

A photograph of three students in a chemistry laboratory. They are wearing white lab coats and safety goggles. The student in the foreground is a woman with dark hair, smiling as she pours a yellow liquid from a burette into a 250ml Erlenmeyer flask. A male student is standing next to her, looking on. In the background, another male student is visible, also in a lab coat and safety goggles. The lab bench is light-colored, and a metal stand with a burette is on the left. The overall atmosphere is one of focused learning and collaboration.

MAYOR OF LONDON

**SKILLS FOR LONDONERS  
CAPITAL FUND ROUND 2**

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**Greater London Authority  
Regeneration and Economic Development Team  
August 2018**

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**Funded by:**



**HM Government**



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# MAYOR'S FOREWORD

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Our great city has one of the world's most exciting, vibrant and dynamic economies. Yet the prosperity this brings is not always shared by all Londoners.

Far too many young people in our city still leave education lacking basic skills and qualifications, which can hamper their chances of getting a decent job, building a successful career and reaching their full potential. It can also be hard for adults to acquire new skills later in life. The result is that too many Londoners – of all ages and backgrounds - are getting stuck in low-paid jobs with little chance of improving their prospects or those of their family.

As Mayor, I'm determined to do all I can to tackle these challenges head-on and to help build the future workforce our city needs.

Earlier this year, City Hall published London's first-ever post-16 skills and adult education strategy. 'Skills for Londoners' outlines how we are working to ensure that all Londoners can get the skills, education and training they need to succeed. Alongside this, our Economic Development Strategy sets out how we are creating a skills system tailored to the diverse needs of both Londoners and London's businesses.

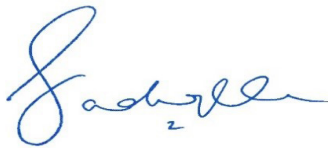
This issue is vitally important to the future prosperity of our city and the opportunities provided to Londoners to reach their potential, so we're backing up our new strategies with further investment.

Last April, we launched our Skills for Londoners Capital Fund. This £114 million fund is set to benefit thousands of Londoners, including young people not in employment, education or training. Working with the London Economic Action Partnership, we have already approved more than £25 million to providers who bid in the first funding round.

I'm now pleased to launch the second funding round. As part of this, we're making up to £82 million available for investment to skills providers across London to help them develop diverse and state-of-the-art facilities. More than ever, we're looking to support proposals which deliver dynamic learning environments and foster collaboration in order to help learners flourish and gain all they need to develop their careers.

One of the areas we are focusing on is offender learning, which could include further education providers working with prisons or young offender institutions to provide the skills offenders need to get jobs on release and to help reduce reoffending.

With this new investment, I'm confident that we can make London's further education and skills system even better – and help to ensure that many more Londoners are provided with the opportunity to gain the skills they need to succeed in a fair and thriving economy.

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the 'h'.

**Sadiq Khan**

Mayor of London and Chair of LEAP - London's Local Enterprise Partnership

# INTRODUCTION

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The Mayor of London and the London Economic Action Partnership (LEAP) – of which the Mayor is chair – are committed to supporting the delivery of skills which enable Londoners to progress in learning and access the job opportunities available in the capital. This means supporting the delivery of high quality skills employers say they need, in buildings that are inspiring and fit-for-purpose and which reflect the environment and new ways of collaborating within industry's workplaces.

The Skills for Londoners Taskforce provided strategic oversight for the development of the Mayor's Skills and Adult Education Strategy to support the Mayor in meeting his skills and employment-related manifesto commitments. Today, LEAP is working with the Mayor's Skills for Londoners Board to develop a city-wide strategic approach to skills and define a system in which all Londoners and London's businesses can access the skills they need to succeed.

The Mayor and LEAP have therefore emphasised that investment in the city's skills estate must continue to ensure Londoners and London's businesses can collaborate with eligible skills providers and benefit from strong, evidence-based proposals for investment. To do so, the Mayor launched the Skills for Londoners Capital Fund (SfLCF) in April 2017, with a total of £30.4 million approved during the first round.

