

**MAYOR OF LONDON**

# **The Mayor's European Social Fund (ESF) Programme**

Creative Enterprise Zone Projects

Prospectus



**European Union**

European  
Social Fund

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**BIDDERS SHOULD NOTE THAT IN ORDER TO ACCESS THE  
FUNDING OPPORTUNITIES OUTLINED IN THIS PROSPECTUS  
THEY MUST COMPLETE THE FULL APPLICATION.**

**FOR FURTHER INFORMATION PLEASE SEE SECTION 2 OF THIS  
PROSPECTUS.**

## Foreword



Thank you for your interest in the Mayor's European Social Fund (ESF) programme.

I am acutely aware that this is a time of huge challenge for providers of education, training and employment support and for the Londoners they support.

We have given very careful consideration to the launch of this funding round and listened to the feedback we have received from the sector. We recognise that delivery organisations are concerned about the impact of COVID-19 on their short-term funding, but we have also heard very clearly that longer-term funding is critical.

We are also mindful that, due to the UK's exit from the European Union, all of the GLA's ESF-funded projects must be completed by 30 June 2023. Providers who want to take advantage of ESF to support Londoners need enough time to apply for funding, set up their projects and deliver much needed support to project participants.

We have, therefore, decided to proceed with our plan to launch this round of funding opportunities.

We recognise that the impact of COVID-19 on London's economy and labour market may make delivery more challenging and we have therefore increased the level of advance funding available to support selected providers during their project set-up period.

The current pandemic renders it more important than ever that we support Londoners who are disadvantaged in the labour market to build skills and progress into and in work. This round of the Mayor's ESF Programme includes three grant awards – providing targeted employment and skills support to the most vulnerable and disadvantaged Londoners. These projects are a critical component of the Mayor's work to promote equality of access to, and opportunity within, the labour market.

I thank you again for your interest in this round of the Mayor's ESF Programme. I look forward to continuing to work together with you to support Londoners into and in work through these valuable projects.

A handwritten signature in black ink, reading "Michelle Cuomo-Boorer". The signature is written in a cursive style with a large initial 'M'.

**Michelle Cuomo-Boorer**  
Assistant Director of Skills and Employment

## How to use this Prospectus

If you are interested in applying to deliver the Creative Enterprise Zone skills projects (Brixton (Lambeth), Croydon and Hounslow) which are supported under the Mayor's European Social Fund (ESF) Programme, please read this Prospectus and the associated bidding documentation carefully. It will give you details on how to submit an Application, the scoring, moderation and award process, as well as additional information that will assist you to complete your Application.

**Section 1** provides contextual information regarding the target groups that the GLA are seeking to support, Mayoral and Sub-Regional Partnership priorities, available grants and unit rates payable and the management structure of London's ESF Programme and the other London Co-Financing Organisations.

**Section 2** provides details of the GLA's delivery requirements for successful Bidders including; systems, payments and partnership working.

**Section 3** details the process Bidders will need to adhere to when submitting their Applications.

**Section 4** explains the scoring and selection process for Bidders.

**Section 5** explains the conditions that Bidders must adhere to if they decide to submit an Application for funding.

**Section 6** contains information that Bidders may find useful in completing an Application.

**Appendix A** Key supporting documents and background information.

**Appendix B** Definitions.

Bidders intending to submit an Application must ensure that they are aware of the detail in the "Project Requirements" for the grant(s) that they intend to apply for.

## Section 1: Background

### The European Social Fund in London

The European Social Fund (ESF) is part of the European Structural and Investment Funds (ESIF) programme for 2014-2020.

In London, the ESF is administered by the European Programmes Management Unit (EPMU) within the GLA. EPMU acts as an Intermediate Body (IB) on behalf of the Department for Work and Pensions (DWP) who are the national Managing Authority (MA) for ESF.

The ESIF programme aims to improve employment opportunities, raise living standards and assist people to improve their skills and job prospects across the European Union (EU).

The Mayor and London Economic Action Partnership (LEAP) are responsible for the strategic direction of the ESIF programme in London and have been notionally allocated €748 million of ESIF funding to support people into work, create jobs and support business growth in London. LEAP's [2014-2020 London European Structural & Investment Funds & Sustainable Urban Development Strategy for London](#) sets out the key areas of investment for the 2014-2020 London ESF Programme and details how ESF will support the capital's jobs and growth aims.

The majority of ESF provision in London is being delivered through Co-Financing Organisations (CFOs) which are responsible for providing the match funding for the ESF provision that they commission and manage and which award funding through an open and competitive tendering process. The CFOs in London include the GLA, Big Lottery Fund, the Education and Skills Funding Agency (ESFA), DWP and the four borough Sub-Regional Partnerships (SRPs). LEAP has worked closely with all of the CFOs to develop a substantial package of ESF provision, responsive to local needs, which is being delivered across London.

The GLA's existing ESF CFO programme (the "*GLA's ESF 2014-20 Programme*") complements the other CFO provision whilst responding to the objectives of the Mayor in supporting Londoners to move into sustained employment, education or training and upskilling Londoners in low-paid employment.

## The Mayor's ESF Programme

Through this grant award process the GLA is seeking to award grants for the delivery of employment and training provision in accordance with the "Project Requirements" published for the Mayor's European Social Fund (ESF) Creative Enterprise Zone (CEZ) Programme (referred to from this point as "ESF Projects").

The money that the GLA allocates to a Bidder who is awarded a Grant Agreement to deliver an ESF Creative Enterprise Zone Project is referred to from this point as "*ESF Grant Funding*". A bidder that has been awarded ESF Grant Funding to deliver an ESF Creative Enterprise Zone (CEZ) Project is referred to as an "*ESF Provider*".

This Prospectus should be read in conjunction with the "*Mayor's ESF Programme Delivery Handbook*" and the "*Mayor's ESF Programme Eligibility & Evidence Handbook*". These documents are referred to from this point as the "*Delivery Handbook*" and the "*Evidence Handbook*" respectively). The Delivery Handbook and Evidence Handbook set out the arrangements for governance, management and delivery of the grants awarded through this ESF grant award process, including requirements relating to eligibility and evidence. If your Application is successful, the Delivery Handbook and Evidence Handbook, which may be amended from time to time, will form part of your Grant Agreement covering the delivery of the ESF Creative Enterprise Zone (CEZ) Projects (the "*Mayor's ESF Programme Grant Agreement*", referred to from this point as the "*Grant Agreement*"). Bidders should note that the Grant Agreement issued with the Application documentation is a final draft and the GLA may need to make minor amendments to some clauses prior to the award of ESF Grant Funding.

Alongside the above-mentioned documents which will form part of a successful bidder's Grant Agreement, bidders should also ensure that they review the ESF guidance documents which are available on the Government's [England 2014-20 European Structural and Investment Funds](#) web pages. For example, the [European Social Fund Operational Programme 2014-2020](#) provides information on the overall ESF aims, Priority Axes and anticipated ESF Outputs and ESF Results while the [European Social Fund Data Evidence Requirements: Eligibility and Results Guidance](#) and the [2014-2020 European Growth Programme Output and Result Indicator Definitions Guidance for the European Social Fund](#) provide detailed information for bidders on the appropriate and eligible evidence that is required to support ESF Outputs and ESF Results.

All ESF Project delivery must comply with the ESF requirements. The ESF Grant Funding which is awarded as a result of this grant award exercise can only be used to support eligible participants and deliver provision as set out in this Prospectus and the relevant Project Requirements.

### *The ESF Priority Axes*

The Mayor's ESF Programme projects have been developed to align to the ESF Priority Axes, which are:

- **Priority Axis 1: *Inclusive Labour Markets*** aims to increase participation in the labour market thereby improving social inclusion and, therefore, funding can be used to support unemployed and economically inactive people to gain the skills and qualifications they need to enable them to enter and sustain employment;
- **Priority Axis 2: *Skills for Growth*** focuses on improving the skills of individuals to meet their employment goals and the needs of the local economy as well as activities to improve the skills and education infrastructure and, therefore, funding can be used to provide skills and training to those who are in work but at risk due to skills deficiencies and to deliver activities that improve the relevance of education and training to the needs of employers and businesses.

### *Projects*

The GLA will award Grant Agreements for delivery of each of the Projects below:

- **Creative Enterprise Zone (CEZ):** Croydon
- **Creative Enterprise Zone (CEZ):** Brixton (Lambeth)
- **Creative Enterprise Zone (CEZ):** Hounslow (Creative Enterprise West)

Each Project is part-funded by the ESF via the GLA CFO, the GLA Creative Enterprise Zones Programme and the Creative Enterprise Zone Local Authorities. The individual Project Requirements are informed by this.

Each Project has different eligibility criteria for "*Participants*" (individuals who are direct beneficiaries of the Project) and "*Employer Beneficiaries*" (organisations, such as businesses or social enterprises, which are direct beneficiaries of the Project) as well as for associated "*Outputs*", "*Results*" and "*Primary Results*". The Project Requirements set these out for each Project.

The Project Outputs and Results are the measurable deliverables which attract a payment on achievement as defined in the individual Project Requirements. Results differ from Outputs in that Results are normally a measurement of the successful achievement by the Participant or Employer Beneficiary of the aims of the Project at the point of leaving (e.g. achievement of a qualification or achievement of an entry to employment). The Primary Result is also identified in the Project Requirements and is the key Result that the GLA wishes to see arising from the delivery of the Project.

The Project Requirements set out the relevant geographical area of delivery. Bidders must provide a rationale in their Application for the particular areas they have chosen to focus on for recruitment and/or delivery. Where the Project Requirements stipulate that

recruitment or delivery is restricted to particular geographical areas, Bidders must only recruit Participants or Employer Beneficiaries and/or deliver from those areas.

