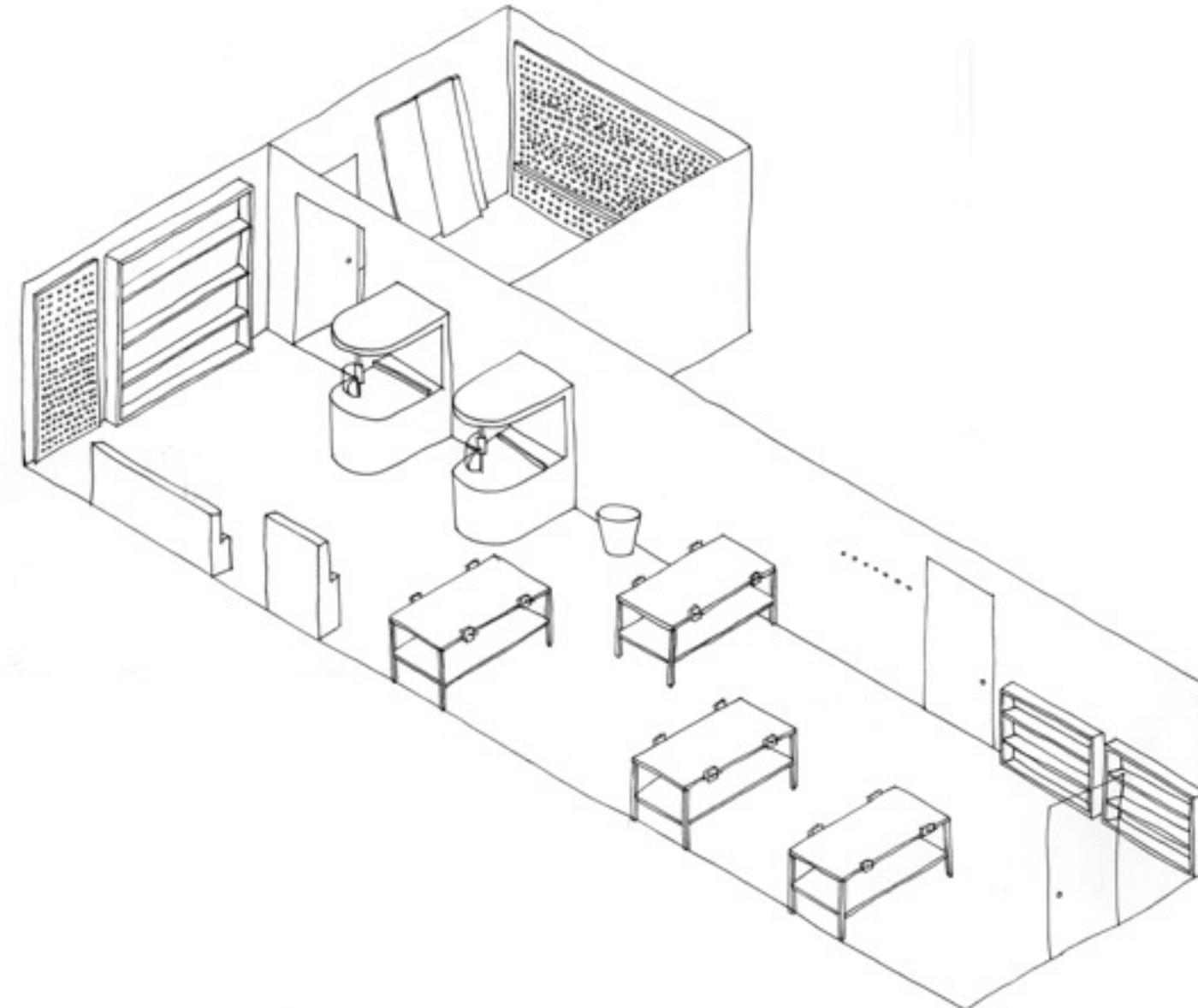


### 7. Wood Workshop

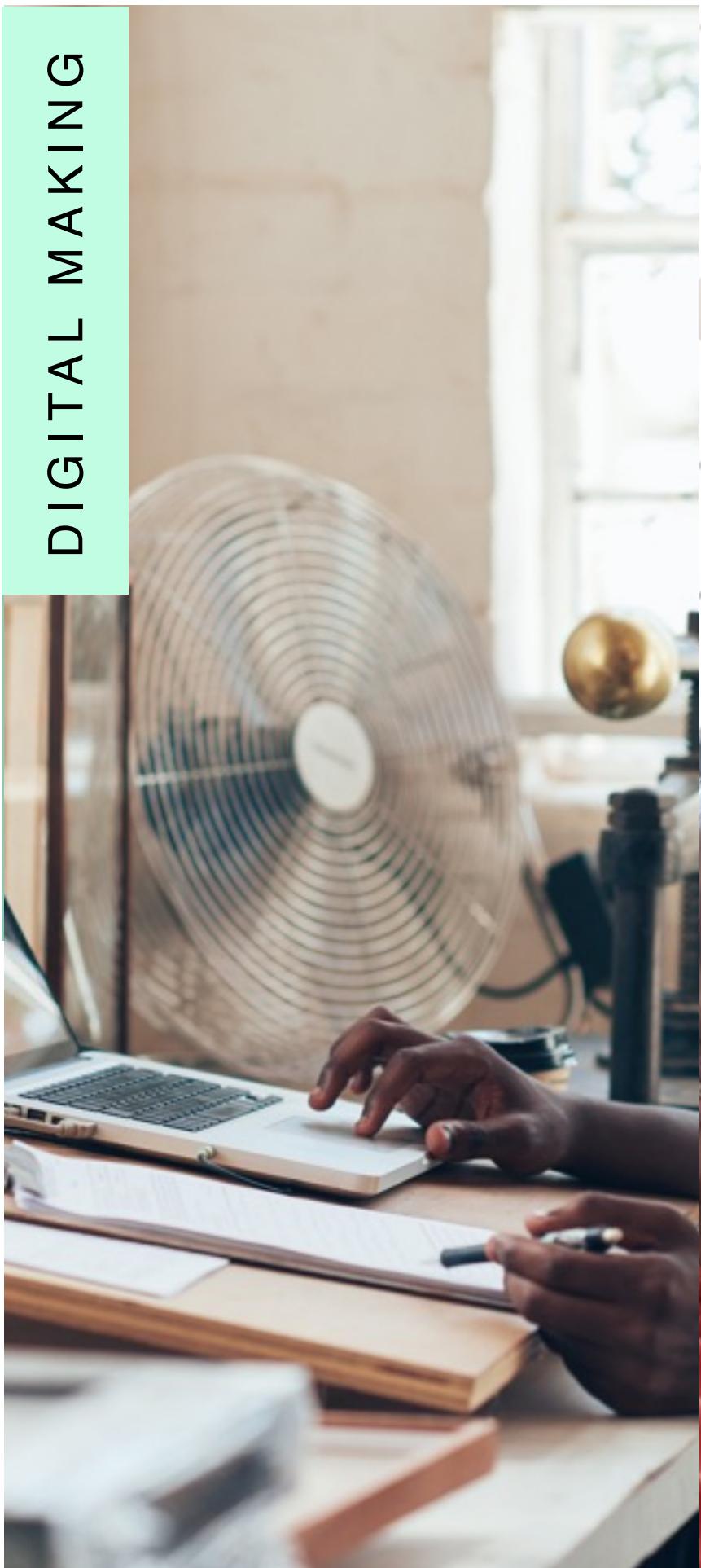
CNC Machine 1	£3,500
CNC Machine 2	£12,000
Workbenches	£1,200
Bench drill press	£700
Hand Drills x 4	£1,200
Mounted circular saw	£500
Band saw	£920
Orbital sander	£320
Belt sander	£300
Vertical panel saw	£2,600
Jig saw x 2	£140
Hand tools and other	£3,000
Storage	£750
	<b>£27,130</b>

### 8. Storage Room

Shelving	£3,500
Cupboards	£2,000
Inventory PC	£500
Tables	£200
Chairs	£300
Misc Equipment e.g hanging	£500
	<b>£7,000</b>



## DIGITAL MAKING



### 9. Digital Workshop

Tables	£3,000
Chairs x 12	£600
Screen	£500
White boards	£300
iMac	£3,000
PCs	£2,400
Scanner	£50
Network printer and scanner	£800
Large format printer	£1,500
3D printer 1	£1,400
3D printer 2	£5,000
Physical computing equipment	£4,000
Sound equipment	£5,000
Film equipment	£3,000
Storage	£1,200
	<b>£31,750</b>

## NEIGHBOURHOOD SCHOOL



### 10. Neighbourhood School

Tables x 15	£2,000