The Mayor and LEAP are now pleased to confirm a second round of funding worth up to £82 million to further support investment in the estates and equipment of skills providers over the next three years. This Prospectus invites skills providers and their partners to propose capital investments in projects which best meet the current and future skills needs of the capital. In particular, we welcome projects which demonstrate innovation in:

- partnerships and collaboration with employers and local stakeholders in the design and delivery of provision;
- construction skills training, including the adoption of modern methods of homebuilding;
- approaches to delivery which secure the highest levels of social, economic and environmental value; and
- place making and high-quality design, strengthening links with local communities.

Case studies of best practice in these areas can be found at [www.london.gov.uk/fund-case-studies](http://www.london.gov.uk/fund-case-studies).

Additionally, in this latest round up to £7.2 million of the above funding is being made available for the delivery of construction specific projects and equipment, in support of the Mayor's focus on home-building as part of the Mayor's Construction Academy programme. More information on eligibility is provided in pages 15-17.



# STRATEGIC CONTEXT

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Skills for Londoners is the first dedicated post-16 skills and adult education strategy produced by a London Mayor. It sets out the skills challenges London faces, along with priorities and actions required to make the London skills system the envy of the world and achieve the Mayor's vision for:

**'A city for all Londoners – making sure Londoners, employers and businesses get the skills they need to succeed in a fair, inclusive society and thriving economy'.**

Realising this vision will not be without its challenges as many Londoners do not have access to the opportunities that the city provides. Additionally, there are challenges in aligning skills provision with the needs of the London economy.

## **Key issues include:**

- above average unemployment rates;
- high numbers of Londoners who are stuck in low pay, with little chance to progress to better-paid, more secure work;
- continued and persistent gender, race and disability pay gaps;
- the highest proportion of people in poverty of any UK region;
- low levels of qualifications, particularly in literacy, English language, numeracy and digital skills;
- a lack of coherent, effective careers information, advice and guidance; and
- the soaring cost of childcare in London.

### **Skills challenges for employers include:**

- a need for higher-level skills;
- a historic low level of employer investment in workforce training and apprenticeship places;
- increased skills shortage vacancies;
- changing skills requirements due to technological advancements, including automation; and
- Brexit threatening the availability of talent.

As such, 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.

## **OBJECTIVES AND PRIORITIES**

The Mayor has identified three key priorities and a set of collaborative actions to help address these challenges and realise his vision. A Skills for Londoners Framework will be informed by the [Skills for Londoners Strategy](#). It will set out further detail on the Mayor's funding priorities, desired outcomes and delivery approach for the devolved Adult Education Budget (AEB), the European Social Fund (ESF), the SfLCF and other City Hall skills and employment programmes.

## **PRIORITY 1: Empower all Londoners to access the education and skills to participate in society and progress in education and work**

The Mayor will create an all-age careers offer to help reduce barriers to participation in lifelong learning and progression in work. As part of this, City Hall will work with the National Careers Service in London to ensure local needs are met. The Mayor is also extending the London Enterprise Adviser Network, making it available to every state secondary school, sixth form and college in the LEAP area.

City Hall will also support targeted employment and skills provision for under-represented groups, including those people experiencing complex barriers to work, so they are better equipped to access the opportunities that London has to offer. The Mayor will seek to utilise the remaining European Social Fund (ESF) allocation in London and lobby Government to ensure London gets a fair funding settlement in the UK Shared Prosperity Fund.

For the first time, London will see true devolution of skills through the Adult Education Budget (AEB) in 2019/20. City Hall will then seek to increase the number and diversity of adult learners in London and ensure that its skills and employment programmes are accessible and available to different groups of Londoners. In doing so, these groups can gain the skills they need to participate in society and progress into further/higher-level learning, work or an apprenticeship.