### *Delivery period*

Each grant will be awarded for a maximum of 26 months. Grant Agreements awarded through this grant award process are expected to commence from April 2021. The GLA recognises that ESF Providers will need time after the Grant Agreement commences to finalise Project delivery arrangements and Bidders are asked to state in their Applications the date when they expect to begin delivering the Project directly to their first Participants and/or Employer Beneficiaries.

All delivery, including delivery of claimable Outputs and Results must commence no later than three months after the grant award and be completed by 30 June 2023 at the latest and must be reported to the GLA, with a final claim for payment, on or before 31 July 2023.

The period from the date that a Grant Agreement commences to the date that the final claim for the Project must be submitted to the GLA is referred to in this Prospectus as the "*Project Delivery Period*". The GLA will not make any payments for delivery or other Project activities, Outputs and Results which occur, or are reported, outside of the Project Delivery Period. The Project Delivery Period ends on 31 July 2023.

### *Lifetime Grant Values and Unit Rates*

The maximum value of the ESF Grant Funding for the Project Delivery Period (the "*Lifetime Grant Value*") is set out in the Project Requirements which stipulate the maximum available Lifetime Grant Value and the minimum number of Primary Results to be delivered by an ESF Provider.

Each Project has an associated "*Payment Trigger Calculator*" (PTC), which forms part of the bidding documentation. In the PTC Bidders are asked to indicate how much ESF Grant Funding they require to deliver their proposed Project (the sum must be within the maximum available budget for the Project as indicated in the Project Requirements), how many Participants or Employer Beneficiaries they expect to recruit and how many of these they expect to be successful at each stage of the Project (i.e. how many Outputs and Results will be delivered). Based on these numbers the PTC automatically calculates the "*Unit Rate*" payable for each Output and Result.

Because each Bidder may have a different expectation of the number of Participants or Employer Beneficiaries that they will recruit and that will succeed at each stage of delivery, the Unit Rates will be different for each Bidder.

### *Target groups, eligibility and results*

The target groups to be supported and the Outputs, Results and Primary Results to be achieved through the delivery of the ESF Projects are specified in the Project Requirements. Outputs and Results delivered through this round of ESF will contribute to London and national ESF Results targets.

Further definitions and detailed information regarding eligibility criteria and evidence requirements to support reporting and claims are provided in the Evidence Handbook, which should be read alongside the supplementary ESF eligibility criteria and definitions which can be found in the documents available on the UK Government's [England 2014-20 European Structural and Investment Funds](#) web pages. ESF requirements and guidance are subject to revision and amendment by the Managing Authority from time to time and it is the responsibility of ESF Providers to ensure that they are aware of and complying with the latest version.

As set out in the Delivery Handbook, the Outputs and Results to be delivered through the Mayor's ESF Programme and the requirements in the Delivery Handbook, Evidence Handbook, and Grant Agreement are designed to meet the GLA's requirements and policy objectives, so they may on occasions differ from the requirements in the national ESF guidance.

When preparing their Applications and considering the number of Participants and/or Employer Beneficiaries to support from the relevant target groups and the number of Outputs and Results (including Primary Results) to deliver. Bidders should take notice of the eligibility and evidence requirements needed to support their claims for ESF Grant Funding payments.

All organisations delivering ESF-funded activity in London, including the ESF Providers awarded ESF Grant funding through this grant award process, are required to target specific proportions of individuals from groups that are disadvantaged in the labour market, where they are eligible and the provision is appropriate to their needs. The relevant target groups are: females, disabled people (see ESF output CO16 in the [Output and Result Indicator Definitions Guidance for the European Social Fund](#)), people from Black, Asian and Minority Ethnic (BAME) communities (see ESF output O5) and people under the age of 25 (see ESF output O2). The recommended proportion of Participants and/or Employer Beneficiaries from each disadvantaged group is specified in the relevant Project Requirements.

Bidders should note that if their Application is successful their performance against the targets that they have committed to in their Application, including those for disadvantaged groups, will be actively managed. If there is underperformance their Lifetime Grant Value may be reduced and they may not be awarded additional ESF Grant Funding should it become available during the Project Delivery Period, as described in more detail in the Delivery Handbook.

### *Mayoral priorities*

The [Skills for Londoners Strategy](#) sets out the Mayor's vision for skills and adult education in London and the priorities set by the Mayor which have informed the Project Requirements. The [Skills for Londoners Framework](#) provides further information on implementation of the strategy. Achieving the Mayor's vision is not without its challenges. Many Londoners do not have access to the opportunities that this global capital city provides. London still has above average unemployment rates; the highest proportion of people in poverty of any UK region exacerbated by the high costs of living; high numbers of Londoners in low pay, with little chance to progress to better-paid, more secure work; there are continued and persistent gender, race and disability pay gaps; and a high number of Londoners are without basic skills in literacy, English language, numeracy and digital skills.

There are also challenges in aligning skills provision with the needs of the London economy. London is a high-skilled economy demanding a need for higher-level skills; there is a historic low level of employer investment in workforce training and apprenticeship places; and skills shortage vacancies in various sectors. Skills requirements are also changing, particularly in response to technological advancements, including automation. Brexit is threatening the availability of talent. To better meet the needs of Londoners and employers, London must have an agile skills system that can effectively respond to the London economy and enable its businesses to succeed in competitive global markets.

Certain groups in London are disproportionately unequal in their levels of skills and qualifications. This is evident between different population groups and also between different areas in London. The proportion of adults in London with a degree level qualification is higher amongst those from White and Asian/Asian British backgrounds and for those who are not disabled. In terms of geography, the proportion of adults with degree level qualifications is higher in Central and West London than in other areas. Adults in East London are more likely to have no qualifications.

### *London's recovery from the coronavirus crisis*

As a city we are facing the most challenging period in recent history. The economic, social and health impact of coronavirus cannot be overstated. We need to: restore confidence in the city, minimise the impact on London's most vulnerable communities and rebuild the city's economy and society.

The Mayor has set out 8 mission areas for London's Recovery which can be found at <https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis>. Bidders should be aware of the priorities and how this may impact the skills provisions and needs of the London economy and Londoners.

### *Sub-Regional Partnership's priorities*

Bidders should be aware of the priorities set by each Sub-Regional Partnership for the areas in which they will be delivering. These are set out below. Sub-Regional Partnership areas are illustrated in Table 1 and Figure 1 below.

**Table 1: London Boroughs within each Sub-Regional Partnership area**

<b>West London Alliance</b>	<b>South London Partnership</b>
Barnet Brent Ealing Hammersmith & Fulham Harrow Hillingdon Hounslow	Croydon Kingston upon Thames Merton Richmond upon Thames Sutton
<b>Central London Forward</b>	<b>Local London (North and East London)</b>
Camden City Hackney Haringey Islington Kensington & Chelsea Lambeth Lewisham Southwark Tower Hamlets Wandsworth Westminster	Barking & Dagenham Bexley Bromley Enfield Greenwich Havering Newham Redbridge Waltham Forest

Figure 1: Map of the Sub-Regional Partnership areas<sup>1</sup>



### Central London Forward (CLF):

- Working closely with a number of key sectors to improve skills provision, including:
  - health and social care
  - construction
  - tourism, hospitality and retail
  - creative and digital
  - financial and professional services
- Increasing the provision of and participation in apprenticeships across Central London
- Improving employment and qualification outcomes of BAME residents and residents who are disabled or have long-term health conditions
- Supporting residents to gain higher level skills, move into better paid work, and working with employers and residents to improve employee progression.

### Local London:

- Supporting in-work low-paid residents with no or low skills/qualifications to enable them to up-skill, secure new qualifications and progress into higher paid work

<sup>1</sup> Source: London Councils

- Supporting unemployed and economically inactive residents who are disabled or have long term health conditions
- Supporting lone parents who are struggling to secure and maintain part-time and full-time work and at a reasonable level of wage
- Supporting young people leaving school without qualifications (including those who are NEET) who struggle to find employment
- Supporting residents whose first language is not English and for whom this is a barrier to obtaining employment and/or accessing education and learning opportunities
- Supporting young and older residents with SEND
- Supporting the following high priority sectors to meet their skills needs: construction, digital and technical, health and social care and cultural and creative.

### **South London Partnership:**

- Supporting people with low or no skills (including ESOL learners)
- Tackling in-work poverty
- Supporting in-work progression and pathways to higher level skills
- Delivering “work ready” skills, particularly for unemployed groups
- Promoting resilience, adaptability and lifelong learning to ensure people in roles affected by automation can adapt and access new opportunities
- Increasing digital skills across many sectors
- Boosting apprenticeships in key sectors including business administration and support, health and care, professional / scientific / technical
- Delivering skills to support development in Small and Medium-sized Enterprises (SMEs), enterprise and entrepreneurship.

### **West London Alliance (WLA):**

- Having a truly joined-up system - ensuring that all partners including the public sector, employers, schools, colleges and universities are working together to deliver a seamless skills system that allows people from all backgrounds to succeed
- Working with employers from all sectors to better match their training offer with their business needs and those of the economy by upskilling those in low paid employment
- Getting the basics right by supporting the entire economy developing a locally accessible offer of foundation skills covering entrepreneurialism, resilience, English, maths, digital literacy, STEM and employability skills
- Supporting and promoting inclusion for all so that those furthest from the labour market, particularly people for whom English is not a first language, people leaving care, young offenders and people with learning disabilities or a mental ill health condition, are able to access the labour market
- Meeting skills needs in sectors anticipated to experience high growth over the next five years in west London:
  - wholesale and retail,
  - transportation, logistics and storage,
  - administrative and support services,
  - human health and social work activities,

- professional, scientific and technical activities, construction and engineering modern working practices and new construction techniques,
- construction and engineering modern working practices and new construction techniques.