Chairs x 20	£1,000
Screen	£400
Storage	£2,000
Movable white boards	£1,800
Misc equipment	£800
	<b>£8,000</b>

### 11. Warehouse Office

Desks x 10	£1,000
Whiteboards	£600
Lockers	£3,000
Chairs x 10	£500
Miss Equipment e.g. printer	£900
Storage	£400
	<b>£6,400</b>

## FABRIC WORKSHOP



### 12. Fabric Workshop

Worktables	£1,500
Shelving	£800
Lockers	£2,000
Chairs x 20	£2,000
Sewing machines	£2,000
Pattern printer	£1,500
Fabric printer	£2,000
Fabric cutters x 10	£100
Fabric storage	£1,000
Mannequins x 10	£2,000
Tools and other equipment	£1,000
	<b>£15,900</b>

## METAL WORKSHOP



### 13. Metal Workshop

CNC Plasma cutter	£4,500
Workbenches	£3,200
Metal bender	£600
Belt sander/grinder	£1,000
Clamps	£800
Lathes	£1,200
Metal sheet shears	£600
Metal cutting saws	£900
Drill press x 2	£600
Bench grinder	£400
Anvils	£350
Hand tools and other	£1,700
Storage	£1,500
	<b>£17,350</b>

## **Budget 1 - The Good Growth Warehouse - detailed equipment list**