**Women and BAME<sup>1</sup> learners continue to be heavily under-represented in key sectors as identified in London's draft Economic Development Strategy (EDS), both in apprenticeship numbers and higher-level education.**

	<b>% BAME</b>	<b>% female</b>
Construction, planning and the built environment	3.0%	1.9%
Engineering and manufacturing technologies	5.8%	6.8%
Information and communication technology	15.1%	15.9%
All engineering-related sector subject areas	6.8%	7.5%

### **Apprenticeship achievement in England (academic year 2015-2016)<sup>2</sup>**

1 Black, Asian and minority ethnic

2 EngineeringUK: State of Engineering Report (2018)

## **PRIORITY 2: Meet the needs of London's economy and employers, now and in the future**

City Hall will promote increased productivity by supporting employers to develop and make the best use of the skills of their current and future workforce, including through use of their apprenticeship levy. City Hall will lobby for the levy raised in London to be ringfenced and devolved to support skills development in the capital. The Mayor's [Good Work Standard](#) and [Growth Hub](#) will also encourage and support businesses and employers to focus on workforce development.

City Hall will work with employers to ensure that the devolved AEB and wider technical and vocational education system delivers for the London economy, including through the establishment of a London Occupational Skills Board to help steer skills provision. Employer engagement will also be promoted to improve the relevance and quality of training in some of London's key sectors and occupations, such as construction, digital and the creative industries.

## **PRIORITY 3: Deliver a strategic city-wide technical skills and adult education offer**

City Hall will help improve access to information to support learners and employers to make informed decisions about training through the creation of a Skills and Employment Knowledge Hub. This will be complemented by work with sub-regional partnerships of boroughs and other partners to create a more collaborative and responsive locally informed strategic skills system.

City Hall will seek to increase participation in learning and improve progression pathways into intermediate and higher-level skills by promoting awareness of financial entitlements, sharing best practice to improve attainment at age 16 and supporting the establishment of Institutes of Technology (IoTs). City Hall will also seek to raise the quality of facilities, teaching and leadership in London's further and adult education sector, promote the sector's specialisms and ensure its sustainability.

## ADULT EDUCATION BUDGET

Devolution of the AEB provides the Mayor with an opportunity to tailor adult education and skills provision in the capital to ensure Londoners can learn and develop the skills they need to succeed. City Hall is committed to working collaboratively with the sector throughout the transition to devolution and beyond to help shape the future AEB.

A few changes to funding have already been determined. From 2020/21, a new basic digital skills entitlement will be in place. This means providers will be required to provide statutory basic digital skills training in line with other statutory requirements, such as basic numeracy and literacy. From 2019/20, City Hall is widening eligibility of fully-funded courses to London residents who are currently in-work, earning up to London Living Wage (£19,890 a year/£10.20 per hour ) and eligible for co-funding. Looking forward, City Hall would like the AEB to be more outcomes-focused. This means not only supporting Londoners into better paid and higher quality jobs but also developing social outcomes, recognising the wider benefits of learning to a person's health and wellbeing, confidence and ability to participate in society.

City Hall is seeking greater strategic alignment between its different funding streams through a series of indicators as set out below. This is to ensure that funding is better utilised to meeting London's needs and delivering outcomes as outlined above for Londoners. Applicants to the SfLCF should demonstrate how their proposals are meeting the needs of adult learners in and out of work as part of their wider post-16 skills offer.



## INDICATORS

The following list of indicators has been identified for the Mayor's [Skills for Londoners Strategy](#) spanning to 2028, as well as relevant top-level indicators that will be tracked through the Mayor's draft [Economic Development Strategy \(EDS\)](#) to 2041.

Skills for Londoners	Economic Development Strategy (EDS)
Participation in learning	Employment rate
Employer investment in workforce skills	Productivity performance
Coordination of skills provision – skills shortage vacancies	Wellbeing
Coordination of skills provision – working age population intermediate-level skills	
Percentage of working age population with intermediate skills	

## MAYOR'S CONSTRUCTION ACADEMY

In his manifesto, Sadiq Khan pledged to

**“establish a construction academy scheme with the housebuilding industry, to close the gap between ambitious housing targets and the need for more skilled construction workers in London”.**

Tackling the housing crisis in London is one of the Mayor's top priorities, and there is a widely shared acceptance that there needs to be an unprecedented increase in housing delivery in London to address the shortage of housing in the capital, in particular affordable housing.