Further information can be found in the West London Alliance's *Skills, Employment and Productivity Strategy* (<https://www.westlondon.com/wp-content/uploads/2018/05/WLASKillsandProductivityStrategyDIGITAL.pdf>).

## Section 2: Delivery of Project Requirements

The overall objectives of the Mayor's ESF Programme are to engage London residents and provide education, training and other support to equip them with the skills both they and local employers need, enabling them ultimately to access or progress in work and to improve the skills and education infrastructure.

The specific Projects that are required to be delivered as part of ESF CEZ Projects are set out in the detailed Project Requirements. In delivering the Projects, ESF Providers must comply with the requirements of the Grant Agreement, including the Evidence Handbook and Delivery Handbook.

Bidders must have the capacity and capability to comply with the GLA and ESF data and evidence collection, management and reporting requirements, including the evidence requirements and the submission of performance management data. ESF Providers must have systems, processes and controls in place to ensure the eligibility of the Participants and Employer Beneficiaries and the Outputs and Results that they achieve, as well as to comply with audit requirements, monitor progress on the Project and manage Project risks.

Bidders should ensure that they have a full understanding of all ESF requirements, details of which can be found at <https://www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds>.

### *Systems*

The GLA's "**Open Project System**" (**OPS**) is a secure online portal for project management, submission of claims for ESF Grant Funding and reporting of Project data and management information. ESF Providers will be required to submit management information and supporting data through OPS.

The "**Participant Data Form**" (**PDF**) is the tool which the ESF Provider will be required to use to record and report to the GLA data about the Participants supported by the Project.

The "**Beneficiary Organisation Data Form**" (**BODF**) is the tool which the ESF Provider will be required to use to record and report to the GLA data about the Employer Beneficiaries supported by the Project.

In addition, ESF Providers will be required to submit copies of all evidence to support their claim electronically through an online secure portal "*Filecloud*" at the time they submit the claim. Further information on data, evidence and reporting requirements can be found in the Evidence Handbook and Delivery Handbook.

All guidance will be made available following an award of ESF Grant Funding and training for ESF Providers will take place during onboarding. The OPS, PDF/BODF and Filecloud portals are compatible with current Microsoft and Apple operating systems.

Bidders will be required to demonstrate that they understand the risks inherent in delivering their proposed Projects and that they have considered mitigations to reduce these risks and ensure delivery of the Mayor's ESF Programme.

Bidders should note that the requirements as set out in the Delivery Handbook and Evidence Handbook and any ESF and GLA guidance issued to support ESF Providers, are subject to revision and amendment by the GLA or the Managing Authority from time to time and it is the responsibility of ESF Providers to ensure that they are aware of and complying with the latest requirements.

### *Payment and recovery of Advances*

In order to assist with cashflow during the Project set-up period, before an ESF Provider is able to start claiming payments for Outputs, Bidders may request an advance payment of no more than 15 per cent of the Lifetime Grant Value they are applying for. Bidders must select the value of the advance that they would like to request when completing the Payment Trigger Calculator.

Please note that the GLA has increased the maximum advance payment from 10 per cent to 15 per cent of the Lifetime Grant Value to reflect the potential impact of COVID-19 on ESF Providers' cashflow during the early stages of delivering the Project.

Advance payments will be recovered from ESF Providers against payments due for Primary Outputs. The Payment Trigger Calculator provides additional information regarding the point where advances will be recovered for each Project. If insufficient Outputs are achieved to enable recovery of the Advance payment, the GLA will recover the payment in another manner, which may include one or more of; recovery against payment for other Outputs or Results achieved, recovery by issuing an invoice for the remaining balance to be repaid as a lump-sum, recovery against any other contract or grant-funded project that the organisation may be delivering on behalf of GLA.

### *Payments for delivery*

With the exception of the advance payment, all payments to ESF Providers will be made in arrears on the basis of actual Outputs and Results delivered each quarter, cumulatively up to the maximum Lifetime Grant Value of funding awarded for the Project Delivery Period. The process for submitting claims and the associated reporting requirements are set out in the Delivery Handbook.

The GLA uses OPS for electronic submission of claims and processing of ESF Grant Funding payments to ESF Providers, as well as for recording variations to the Grant Agreement, including confirmations of increases or reductions in Lifetime Grant Values. All

guidance related to OPS or other systems and any updates to related Grant Agreement clauses will be made available when ESF Grant Funding is awarded.

ESF Providers will normally be required to submit quarterly claims. At the point of the ESF Grant Funding being awarded ESF Providers may request more frequent claim and payment schedules, which the GLA may agree to at its discretion. The GLA may also require ESF Providers to submit claims more frequently from time to time. ESF Providers will be paid no more frequently than each calendar month.

Payments for claims will only be made once all necessary claim documentation and supporting evidence has been received and verified by the GLA. The Grant Agreement, Delivery Handbook and Evidence Handbook provide detailed information on the requirements.

Based on current arrangements for closure of the national ESF 2014-20 programme, as mentioned above in section 1 (Background, Grant values), the GLA will not make any payments to ESF Providers for delivery of Project activities, or for Outputs and Results completed after 30 June 2023 or reported to the GLA after 31 July 2023.

Re-allocation of ESF Grant Funding between ESF Providers during the Project Delivery Period may enable the GLA to manage the risks of underspend or overspend at ESF Programme level and help to ensure that the GLA CFO's ESF targets are met at Priority Axis level. If additional ESF funding becomes available (whether due to underspend on some of the Projects funded through the Mayor's ESF Programme, or due to an additional allocation to the GLA CFO), the GLA reserves the right to agree an increase in the Lifetime Grant Value for a Project during the Project Delivery Period of up to a maximum of 30 percent of the original Lifetime Grant Value. Any decision to award an increase, and the value of that increase, is at the discretion of the GLA in accordance with the criteria set out in the Delivery Handbook.

### *The Payment Trigger Calculator (PTC)*

The PTC is an Excel tool that has been developed to assist Bidders. The PTC automatically calculates the Unit Rate payable to an ESF Provider for each Output and Result that they will deliver based on the Bidder's estimated total delivery costs for the Project Delivery Period, the number of Participants and Employer Beneficiaries the Bidder expects to recruit and how many of these the Bidder expects to be successful at each stage of the Project. The Bidder's proposed Lifetime Grant Value is generated from the Bidder's estimated total delivery costs for the Project Delivery Period (up to the maximum available budget set out in the Project Requirements).

Based on the Bidder's profile of when they expect to achieve the Project Outputs and Results, the PTC also provides Bidders with a profile of when during the Project Delivery Period they will receive ESF Grant Funding payments if they deliver in accordance with the profiles they have proposed in their Application.

The target delivery profile that a successful Bidder provides in their PTC will be included as a schedule in their Grant Agreement. The GLA will monitor ESF Providers' performance against the profile and targets they have proposed to deliver in their PTC.

When profiling their expected achievement of the Project Outputs and Results in the PTC, Bidders are advised to allow a set-up period following the Grant Agreement commencement date. However, ESF Providers may still claim and receive ESF Grant Funding payments for Outputs and Results which they achieve during this set-up period.

When profiling Bidders should consider the number of Participants or Employer Beneficiaries that they will need to recruit, and support, in order to achieve the Primary Results for their Project before the final claim date. Bidders should also ensure that they factor in the time needed to collect the required evidence before they can report the Output or Result and claim ESF Grant Funding.

The Unit Rates calculated based on the Bidder's offer in the PTC will apply for the whole Project Delivery Period and cannot be amended after submission of the Application, therefore Bidders should ensure that the Project Outputs and Results that they offer are both competitive and achievable.

Please note: the "Project Income" sheet(s) in the PTC may calculate the projected "Lifetime Total" income slightly more or less than the "Total Anticipated Expenditure" on the "Cost Delivering Project" sheet due to the formulae rounding the Unit Rates to two decimal places. However, the maximum ESF Grant Funding which will be paid to an ESF Provider if all Outputs and Results are delivered will be the "Maximum Grant Available" figure on the "Project Income" sheet(s), which is the same as the "Total Requested" figure on the "Spend by result and milestone" sheet.

**PTCs are project-specific and form part of a Bidder's Application for ESF Grant Funding. Bidders must complete a copy of the correct PTC for the Project they are bidding to deliver and submit this with their completed Application Form (as required by Section B, Part (iv) of the Application Form).**

### *Overall Unit Cost and performance against Project targets*

Each Project has its own Primary Result as detailed in the Project Requirements. The Overall Unit Cost for delivering a single Primary Result is calculated by dividing the Lifetime Grant Value by the total number of Primary Results that will be delivered. The Primary Result is normally the key Result that the GLA wishes to see arising from the delivery of the Project.

The Overall Unit Cost is a key value for money indicator and so, if your Lifetime Grant Value is increased or decreased for any reason including due to underperformance, the GLA will usually seek to maintain value for money by maintaining the Overall Unit Cost for the Primary Results.

Because Primary Results are usually those Results which are delivered later during the Project Delivery Period (e.g. 6 months sustained employment), if the number of Primary Results is reduced and the Overall Unit Cost is maintained, it may be that an ESF Provider will have already been paid more than their revised expected number of Primary Results multiplied by the Overall Unit Cost. Bidders should be aware that this may result in an ESF Provider being required to repay a proportion of ESF Grant Funding to the GLA.