The draft London Plan identifies a need for **66,000** new homes each year, but there is concern that the construction sector currently lacks the capacity to deliver the scale of homes now needed.

To address this the [Mayor's Construction Academy \(MCA\)](#) aims to:

- improve the supply of skilled construction workers required by the sector thereby creating more opportunities for Londoners to benefit from the employment available in the construction industry;
- scale up and extend initiatives that are already working well across the capital to train Londoners in the skills they need to enter into and progress in careers in the construction sector; and
- intensify local engagement, particularly between SMEs and construction skills training providers.

Under the Mayor's leadership, the new MCA will:

- identify and accredit with a quality mark construction skills training provision of the highest standard;
- strengthen co-ordination between construction skills training providers and construction sector employers through the creation of revenue-funded MCA hubs across the capital; and
- provide capital funding for up-to-date training premises and equipment.

The MCA comprises a three-stage process, where Stage 1 acts as a qualifying gateway to Stages 2 and 3.

In Stage 1, construction skills training providers, offering both public and privately-funded provision, were invited to apply for the award of the MCA quality mark. Construction skills training providers that were successful at Stage 1 and have been awarded a quality mark, are able to bid through a competitive application process to become an MCA hub lead. Providers may also form part of a hub without being the lead organisation responsible for coordinating its outputs.

A hub lead could also be a construction employer, developer or London borough which is creating employment opportunities in the homebuilding sector and/or commissioning training interventions for the construction industry. Bidding to become a hub lead and access associated revenue funding for a hub coordinator constitutes Stage 2 of the process.

It is a requirement of the MCA that hubs must include at least one MCA quality-marked construction skills training provider within an application. Construction skills training providers who do not currently hold the MCA quality mark are also eligible to be part of an MCA hub application but not to lead the application. Where this is the case, there is an expectation that



they will work towards achieving quality mark status in the next round of applications (expected to take place later this year).

At Stage 3, MCA quality-marked providers will be eligible to apply for grant-funded capital investment in construction skills training facilities and equipment, as part of the MCA. Up to £7.2 million capital funding has been ring-fenced for the MCA from the total available through the SfLCF. Any quality-marked provider can apply for capital funds for construction skills related premises refurbishment or equipment, whether or not they form part of an MCA hub, as long as they meet the SfLCF eligibility criteria.

## **INSTITUTES OF TECHNOLOGY**

As proposed in the Government's Industrial Strategy, the Department for Education has now launched the second stage of its competition to establish Institutes of Technology (IoTs) in England<sup>3</sup>.

IoTs will be a new type of institution, tailored to focus on the specific technical skills needs in their area. They will be created through innovative collaborations between employers and FE and HE providers – harnessing the teaching expertise of HE and FE, research expertise of HE, and industry knowledge and expertise from employers.

IoTs will specialise in technical disciplines, particularly STEM (science, technology, engineering and mathematics) at levels 3, 4 and 5, but also extending to degree level and above (L6+).

Government's aim is to achieve a network of IoTs spread across the country, sited in regional locations where the conditions for their success are supportive. There is a broad recognition that there will be between 10 and 15 IoTs within the countrywide network, with a proportion of these being established in the London region.

In most cases, Government expects an IoT to operate as a regional or sub-regional hub. Similarly, it expects all IoTs to meet the following core programme objectives:

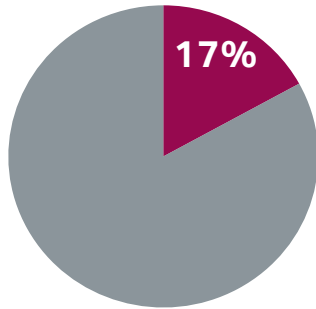
- to significantly increase the number of learners with higher level technical skills, which are crucial to national, regional and local productivity growth;
- to attract a wide range of learners to maximise the social as well as the economic impact of this new type of institution; and

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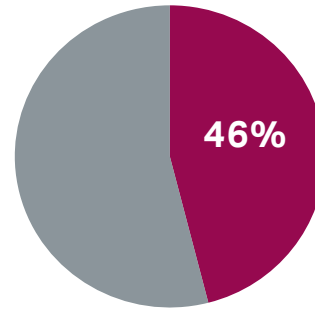
3 Details of the update are explained [here](#).

- to improve the occupational competency of learners to meet the needs of employers now and in the future.

**Women employed in tech specialist roles across all industries are still heavily underrepresented**



**Women in tech roles**



**Women in the UK workforce<sup>4</sup>**

Government has set out that bidders to the IoT competition are required to demonstrate how they will support regional economic growth in line with priorities identified by their local enterprise partnerships (LEPs).

In London, for the benefit of prospective bidders, the LEAP set out its position on IoTs by highlighting significant regional sectors, as identified in the Mayor's Skills for Londoners Strategy and the draft EDS.

LEAP is therefore pleased to invite applications for capital funding to support the development of IoTs<sup>5</sup> in London. Collaboration between providers seeking status for similar areas of activity should be sought where possible.

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4 Tech insights: The Digital Economy (2015)

5 Collaboration between providers seeking status for similar areas of activity should be sought where possible.

## **OFFENDER LEARNING**

The Skills for Londoners Board approved a bid from an offender learning provider in Round 1 and continues to welcome proposals which target offender learners. This can be in the form of collaborative projects with FE Colleges or through other training providers and eligible partners.

Skills funding should be used to equip offenders with the skills needed to access employment opportunities upon release, as well as a strong focus on reducing re-offending. Key to this is creating good quality learning spaces within prisons, with industry standard facilities and equipment, including virtual learning environments.

LEAP investment can therefore support the Government's prison reform programme and play a vital role in enabling the delivery of high-quality vocational and technical training, resulting in transferable skills which enable learners to successfully progress into employment on release.



# PRIORITIES

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## FUND PRIORITIES

Proposals are invited to deliver high-quality learning and training environments through the development, modernisation and rationalisation of facilities, which:

- demonstrate strong and innovative collaboration and partnerships with employers and local stakeholders, as well other training providers and local authorities. This includes direct participation of businesses in the design process, the curriculum, the provision of work placements and/or apprenticeships and the creation of jobs (see pages 29 to 30);
- encourage and enable the integration of learners which are representative of London's diversity and its communities as well as those who struggle to access further skills (this includes a strong emphasis on learners previously or at risk of becoming NEET<sup>6</sup>, SEND<sup>7</sup> and BAME learners, women, offender learners and parents and carers);
- are reflective of the work environment<sup>8</sup> as well as responsive and adaptable to the current and future requirements of learners, employers and the local community;
- support increased levels of apprenticeship delivery and/or progression to the highest levels of vocational and technical study; and
- improve quality of provision and learner satisfaction, progression and success rates; and
- support sectors which have an important role to play in London's economy development, as identified in the Mayor's Skills for Londoners Strategy and the draft Economic Development Strategy (see page 29).

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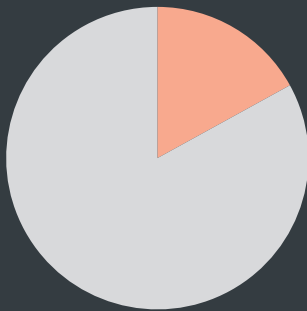
6 NEET: not in education, employment or training

7 SEND: special educational needs and disabilities

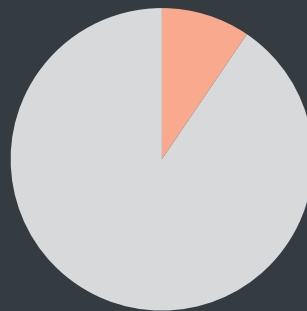
8 For specific examples, see case studies documentation

# LEARNER DIVERSITY

**17%**  
of people who work  
in the tech sector are female



**9.5%**  
of students taking computer  
science A-level courses are  
female



Yet women make up almost **half** of the workforce<sup>1</sup>.