As part of its performance management process the GLA will always consider the circumstances leading to underperformance, and any actions taken by the ESF Provider to address the challenges that have arisen, before deciding whether or not to require repayment of any ESF Grant Funding. This will include consideration of any direct impact of the COVID-19 pandemic and how the ESF Provider has sought to address this.

Further details can be found in paragraphs 203 and 214 to 217 of the Delivery Handbook and in Clause 23.5 of the Grant Agreement.

### *Increases and decreases in funding*

The Application Form (Section B, part (v)) allows Bidders to provide a “Maximum Project Value”. This figure represents the maximum ESF Grant Funding that a Bidder believes they would be able to claim, if more ESF Grant Funding were available, based on the Unit Rates and Overall Unit Cost calculated in the PTC submitted with their Application.

If any additional ESF Grant Funding becomes available, the GLA may, at its sole discretion, award additional funding during the Project Delivery Period to ESF Providers that can evidence good performance against their targets and meet the criteria for an increase in ESF Grant Funding as set out in the Delivery Handbook.

Any additional ESF Grant Funding would only be made available for Outputs and Results paid at the same Unit Rates and Overall Unit Cost in the PTC submitted with a Bidder's Application. Also, any offer of additional ESF Grant Funding would be conditional on Projects maintaining the same target conversion rates for Participants or Employer Beneficiaries at each payment trigger stage.

The GLA may award more than one increase in ESF Grant Funding during the Project Delivery Period, but the maximum additional ESF Grant Funding that an ESF Provider can be awarded over the lifetime of their Grant will be whichever is the lower of the “Maximum Project Value” that the Bidder provided in the original Application or 30 per cent of the ESF Provider's original Lifetime Grant Value.

Any offer of additional funding may also be subject to due diligence checks, which may limit the maximum ESF Grant Funding available to the ESF Provider. A Bidder's performance in relation to the selection and financial health criteria set out in the “*Financial Health and Requirements Guidance*” will be taken into account before awarding ESF Grant Funding. Prior to any award of an increase in Lifetime Grant Value during the Project Delivery Period the ESF Provider's performance against these criteria may be reviewed in

order to confirm that the criteria are still met when the revised Lifetime Grant Value is taken into account. ESF Providers receiving a financial health rating of “Inadequate” when re-tested, or which fail to meet other aspects of the due diligence criteria, may not be offered an increase in their Lifetime Grant Value.

ESF Grant Funding is paid against actual Outputs and Results delivered and therefore underperformance against the targets in the Grant Agreement will automatically lead to a reduction in an ESF Provider's Lifetime Grant Value. In addition, the GLA will review performance at intervals during the Project Delivery Period and may reduce the Lifetime Grant Value based on performance, as set out in the Delivery Handbook.

The GLA will make payments to ESF Providers based on the Unit Rates calculated in the PTC that forms part of the Application. During the grant award Application process, costs are assessed to ensure eligibility and Value for Money, the appropriateness of Unit Rates and the achievability of targets are considered, taking into account the Lifetime Grant Value requested, the conversion rates at the various payment trigger stages leading to the Primary Result and the number of Primary Results offered for the grant requested (the Overall Unit Cost).

Delivery will be verified by the GLA's project management monitoring processes which include checks on a sample of the evidence to support claims for ESF Grant Funding to ensure that it meets the requirements laid out in the Evidence Handbook. The GLA will not require an external audit of expenditure on the Project and you should not include this as an item of expenditure when calculating your Project costs.

### *Partnership working and subcontracting*

ESF Providers will be required to establish strong links with local stakeholders based on an understanding of their needs and the added value that they can bring to the delivery of the Project. Each of the Project Requirements contains information on Project-specific partnership working which Bidders should take into account when developing their Application.

Bidders may submit an Application with Subcontractors who will assist in delivering elements of the Project. Note that the use of the term “*Subcontractor*” in this document encompasses both subcontractors and sub-grantees. These Subcontractors could be locally based stakeholder organisations, grassroots organisations working in community settings, innovative training providers, etc. All ESF Subcontractors are required to have a formal agreement with the lead ESF Provider.

We anticipate that many Projects may benefit from having Subcontractors in order to more effectively reach the ESF target groups and deliver the Outputs and Results outlined in the Project Requirements.

**For each of their Subcontractors, Bidders are required to submit a completed “*Partnership Declaration Form*” with their Application Form (see Section B, Part (ii)**

**of the Application Form). The Partnership Declaration Form forms part of a Bidder's Application for ESF Grant Funding and should explain and confirm the activities that the Subcontractor has agreed to undertake to support the ESF Provider in delivering the Project and the proportion of ESF Grant Funding that will be allocated to the Subcontractor.**

Bidders should note that if an ESF Provider wishes to add or change Subcontractors after ESF Grant Funding has been awarded they will be required to select the new/replacement Subcontractor through a competitive procurement or grant award process and will be required to obtain the GLA's prior approval for any change to the Subcontracting arrangements proposed in their original Application.

There may be other organisations, that are not Subcontractors but are involved in supporting the delivery of the Project, who we refer to as "*ESF Delivery Partners*". These ESF Delivery Partners could be referral organisations, training providers, Local Authorities etc., whose support enables the ESF Provider to deliver the Project objectives and Primary Results more effectively. ESF Delivery Partners are not required to have a formal Agreement with the ESF Provider and are not required to complete a "*Partnership Declaration Form*" to be submitted with the Application.

### *Complementary provision*

ESF funding can be used to support a wide range of skills and employability activities, but it is important that the funding is used to complement and not duplicate existing policies and provision.

ESF Grant Funding which is used to support delivery of training and qualifications should not displace the investment that employers and individuals make in training and cannot subsidise training that would otherwise be funded by business or government.

The Projects funded by the Mayor's ESF Programme must complement mainstream and any other provision taking place during the Project Delivery Period in the same localities and/or with the same target groups as those specified in the Project Requirements. Bidders should make themselves aware of other provision, including other ESF-funded activities, which may supplement their own activity or offer follow-on opportunities for Participants or Employer Beneficiaries who are unable to achieve a Primary Result whilst on the Project.

A Participant or Employer Beneficiary may be enrolled on a Project funded by the Mayor's ESF Programme and participating in another publicly funded programme of support at the same time as long as the provider can evidence that there is complementarity and additionality between the two programmes and that there is no "double funding" of activities. Outputs and Results may only be reported (and claimed for) once across all provision.

### *The Good Work Standard and responsible procurement*

The Mayor's vision is a city where everyone has a well-paid stable job and people's talents are fully realised. Along with the ambition for London to be a living wage city, the Mayor has created a London standard of good employment practices - called the [Good Work Standard](#) (GWS). The GWS aims to be a beacon for fairness in supporting socio-economic integration, promoting fair pay, excellent working conditions, diversity and inclusion, good work-life balance, health and well-being, opportunities for professional development and lifelong learning and employee voice and representation in London's workplaces.

The Mayor's ESF Programme has been designed to ensure that opportunity is provided to people from the most disadvantaged groups and in doing so it aims to support the spread of opportunity, increased social integration and social mobility across London. The Programme supports the aims of the GWS and the GLA invites Bidders to propose activities that will promote the GWS and encourage their Subcontractors and ESF Delivery Partners, including participating employers and supply-chain partners to engage with the GWS principles and adopt the good employment practices within it.

ESF Providers should ensure that all staff working wholly or partly on the Project are paid at least the London Living Wage, in line with the [Living Wage Friendly Funder](#) guidance, and are also encouraged to become a [Living Wage Accredited Employer](#). ESF Providers are strongly encouraged to work with employers who pay, or are planning to pay their employees, at least the London Living Wage rate advised by the Living Wage Foundation and are expected to ensure that employers are aware of the Good Work Standard and providing good quality and flexible employment opportunities.

In addition, ESF Providers are expected to operate and ensure their Subcontractors operate in line with the GLA's [Responsible Procurement Policy](#), by integrating social, economic and environmental considerations into the delivery of the Project. The GLA's Responsible Procurement Policy is a strategic document setting out the GLA's plans, ambitions and commitments for pioneering socially, environmentally and economically sustainable procurement to deliver improved quality of life and better value for money.

## Section 3: How to apply

The GLA invites Applications from potential ESF Providers in accordance with the requirements laid out in the bidding documentation, which comprises: this Prospectus, the Project Requirements for each potential award of ESF Grant Funding, the Financial Health Requirements and Guidance, the template Grant Agreement terms and conditions (including the Evidence Handbook and the Delivery Handbook) and the Application Form for each Project (including the Payment Trigger Calculator for each Project and the Partnership Declaration Form).

The GLA are interested in working with ESF Providers that follow the principles of the Merlin Standard. In the Application Form we will look to see how lead ESF Providers will demonstrate this approach to working with their Subcontractors. The GLA Grant Agreement will underpin this.

### *Application process*

Bidders are required to complete a Project-specific Application Form, which incorporates a Pre-Qualification Questionnaire (Part A), an "Information" section (Part B) and (Part C).

**Part A**, the Pre-Qualification Questionnaire (PQQ), is not scored but is designed to enable the GLA to assess the capability and capacity of organisations to manage and deliver one of the GLA's ESF CEZ Projects and includes key due diligence questions. Bidders are required to select the relevant answers to a series of questions which;

- Confirm processes that they will have in place that will enable them to manage and deliver their proposed Project;
- Confirm procedures that they will have that determine the way they will deliver their proposed Project;
- Confirm areas such as financial robustness and compliance with legislative requirements such as equalities, health and safety and data protection;
- Confirm any prior relevant experience delivering similar projects to similar target groups;
- Confirm their ability to provide relevant referees;
- Confirm their ability to immediately provide any additional documentation that the GLA will require to carry out due diligence checks.