Girls continue to be **heavily underrepresented** in computer science.

At GCSE



**1 in 5** entries are  
from female students<sup>2</sup>

At A-level



it's **1 in 10**

1 UK Digital strategy, Department for Digital, Culture, Media & Sport (2017)

2 The Roehampton Annual Computing Education Report (2018)

## WIDER BENEFITS OF INVESTMENT

In addition to the above priorities, projects must demonstrate how they will contribute to the Mayor's and LEAP's drive to make London a better place in which to live and work and to visit, through delivery approaches that secure the highest levels of social, economic and environmental value.

London's architecture, design and urbanism sector has a crucial role to play as does every one of London's neighbourhoods and diverse communities – each of which need to be included and supported through the change process. Similarly, the Mayor and the GLA group are committed to lead by example, maximising the impact of funding they allocate. To support such efforts, the GLA has updated its [Responsible Procurement Policy](#), a strategic document setting out the GLA Group's plans, ambitions and commitments for pioneering socially, environmentally and economically sustainable procurement to deliver improved quality of life and better value for money.

Project proposals will be expected to demonstrate how they plan to integrate these considerations. While we acknowledge some organisations will be better placed than others to do so, applicants have the flexibility to determine what kind of actions would maximise value and best support the needs of their local community. They should nevertheless strive to be innovative and evidence how they embed relevant policies and procurement practices for activities commissioned with LEAP funding.

### **Making Better Places**

#### **Place Making**

As the city grows, it is important that new developments are well designed, that unique things about the city are not lost, and that we create a pleasant and interesting urban environment. With that in mind, the Mayor set out his plan to create a city that works for all Londoners, based on the principles of 'good growth' (development that is socially, environmentally and economically inclusive). Effective planning and [Good Growth by Design](#) can help to find sustainable responses to the pressures of growth, create a socially inclusive environment and support a wide range of civic activities that celebrate and support local communities and cultures.

To receive funding, projects must then be developed in a holistic way and harness the opportunity to create physically accessible, inclusive and sustainable places beyond the delivery of educational or employment outcomes. Applicants must demonstrate how they have considered

the inherent assets and unique characteristics of a given locality or the existence of complementary skills provision in the form of industry sector clusters or partnerships with local businesses. Particular consideration should be given to potential synergies with surrounding place-based physical projects including public realm improvements and developments<sup>9</sup>.

Proposals must equally demonstrate that the project brief aligns with relevant policies of the [draft London Plan](#) and contributes positively to the Mayor's planning objectives relating to Design (Chapter 3), Social Infrastructure (Chapter 5), Green and Sustainable Infrastructure (Chapters 8 and 9) and transport (Chapter 10) . Proposals with a residential component should provide, as a minimum, the relevant threshold level of affordable housing as set out in the draft London Plan (Chapter 4, Policy H6 and H7) and the [Mayor's Affordable Housing and Viability Supplementary Planning Guidance](#). The threshold is 35 percent affordable housing and 50 percent on public and industrial land. Where these thresholds are not met, applicants must follow the Viability Tested Route as indicated in Policy H6.

We will also look for projects that can demonstrate understanding of, engagement with, and reaction to the local authorities' strategic plans. These plans may take the form of spatial plans, such as Local Plans, Opportunity Area Planning Frameworks, Area Action Plans, master plans, public realm and urban design strategies supporting local neighbourhoods to accommodate good growth.

Interventions that can achieve high-quality, place-based solutions include:

- the creation of a **public welcome** or **community-accessible spaces** through attractive building frontages, exhibition and networking spaces or cafes where safeguarding and similar considerations are handled through integrated design rather than barriers and fences (restoration and enhancement of heritage features, adequate signage and lighting, interactive/public art);
- the creation of **mixed-use development opportunities** as part of the project plan, to encourage good growth and preparing sites through site purchase and assembly, transfer of surplus land, land swaps, site remediation, and local access works;

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9 Off-the-shelf solutions will be less attractive for funding than design team-led projects reacting to the educational requirements as well as the community and place where the project is located.



- **targeted public realm improvements** that make facilities and their surroundings more desirable and usable through improved connections to existing local amenities (including high streets and town centres), improved streetscape in line with the Healthy Streets agenda, improved sustainable transport facilities (as well as crossings, footways, lighting and street furniture), tree planting and natural surveillance, rationalisation of parking, etc.

## Environmental Sustainability

The Mayor and LEAP have clearly identified that, while London needs development, growth can also unlock investment in infrastructure delivering local environmental quality, resource efficiency and resilience benefits. LEAP is committed to improving London's environment and wish to see innovative projects that contribute to making London a resilient, green and resource-efficient city.

The **London Environment Strategy** sets the Mayor's vision of transforming the city's environment into a reality. It establishes aims for: London to have the best air quality of any major city by 2050; to be the world's first National Park City; to be zero carbon city by 2050; to make London a zero waste city that transitions to a low-carbon circular economy; and to be a city that is resilient to the impacts of climate change and improves Londoners' quality of life.

We wish to see applications which are highly aspirational, integrate creative solutions to environmental sustainability interventions and demonstrate how they align with the Mayor's environmental priorities. For example, proposals will be expected to:

- use design solutions to prevent or minimise increased exposure to existing air pollution and make provision to **address local problems of air quality**;
- demonstrate how they plan to **reduce carbon dioxide emissions** from construction and operation, minimising both annual and peak energy demand, and to **improve and/or maximise the energy efficiency** of the proposed buildings;
- demonstrate how they will **contribute to the zero waste/circular economy targets** aiming for specific outcomes such as increases in material re-use and recycling, and reductions in waste going for disposal.

Applicants must equally demonstrate that their project brief aligns with relevant policies of the draft London Plan and make full use of the [Sustainability Charter](#) and the [Sustainable Design and Construction Supplementary Planning Guidance](#). Where relevant, projects should support student participation and the development of green skills within the curriculum as per the Mayor's ambitions around CleanTech and the low carbon and environmental sectors, as outlined in the EDS.

Lastly, the SfLCF requires projects to be ambitious and achieve the maximum environmental and practical benefits of sustainable design by meeting BREEAM 'Outstanding' for new build projects and 'Excellent' for refurbishment projects.

If applicants struggle to meet the costs of achieving the design and sustainability measures required, or if this puts undue financial pressure on organisations, consideration will be given to increasing the proportion of GLA funding. In such cases, projects must provide clear rationale as to how achieving design and sustainability measures will result in financial pressure that cannot be met from other funding sources.

### **Mayor's RE:FIT Programme**

Buildings are responsible for around four-fifths of London's total green house gas (GHG) emissions and 70 per cent of final energy use. It is expected that 80 per cent of these buildings will still be standing in

London has some of the oldest and most energy inefficient building stock in Europe. Therefore, the building sector has an important role to play in reducing GHG emissions and harmful pollutants. This can be achieved by retrofitting existing buildings and infrastructure through insulation or the addition of new technology to reduce their environmental impact and the levels of energy consumption.

[RE:FIT London](#) is an award-winning programme which was established in 2009 to help make London's public buildings and assets more energy efficient. The Mayor is then encouraging all institutions to take advantage of the scheme, which can support the retrofitting of buildings to significantly reduce energy usage and CO2 emissions with guaranteed cost savings (typically around 28 per cent). Consequently, applicants proposing refurbishment projects will be required to engage with the services of the RE:FIT programme. Further information can be found on the programme's [website](#).

## Empowering London's People

### Social Value

The public sector is increasingly conscious of the need to measure, maximise and demonstrate the social value it creates to inform decision-making. In recent years there has been a shift in understanding how value for money, which is the over-riding factor determining public sector procurement decisions, should be calculated, and growing support for the idea that it should include social and economic requirements. The Public Services (Social Value) Act 2012 places a legal obligation on public bodies to encourage the use of social value in procurement of public services that are over the European Union threshold.