**Part B:** Information, is also not scored but provides the GLA bid evaluators with summary details of the Project, information on the Bidder's organisation, Subcontractors and delivery partners. Part B (iii) provides a checklist for Bidders to confirm that they have attached the documents that must accompany the Application for financial due diligence purposes, while parts (iv) and (v) provide checklists of the other documents which make up a complete Application and which are required for other due diligence purposes. Part (v) requests summary information on the Project funding, numbers of Participants and area of delivery.

**Part C** of the Application Form is scored and is the section of the Application where Bidders can describe their Project in detail and explain how it will respond to the Project Requirements and meet the GLA's objectives in funding the Project.

Part C will be scored against set criteria by a minimum of two scorers. Applications will be evaluated using objective criteria based on the following:

- Understanding of the target group and the extent to which the design and implementation of the proposed delivery methodology meets their needs in terms of access/recruitment, continuing engagement and supporting their achievement of the intended outputs and outcomes
- Quality and achievability of the provision and outcomes
- Value for money
- Contribution to equal opportunities, sustainable development and safeguarding
- Evidence of effective collaborative working and intention to work in partnership
- Proposed Project Plan
- Ability to implement, manage, monitor and deliver the Project to ESF requirements (including current capacity and understanding and ability to manage risks)
- Clarity of Outputs, Results and wider impact of the Project

**Part D** of the Application Form is not scored and is the section of the Application where Bidders can provide the GLA with details of referees to evidence their previous experience in delivering activities to support the Project target groups or deliver activities relevant to the Project.

**Part E** of the Application Form is the section of the Application where Bidders are required to sign to confirm that:

- The information contained in their Application is true and accurate

- If awarded funding they will accept the terms and conditions of the Grant Agreement, including compliance with the GLA and ESF audit requirements
- They have not colluded with any other parties to undermine the competitive Application process

**Bidders should note that there is no requirement to provide wet-ink signatures on any of the Application documents, including in Part E of the Application Form. Further information on acceptable forms of 'electronic signature' is provided below.**

Finally, **Part F** provides Bidders with the scoring criteria and the maximum scores available for each question in Part C.

### *Making Multiple Applications*

Bidders wishing to submit Applications for more than one Project are required to submit all of the Application documentation requested for each grant award for which they wish to be considered. If a Bidder fails to submit any of these documents with an Application for any individual grant award this may mean that their Application may fail and may not be considered further.

If Bidders submit more than one version of either the Full Application Form or the PTC for an individual Project grant award and these vary from each other, their Application may fail and may not be considered further.

### *Period of validity*

All Applications must remain open for acceptance by the GLA for a minimum of 120 days.

## Application Timetable and Guidance

Process	Dates	Guidance
Full Application Form and guidance released	<b>6 November 2020</b>	Bidding documentation will be posted on the GLA website. To access the documentation please go to <a href="http://www.london.gov.uk/what-we-do/funding/european-social-fund/funding-opportunities">www.london.gov.uk/what-we-do/funding/european-social-fund/funding-opportunities</a>
Opportunity to ask clarification questions closes.	<b>Tuesday 1 December 2020, 16:00 hrs</b>	<p>If questions are submitted, they must be sent by email (no other medium will be accepted) to: <a href="mailto:ESFProgramme2014-20@london.gov.uk">ESFProgramme2014-20@london.gov.uk</a>.</p> <p>Questions submitted by 16:00 hrs on the Tuesday of each week will have responses posted by 17:00 hrs on the following Friday. Clarification Questions and Answers will be posted on: <a href="http://www.london.gov.uk/what-we-do/funding/european-social-fund/funding-opportunities">www.london.gov.uk/what-we-do/funding/european-social-fund/funding-opportunities</a>.</p> <p>The GLA cannot advise Bidders individually; any queries about posted clarification responses must be submitted by email.</p> <p>All questions submitted and answers provided will be available to be viewed by all Bidders.</p>
Deadline for submission of full Applications	<b>Friday 18 December 2020, 12:00 hrs</b>	<p>All documents for each Application should be inserted into a single zipped folder and saved using the naming convention on page 29 below ("Submission of Applications").</p> <p>Applications must be submitted electronically via email to <a href="mailto:ESFProgramme2014-20@london.gov.uk">ESFProgramme2014-20@london.gov.uk</a>.</p> <p><b>Application documents received after 12:00 hrs will not be accepted.</b></p>

## Opportunity to ask clarification questions

Any clarification questions from Bidders must be submitted by **16:00hrs on Tuesday 1 December 2020** via email to [ESFProgramme2014-20@london.gov.uk](mailto:ESFProgramme2014-20@london.gov.uk) and questions via other media will not be permitted.

Bidders should note that all questions and their answers will be posted on the GLA website in order that all Bidders are kept informed. The GLA cannot advise Bidders about their proposed responses to the questions in the Application Form or about their specific Project proposals.

The GLA may make minor amendments to questions submitted by Bidders before publication in order to remove information that might identify the organisation raising the Question, to clarify the meaning of the question or to correct grammatical or spelling errors.

## Submission of Applications

Applications must be submitted electronically via email to [ESFProgramme2014-20@london.gov.uk](mailto:ESFProgramme2014-20@london.gov.uk).

A zipped folder should be created by the Bidder and, where possible, all Application documentation should be inserted; including all documentation listed in Part B (iii) (Due Diligence Documentation) and Part B (iv) (Other Documentation) of the Application Form.

The folder should be named using the following naming convention:

**Project Name\_Your Organisation Name.**

**If two or more zipped folders are required, please also include a folder number after Your Organisation Name.**

The Application should be emailed as an attachment by the signatory of the Form of Grant Application, Certificate of Bona Fide Application and Declaration contained in Part E of the Application Form. The email should be sent from their Organisation's e-mail address. The email with the embedded/attached zipped folder(s) must include the following declaration:

***"I confirm that the documents included in this email are true and accurate records and that I am authorised to submit them on behalf of [Bidder's Organisation Name], [Name of sender], [Position in the Bidder's Organisation]. I accept all GLA, ESF and all other conditions applying to this Application."***

If the signatory of the Form of Grant Application, Certificate of Bona Fide Application and Declaration contained in Part E of the Application Form is not the individual submitting the

Application on behalf of the Bidder, then additional confirmation and assurance that the signature on the Application documents is the signature of the person authorised to submit the Application is required, for example, a scanned letter on company letterhead paper including their signature.

**Application documents received after the deadline of 12:00 hrs on Friday 18 December 2020 will not be evaluated (scored) or considered for funding.**

If the zipped folder(s) containing the Application is too large to be sent as an attachment to one email, the Application may be sent in more than one zipped folder submitted by separate emails. If this is necessary, please use the naming convention mentioned above for all of the zipped folders and ensure that each email includes the declaration cited above.

If a Bidder experiences other technical difficulties submitting their documents in the format requested and the fault appears to be with the GLA's systems, they should email the [ESFProgramme2014-20@london.gov.uk](mailto:ESFProgramme2014-20@london.gov.uk) **before the Application submission deadline**, explaining the problem that they are experiencing and requesting advice.

However, please note that Bidders are solely responsible for ensuring that they have the technical capability to submit the Application documents in the format requested by the GLA. Bidders are strongly advised to test their ability to submit the Application documents in advance of the day of the deadline for submission of Applications.

If a Bidder submits more than one version of any Application document prior to the Application deadline, the GLA will only accept the version submitted closest to the deadline as the final submission.

### *Use of 'electronic signatures' on Application documents*

Whilst preferable it is not compulsory to provide a wet ink signature on ESF application documents, owing to current impact COVID-19.

If this advice changes, the GLA will advise Bidders prior to the deadline via the Clarification Questions and Answers.

In place of a wet-ink signature, the person with authority to submit the Application documents (i.e. the signatory of the Form of Grant Application, Certificate of Bona Fide Application and Declaration contained in Part E of the Application Form) should apply an electronic signature to the Application documents using Adobe Acrobat where possible.

If the application of an electronic signature is not possible your authorise signatory must send an email to [ESFProgramme2014-20@london.gov.uk](mailto:ESFProgramme2014-20@london.gov.uk) containing attachments of the completed Application documents. The email must;

- be sent from the organisations email address;

- set out clearly applicant organisation's authorised signatory's details including their full name, position within the application organisation and contact details;
- includes the submission statement on page 29 of this Prospectus;

**Any partners signing Partnership Declaration Forms will have to follow the same process if they do not have an e-signature. Please attach these confirmation emails to your application submission email.**

## Section 4: How the GLA will evaluate

### Applications

#### Due Diligence on Bidders

The GLA will carry out financial due diligence checks prior to any agreement to award funding as per the Financial Health and Requirements Guidance, published as part of the bidding documentation. This is to ensure that any risk to the success of the programme and Project objectives, or to the funding itself, has been considered prior to award of ESF Grant Funding and is deemed by the GLA to be acceptable. The due diligence checks will provide an indication of the financial risks (if any) to the GLA of making an award of ESF Grant Funding and will propose risk mitigations where appropriate.

Due diligence on Bidders will comprise of the following checks: liquidity, profitability, return on capital employed, debtors and creditors cycle, a review of Credit Safe reports, Charity Commission checks (where applicable), a review of the Bidder's insurance documents and finance and procurement regulations to ensure that robust governance arrangements are in place to account for and manage the GLA's funding.

Part A of the Application Form, (the PQQ), requires that Bidders confirm that they have provided the mandatory due diligence documentation as part of their Application. Part B sections (iii) and (iv) of the Application Form outline all the due diligence documentation required and serve as a checklist to ensure Bidders have included all the necessary documentation with their Application. Applications submitted by Bidders that cannot provide this mandatory documentation may not progress to the evaluation stage.

#### *Checks on charities*

For Bidders with a charitable status, the Bidder's details will be checked against those held on the Charity Commission's website. Checks are undertaken to verify a Bidder's charity status, that all documents requested by the Charity Commission have been submitted on time and that the Charity Commission has not raised any concerns about their status.

#### *Sole Lead Bidders / Sole Deliverers*

Bidders applying for funding as either a (i) Sole Lead Bidder or (ii) a Sole Deliverer should supply financial due diligence documentation for the Sole Lead Bidder or Sole Deliverer only. Financial due diligence documentation for Subcontractors is not required.

### *Consortium Applications*

Bidders applying for funding as part of a Consortium should supply financial due diligence documentation for all Consortium members. The information will be collated in order to establish the strength of the Consortium as a whole.

**Definitions of a “Consortium”, “Sole Deliverer” and “Sole Lead Bidder” can be found in Appendix B of this document (Definitions).**

### *Multiple Applications*

Bidders making multiple Applications should be aware that due diligence recommendations may limit the amount of funding or number of grant awards which may be offered to an individual organisation. This is to ensure that the GLA is able to gauge its level of exposure in relation to any one Bidder and where the GLA deems it necessary to do so, to spread the distribution of funding across Bidders or Projects in order to minimise any financial risk across the Programme.

### *Exemptions*

Local Authorities, Local Authority controlled schools and Government bodies and departments are exempt from the GLA's financial due diligence process. Therefore, their status must be clearly highlighted within the Application Form.

### **Evaluation of Applications**

Fully compliant Applications that are received by the deadline will be scored by a minimum of two evaluators, each scoring independently. Scores will be moderated by the evaluators following completion of their independent scoring.

The total maximum score available for the Application will be 100 per cent. Individual questions will be weighted to represent the importance that the GLA attaches to them. A table of questions, weighting, maximum scores and the maximum percentage that each question can achieve, is shown in Part F of the Application Form.

The GLA may interview the top scoring applicant plus any applicants who, following interview, could achieve an amended score that would place them in a position where they could be awarded the grant for the project.

If invited to interview, a maximum of four people may attend and applicants must ensure that key members of their delivery team, including consortium partners, attend. The interview will seek to clarify the applicant's delivery team's understanding of the project methodology and rationale and interview questions will be selected from the application form. The GLA may however ask supplementary questions to ensure that they have understood the responses of applicants.

Following the interview, the GLA may adjust the individual scores in the application form dependant on the answers provided by the applicant's interviewees. Any adjustment will be made by considering the interview response in line with the scoring principal indicated in the table above and weighted in line with the scoring framework shown in the application form. This adjustment may be either positive (an awarded score is increased) or negative (an awarded score is reduced)

### *Quality assurance of Application scores*

The evaluators' independent scores may be similar or differ significantly for the same response to a question in the Application Form. The moderation process allows for evaluators to come together to discuss and review the reasons for the scores that they have applied and to agree upon the appropriate moderated score for the response to each question.

If an aggregate moderated score cannot be agreed by the evaluators through moderation, they will call upon an adjudicator who will review with the evaluators the reasons for the scores that they have applied and decide upon the appropriate moderated score for that question. The adjudicator's decision regarding the appropriate moderated score for a question will be final.

### *Confirmation of grant award recommendations*

Scoring, moderation and due diligence inform the recommendations made for the award of ESF Grant Funding to Bidders. The appropriate Senior Manager will review the Application evaluation process and endorse the proposed grant award recommendations.

In addition, the GLA will write in confidence to the other London CFOs and EPMU to inform them of the proposed grant award recommendations and provide a window of one week for comments. Comments will be considered by the GLA and if they impact on GLA internal decisions, any affected Bidders will be kept informed.

The GLA may be restricted from offering a single ESF Provider more than one award of ESF Grant Funding, where the combined Lifetime Grant Values would exceed the maximum value for the ESF Provider recommended as a result of due diligence checks.

The GLA reserves the right to re-allocate money across these ESF Projects or the wider Mayor's ESF Programme in order to achieve spend and outcome targets.

### **Notification to Bidders**

All Bidders will be informed in writing of the GLA's decision regarding their Application.

Bidders who are unsuccessful will be given written feedback regarding their Application, to include as a minimum;

- the overall score achieved for the Application;
- areas where the Application could have scored higher;
- the overall score achieved by the successful Bidder

Successful Bidders will be informed of an in-principle offer of ESF Grant Funding in writing. This in-principle offer will trigger the start of a standstill period, during which time any clarifications required prior to confirming an award of ESF Grant Funding will be communicated to the Bidder.

### *Standstill period*

During the standstill period of two weeks from the date that notification letters are sent out to successful and unsuccessful Bidders, the GLA will not enter into a Grant Agreement with the successful Bidder.

### **Pre-grant clarifications**

Successful Bidders may be required to clarify that their offer matches the GLA's understanding of their offer and to address any clarification issues that may have been highlighted during the Application evaluation or due diligence process prior to the GLA confirming an offer of an award of ESF Grant Funding.

In the event that any clarification issue cannot be resolved to the satisfaction of the GLA during the pre-grant period, the GLA reserves the right to withdraw the offer of an award of ESF Grant Funding and award the ESF Grant Funding to an alternate Bidder.

As value for money forms part of the assessment criteria, the GLA will not accept any requests by successful Bidders to renegotiate Lifetime Grant Values, lifetime Outputs or Results, Unit Rates or Overall Unit Costs during pre-grant clarifications. However, the GLA may require amendments to correct obvious and minor errors in the Application documentation.

Any ESF Grant Funding awarded will be subject to a standard, non-negotiable Grant Agreement, a draft copy of which is provided as part of the Application bidding documentation. Any Bidders to whom an in-principle offer of ESF Grant Funding is made are required to sign a copy of the final fully populated Grant Agreement before the GLA commits to any funding.

Bidders are advised to review the Grant Agreement terms and conditions and satisfy themselves that they will be able to adhere to the requirements prior to submitting an Application for funding.

Bidders should note that any GLA decisions to award ESF Grant Funding is subject to a formal decision-making process. Bidders must not place any reliance whatsoever on receiving funding support from the GLA until;

- the offer of ESF Grant Funding has been formally confirmed in writing following the end of the standstill period and resolution of any pre-grant clarifications, and,
- the Grant Agreement issued by the GLA has been executed by the ESF Provider's authorised signatory/ies and returned to the GLA who have acknowledged receipt.

Accordingly, any expenditure that a successful Bidder incurs and/or commits to prior to execution and return of the Grant Agreement is incurred and/or committed to entirely at the Bidder's own risk. ESF Providers may not claim payment for any expenditure incurred, nor for any delivery which has taken place, prior to the commencement date in the signed and executed Grant Agreement.

**In order preserve the integrity of the application process no changes to the published grant documents that are sought by bidders will be accepted by the GLA. Bidders should base their responses to the grant award on the published Grant Agreement. Please ensure you have read the draft grant agreement thoroughly before submitting your application as we cannot make any substantive changes to the clauses.**

Any delays to the grant award process may result in a delay to the start of the Project Delivery Period. If delays are considered by the GLA to be likely to have a significant impact on the successful Bidder's ability to achieve the proposed Project Outputs and/or Results, the GLA reserves the right to reduce or withdraw the offer of ESF Grant Funding and reallocate the funding to other current or future projects within the GLA's ESF CFO Programmes.

## **Publication of Successful Bidders**

The GLA will publish the details of successful Bidders and their Projects on the GLA's website (<https://www.london.gov.uk/what-we-do/funding/european-social-fund/gla-co-financing-organisation/funded-projects>). This information will include Project status, Project start and end dates, the ESF Provider's name, address and postcode, total Project cost,

total ESF Grant Funding awarded, a contact name and number for the ESF Provider, a brief Project summary, ESF funding measure, participant and Output and Results targets, names of Subcontractors and (where relevant) Delivery Partners.

Additionally, details of successful Projects will be made available to EPMU and DWP's ESF Division who may also publish relevant information to maximise awareness of the ESF activity approved as part of the London regional programme.

## Section 5: Conditions of Applying

### Conditions of applying

If the GLA considers it necessary to make any additions or deletions to any of the bidding documentation, or provide supplementary clauses or additional information before the deadline for the submission of Applications, then these will be posted on the GLA's website ([www.london.gov.uk/what-we-do/funding/european-social-fund/funding-opportunities](http://www.london.gov.uk/what-we-do/funding/european-social-fund/funding-opportunities)) and will be deemed to be part of the grant award competition documents.

Any Form of Grant Application submitted by a Bidder in respect of which the Bidder:

- has directly or indirectly canvassed any official of the GLA, or obtained information from any other person who has been contracted to provide services to the GLA, concerning the award of the grant; or who has directly or indirectly obtained or attempted to obtain information from any such member or official concerning any other Bidder or Form of Grant Application submitted by any other Bidder
- fixes or adjusts any prices in the Form of Grant Application and/or schedules by or in accordance with any agreement or arrangement with any other person
- communicates to any person other than the GLA the amount or approximate amount of the prices shown in the Form of Grant Application and/or schedules, except where such disclosure is made in confidence in order to obtain quotations necessary to prepare the grant Application or for the purposes of insurance or financing enters into any agreement with any other person that such other person shall refrain from submitting a grant Application or shall limit or restrict the prices to be shown or referred to by another Bidder in its Form of Grant Application and/or schedules
- offers or agrees to pay to any person having direct connection with this Application; or gives any sum of money, inducement or valuable consideration, directly or indirectly, for doing or having done or causing or having caused to be done in relation to any other grant Application or any other person's proposed Application in connection with the award of the Grant Agreement commits an offence under the Prevention of Corruption Acts 1889 to 1916 or gives any fee or reward, the receipt of which is an offence under sub-section 2 of Section 117 of the Local Government Act 1972

shall not be considered for acceptance and shall accordingly be rejected by the GLA, provided always that such non-acceptance or rejection shall be without prejudice to any other civil remedies available to the GLA or any criminal liability which such conduct by a Bidder may attract.

The GLA may at its discretion refuse to consider any Application if:

- it is not in accordance with this Prospectus or is in breach of any condition contained in any other of the Application documents
- the Bidder submitting the Application makes, or attempts to make, any variation or alteration of the terms and conditions of the template Grant Agreement, the Form of Grant Application or other grant Application documents, except where a variation or alteration is invited or permitted by the GLA
- it contains gaps and omissions.

The GLA shall not be bound to accept any Application submitted.

The GLA shall not be under any liability in respect of any expenses or losses that may be incurred by the Bidder in preparation of its grant Application.

No alteration or addition shall be made to the Form of Grant Application or to any of the grant Application documents. In addition, submissions must not be qualified, but must be submitted strictly in accordance with the Application documents and the instructions in this Prospectus and the other bidding documentation.

Submissions must not be accompanied by any covering letter or any statements that could be construed as rendering the Application equivocal and/or placing it on a different footing from other Applications.

If a Bidder's Application is successful, the successful Bidder will be asked to enter into a written Grant Agreement incorporating those terms and conditions. The GLA will incorporate all relevant information and requirements of the Project into the template Grant Agreement and then finalise it for execution by the parties. Bidders should note that the GLA will not enter into negotiations in respect of the Grant Agreement but that it does reserve the right to make amendments as it deems necessary. If you seek to qualify this requirement in any way, or you supply your own terms and conditions of grant award with your Application, your Application may be disqualified.

### *Conflicts of Interest*

Bidders must consider, based on their knowledge of all the circumstances and reasonable enquiries, whether their Application or, if successful, their selection as an ESF Provider, might give rise to a conflict of interest affecting the GLA or DWP (including the reputation of the GLA or DWP) or the performance of the Project. Bidders for all grant awards, where

a conflict of interest may exist or arise must inform the GLA, providing details, and submit proposals for avoiding such conflict.

### *Freedom of Information*

The GLA as a public authority is subject to the Freedom of Information Act 2000 ("the FOIA"). In applying for this (or any) grant award Bidders should be aware that information they provide may be disclosable, either under the GLA's Publication Scheme or if a request is made to the GLA.

The FOIA requires the GLA normally to release information requested by any "person" ("person" legally includes companies and other bodies). At the same time the FOIA recognises that a public authority, in order to carry out its functions, may decline certain requests where an appropriate exemption applies. In particular two exemptions under sections 41 and 43 of FOIA, described below, may apply.

#### Information provided in confidence

Section 41 provides that information is exempt if it was obtained by the GLA from any other person and the disclosure of the information to the public by the GLA would constitute a breach of confidence actionable ("actionable" meaning that it could be the subject of a legal claim) by that or any other person. In order for the GLA to rely on this exemption the information must be given in confidence, that is, the information must not be in the public domain, must not have been treated as non-confidential in the past and must have been provided in circumstances importing an obligation of confidence.

Bidders should be aware that, firstly, the GLA will not normally agree to treat information as confidential in the absence of specific legal advice that it is proper to do so and, secondly, that marking a document as "Confidential" will not give it that status. The scope for Application of the section 41 exemption in relation to an Application for funding is limited.

#### Commercially sensitive information

It is more likely that this exemption may apply to a grant Application. Section 43 provides that information may be exempt if it constitutes a trade secret or if the disclosure is likely to prejudice the commercial interests of any person (which includes the Bidder). Accordingly, for example, genuinely sensitive pricing information may attract this exemption. This exemption is subject to the public interest test - that is, in considering disclosure, the GLA must weigh up the public interest in withholding disclosure with the public interest in disclosing the information in question.

#### Requests for special treatment of information

Should a Bidder regard particular information as given in confidence, constituting a trade secret, or likely if disclosed to prejudice their commercial interests, they should indicate this clearly, with an explanation. Note that it will not be sufficient to assert that the whole Application is confidential or commercially sensitive. Indicating what information may be confidential or commercially sensitive may assist the GLA in determining whether any exemptions apply. It should be noted that it is the GLA, which will determine whether a disclosure should be made and that this will be determined on a case by case basis by the GLA.

#### Effect of time

Bidders should be aware that, over time, some information may lose its confidential nature or commercial sensitivity. If you consider this to be the case, please indicate when, in your view, such information may be released. This should be a reasonable time period in relation to the nature of the data.

#### Personal data

One other FOIA provision, which may be relevant in certain circumstances, is section 40, which broadly speaking provides an exemption in relation to personal data (as defined in the Data Protection Act). This will not however usually exempt, for example, information provided about individuals involved in the Application.

## Section 6: Useful additional information

Please note that Part B, sections (iii) and (iv), of the Application Form function as a Checklist to ensure you have included all required documentation before you submit your Application.

### Calculating your Project's Cost

Bidders must ensure they review the eligible and ineligible costs in the [European Social Fund Programme for England 2014–2020 National Eligibility Rules](#) when calculating their Project costs and must calculate the expenditure per item for the lifetime of the Project in relation to the activities required to deliver the proposed Outputs, Results and Primary Results, using the PTC.

Bidders should calculate the entire Project cost for lead providers and any Subcontractors and include this amount in their PTCs. No additional costs should be passed onto Subcontractors. The GLA may request information on payments made by Subcontractors to lead ESF Providers during the lifetime of the Project.

No costs or charges for participating in the Project should be passed onto the Participants or Employer Beneficiaries.

#### *List of eligible ESF Costs*

The costs that Bidders may include in an Application for ESF Funding are specified in the [European Social Fund Programme for England 2014–2020 National Eligibility Rules](#). Broad headings supplied in the PTC are as follows:

#### **Direct Costs**

- Staff costs
- Participant costs
- Participant allowances

#### **Other Costs**

- Rent and Leasing of buildings

- Depreciation of buildings (unless cost of building has been funded through European Union (EU) funds)
- Hire and lease of equipment
- Depreciation of equipment
- Non recoverable VAT
- Consumables
- Small items of equipment valued at under £1000

#### **Indirect Costs**

- Staff costs (Project Management – Indirect)
- Central/support staff costs and personnel costs
- Equipment
- Premises cost
- Telephone and postage
- Electricity, gas and water
- Insurance

#### ***Ineligible costs***

The following items of expenditure are ineligible for ESF support and must not be included in your Project costs;

- In kind contributions, which comprise of the provision of land, real estate, equipment and unpaid voluntary work;
- Purchase of furniture, vehicles and equipment (other than small items of equipment);
- Bank debit charges
- Legal fees
- Fines, financial penalties and expenses arising from litigation;
- Purchase of land

- Purchase of real estate (i.e. buildings after construction and the land on which they are built);
- Expenditure relating to venture capital, loan and guarantee funds;
- Redundancy payments

If a Bidder includes any ineligible costs in a proposed Project budget, the GLA reserves the right to remove the cost, reduce the overall requested Lifetime Grant Value accordingly and apply the new Lifetime Grant Value to the calculation of Unit Rates in the PTC. If the Bidder's Application was successful, any offer of ESF Grant Funding would be made based on the revised calculation of the Lifetime Grant Value and Overall Unit Cost

## Appendix A: Key Supporting Documents and Background Information

*2014-2020 European Growth Programme Output and Result Indicator Definitions Guidance for the European Social Fund:*

<https://www.gov.uk/government/publications/european-structural-and-investment-funds-outputs-and-results>.

*2014-2020 London European Structural & Investment Funds & Sustainable Urban Development Strategy for London:*

<https://lep.london/sites/default/files/2016%2002%2005%20%20London%20ESIF%20with%20Financial%20alloc%20%26%20outputs%20V2.pdf>

*England European Social Fund Operational Programme 2014-20 Guidance: Guidance on document retention, including electronic data exchange, for 2014-20 ESF projects:*

<https://www.gov.uk/government/publications/european-structural-and-investment-funds-document-retention>

*England European Social Fund Operational Programme 2014-20: Programme Guidance:*

<https://www.gov.uk/government/publications/european-structural-and-investment-funds-programme-guidance>.

*European Social Fund Data Evidence Requirements: Eligibility and Results Guidance:*

<https://www.gov.uk/government/publications/european-structural-and-investment-funds-eligibility-documents>.

*European Social Fund Operational Programme 2014-2020:*

<https://www.gov.uk/government/publications/european-social-fund-operational-programme-2014-to-2020>.

*The GLA Group Responsible Procurement Policy:*

[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)

*The Good Work Standard:*

<https://www.london.gov.uk/what-we-do/business-and-economy/making-london-best-city-world-work>

*Guidance on the Audit and Management and Control Requirements for Projects Supported by the European Regional Development Fund or European Social Fund:*

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/592191/ESIF-GN-1-025\\_ESIF\\_Management\\_and\\_Control\\_Requirements\\_v1\\_a.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/592191/ESIF-GN-1-025_ESIF_Management_and_Control_Requirements_v1_a.pdf).

How to Become a Living Wage Friendly Funder:

<https://www.livingwage.org.uk/how-become-friendly-funder>

How to become a Living Wage accredited employer:

<https://www.livingwage.org.uk/become-a-living-wage-employer>

The UK Government's England 2014-20 European Structural and Investment Funds web pages:

<https://www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds>

*Skills for Londoners Strategy:*

[www.london.gov.uk/sites/default/files/sfl\\_strategy\\_final\\_june\\_20186.pdf](http://www.london.gov.uk/sites/default/files/sfl_strategy_final_june_20186.pdf).

*Skills for Londoners Framework:*

[https://www.london.gov.uk/sites/default/files/sfl\\_framework\\_final.pdf](https://www.london.gov.uk/sites/default/files/sfl_framework_final.pdf).

## Appendix B: Definitions

Term	Definition
Application	An Application is a Bidder's submission in response to the Project Requirements for the Mayor's ESF Programme.
Bidder	An organisation submitting an Application in response to the Project Requirements for the Mayor's ESF Programme, which could be a Sole Deliverer, Sole Lead Bidder or Consortium.
Co-Financing Organisations (CFOs)	Co-Financing Organisations (CFOs) are responsible for providing the match funding for the ESF provision that they commission and manage. In addition to the GLA there are four national CFOs delivering activities in London: The Department for Work and Pensions (DWP), the Education and Skills Funding Agency (ESFA), the Big Lottery Fund (BLF) and the National Offender Management Service (NOMS). In addition, the sub-regional partnerships of London boroughs have been awarded CFO status for the delivery of the Work and Health programme.
Consortium	Consortiums are formed of a partnership of Organisations who come together to deliver a common objective (the Project) and are held jointly accountable for the delivery of the Project. Consortiums are legally constituted organisations and all members must participate in the Project. The GLA will issue a Grant Agreement to the Consortium and all members must sign the Grant Agreement.
Delivery Handbook	The Mayor's ESF Programme Delivery Handbook forms part of the Grant Agreement and includes information about reporting to the GLA, claiming payments and template forms.
Employer Beneficiary	An organisation (e.g. a business or social enterprise) which is a direct beneficiary of the provision delivered through the Mayor's ESF Programme.
European Social Fund (ESF)	The ESF is a structural fund of the European Union. The specific objectives of the ESF focus on improving

	employment opportunities, promoting social inclusion and investing in skills by providing the help people need to fulfil their potential.
ESF Grant Funding	The money that the GLA allocates to a Bidder that is awarded a grant to deliver an ESF Project.
ESF Delivery Partner	Any organisation that is not the ESF Provider or a Subcontractor but is involved in supporting the delivery of the Project. ESF Delivery Partners are not required to have a formal Agreement with the ESF Provider. ESF Delivery Partners could be referral organisations, training providers, Local Authorities etc., whose support enables the ESF Provider to deliver the Project objectives and Primary Results more effectively.
ESF Provider	An organisation that has been awarded a grant to deliver a Project through this round of the Mayor's ESF Programme.
ESF Result	ESF Results are targets set out and described in the 2014-2020 European Growth Programme Output and Result Indicator Definitions Guidance for the European Social Fund ( <a href="https://www.gov.uk/government/publications/european-social-fund-outputs-and-results">https://www.gov.uk/government/publications/european-social-fund-outputs-and-results</a> ). Measurement of the number of ESF Results delivered helps to demonstrate the degree to which the national and regional ESF programme objectives have been achieved. For example, an objective of Priority 1.1 is to improve the employability of long-term unemployed people and the main ESF Result target is the number of participants moving into employment (including self-employment) on leaving the ESF-funded Project. Each region in the UK has been set targets for ESF Results to be achieved through the ESF funding.
ESIF	European Structural and Investment Funds
Evidence Handbook	The Mayor's ESF Programme Eligibility and Evidence Handbook, which forms part of an ESF Provider's Grant Agreement and includes information on evidence and eligibility requirements and responsibilities.
FileCloud	FileCloud (also referred to as 'OwnCloud') is the GLA's preferred secure online portal to be used to upload evidence to support the monthly/quarterly claims made to the GLA.

Grant Agreement	The Mayor's ESF Programme Grant Agreement Terms and Conditions.
Intermediate Body (IB)	The European Social Fund programme in London is managed by the European Programmes Management Unit in the Greater London Authority (GLA) which acts as an Intermediate Body (IB) on behalf of the Department for Work and Pensions (the Managing Authority). This is separate from the GLA's role as a Co-Financing Organisation (CFO).
Lifetime Grant Value	The maximum value of the ESF Grant Funding awarded to an ESF Provider for the duration of the Project Delivery Period.
Managing Authority (MA)	The governments of the Member States of the European Union are responsible for managing European Structural Funds programmes. A designated Managing Authority in each Member State provides information on the programme, selects projects and monitors implementation. In the UK, the government department which has overall responsibility for the implementation of the European Social Fund in England is the Department for Work and Pensions. References in this document to the Managing Authority include DWP and the GLA's European Programmes Management Unit (EPMU) which acts as an Intermediate Body (IB) on behalf of the Managing Authority and is responsible for managing ESF in London.
Open Project System (OPS)	The GLA's Open Project System is a secure online portal for project management, submission of claims for ESF Grant Funding and the reporting of Project data and management information.
Operational Programme	The national European Social Fund Operational Programme 2014-2020 describes what the ESF programme in England will fund and who it will support ( <a href="https://www.gov.uk/government/publications/european-social-fund-operational-programme-2014-to-2020">https://www.gov.uk/government/publications/european-social-fund-operational-programme-2014-to-2020</a> ).
Organisation	The term "Organisation" is used to include companies, charities, bodies, colleges, universities, sole traders and other types of entity, including those who are in the same group as, or are associated with, the ESF Provider. The term "Organisation" excludes individuals who are self-employed or supplied by an employment agency and who are working

	under the ESF Provider's direction and control, in the same way as an employee.
Output	Outputs are measurable deliverables which attract a payment on achievement as defined in the Grant Agreement. Outputs are mainly a measurement of a Participant or Beneficiary Organisation successfully completing a stage of their journey through the Project. The Output targets for a Project will be confirmed in the Grant Agreement schedules.
Overall Unit Cost	The Overall Unit Cost for delivering a single Primary Result is calculated by dividing the Lifetime Grant Value by the total number of Primary Results that the Project will deliver.
Participant	An individual who is a direct beneficiary of the delivery through the Mayor's ESF programme
Participant Data Form (PDF) / Beneficiary Organisation Data Form (BODF)	The tool which the ESF Provider will be required to use to record and report to the GLA data about the Participants and/or Employer Beneficiaries supported by the Project. The PDF or BODF may be in Excel format, paper format or via the GLA's Open Project System (OPS) as determined by the GLA.
Payment Trigger Calculator (PTC)	The PTC is an Excel tool which automatically calculates the "Unit Rates" payable to an ESF Provider for each Output and Result they will deliver, based on the ESF Provider's estimated delivery cost for the Project Delivery Period, the number of Participants and Employer Beneficiaries that the ESF Provider expects to recruit, and how many of these the ESF Provider expects to be successful at each stage of the Project. The PTC will be submitted with a Bidder's Application for an award of ESF Grant Funding from the Mayor's ESF Programme and will be included in the Grant Agreement schedules.
Primary Result(s)	The key Result(s) that the GLA wishes to see arising from the delivery of the Project and which determine the Project's Overall Unit Cost. Each Project has its own Primary Result(s) as detailed in the respective Project Requirements.
Project	The activities that an ESF Provider will deliver in accordance with the terms and conditions of the ESF Grant Agreement.

Project Delivery Period	The period from the date that a Grant Agreement commences to the date that the final claim for the Project must be submitted. The GLA will not make any payments for delivery or other Project activities, Outputs, Outcomes and Primary Results which occur or are reported outside of the Project Delivery Period.
Result	Results are measurable deliverables which attract a payment on achievement as defined for each Project and confirmed in the Grant Agreement schedules. Results differ from Outputs in that they are normally a measurement of the successful achievement by the Participant or Employer Beneficiary of the aims of the Project. Results may happen while a Participant or Employer Beneficiary is still receiving support from the Project (e.g. achievement of a qualification, achievement of an entry to employment) or at the point of leaving (e.g. sustained employment). The Results targets for a Project are confirmed in the Grant Agreement schedules. See also Primary Result.
Sole Deliverer	A Sole Deliverer is an individual organisation which is bidding to deliver the project without subcontracting arrangements. If their Application is successful, the GLA will enter into a Grant Agreement with the Sole Deliverer.
Sole Lead Bidder	A Sole Lead Bidder is an individual organisation which is solely responsible for the successful delivery of the Project but will deliver (in full or in part) via subcontracting. If their tender is successful, the GLA will enter into a Grant Agreement with the Sole Lead Bidder, but there will be terms governing the subcontracting arrangements.
Subcontractors	A separate legal entity that has an agreement with the ESF Provider to deliver any element of the Project. A separate legal entity includes companies in the ESF Provider's group, other companies and sole traders. It also includes individuals who are self-employed or supplied by an employment agency, unless those individuals are working under the direction and control of the ESF Provider, in the same way as the ESF Provider's own employees. The term "Subcontractor" in this document encompasses both subcontractors and sub-grantees.
Unit Rate	The amount payable by the GLA to the ESF Provider for each Output and Result that the ESF Provider delivers. Because

	<p>each ESF Provider may have a different expectation of the number of Participants or Employer Beneficiaries that they will recruit and that will succeed at each stage of delivering the Project, the Unit Rates are different for each ESF Provider. The Unit Rates are automatically calculated in the PTC.</p>
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## **Other formats and languages**

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

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City Hall  
The Queen's Walk  
More London  
London SE1 2AA

Telephone **020 7983 4000**  
**[www.london.gov.uk](http://www.london.gov.uk)**

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