The Act gives commissioners and procurement officials the freedom and flexibility to identify opportunities for innovation and which social or environmental considerations would best serve the needs of their local community. LEAP is committed to the Social Value Act and maximising the impact of funding they allocate. The GLA Group's [Responsible Procurement Policy](#) reflects best practice and aligns with the Act and all relevant legislative requirements, such as the Modern Slavery Act 2015 and the Equality Act 2010.

Therefore, while not necessarily public bodies themselves, applicants should nevertheless strive to achieve the maximum value possible and provide evidence of how they will apply such principles via the procurement they commission with LEAP funding. If you are unfamiliar with the Social Value Act, you might find it helpful to look at the [Social Value Hub website](#).

To integrate these considerations, an organisation may decide to work with its supply chain to help them understand how they can support the college's social value objectives or formally consider social value for every procurement opportunity above a certain threshold. Equally, they may include one social value outcome in every procurement awarded or ensure social value outcomes are built into the contract management through integration of SMEs.

## Equalities, fairness and inclusion

In 2018, the Mayor published his [Equality, Diversity and Inclusion Strategy](#), reinforcing his commitment to create a fairer, more equal, integrated city where all people feel welcome and are able to fulfil their potential. In the context of the SfLCF, this includes:

- many more people of all ages progressing in learning to reach their full potential;
- ensuring all Londoners and London's businesses can access the skills they need to succeed;
- promoting social integration and contact between different groups and tackle the inequalities that exist which prevent people from being active citizens;
- more young people having the knowledge, skills and life experiences to succeed;
- reducing the number of jobless young people;
- London being a city where people of every background feel connected with each other and can realise the benefits of London's diversity; and
- creating greater equality, diversity and inclusion (including gender parity in career outcomes and greater social mobility within professions).

Some examples on increasing reach and diversity can be found here:

[The Mayor's Digital Talent Programme](#)

[New digital apprenticeships - Tech Partnership](#)

Proposals for the SfLCF must then reflect the diverse needs of all learners and help to reduce the disability, gender and race employment gaps in addition to meeting the Public Sector Equality Duty<sup>10</sup>. This encompasses integration of the [Accessible London Supplementary Planning Guidance](#) and Policy D3 of the draft London Plan (both of which support the latest

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10 A copy of the applicant's Equal Opportunities Policy is to be included with the Stage 2 application.

inclusive design standards).<sup>11</sup>

Similarly, projects must reflect sensitive place-based proposals that benefit the wider community and positively contribute to the vitality and attractiveness of the area. This may be in the form of additional benefits being realised beyond the standard teaching periods or the main target groups (e.g. facilities accessible during summer hours or to community groups/social enterprises/those working full-time).

## **Growing Prosperity**

### **Supporting Business**

There are more than a million micro, small and medium-sized enterprises (SMEs) in London which account for 99.8 percent of private businesses in the capital. Their combined annual turnover is in excess of £430 billion and they employ 50 percent of the workforce.

London is home to some of the world's most creative and entrepreneurial businesses which make it a global success story. However, London's SMEs face a range of challenges that need to be addressed to ensure their continued growth. Some of these challenges include access to affordable workspace, provision of training to develop the right skills, access to finance and access to the right type of business support.

In his [draft Economic Development Strategy \(EDS\)](#), the Mayor has identified some sectors that are key to a fairer and more sustainable future economy for London – sectors that can bring wider benefits to Londoners, as well as offering huge potential for growth. They are also areas where the Mayor's actions can make a real difference. These sectors are: advanced urban services, cultural and creative industries, financial and business services, life sciences, tech and digital, tourism, and low-carbon and environmental. However, these are not exclusive and other sectors are also of importance to the success of London's economy.

Taken the above into consideration, applicants should identify how they plan to engage and collaborate with local businesses, employers and local authorities to support the creation of jobs within the local area and the delivery of training to support growth sectors. This could include, but is not limited to:

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11 This includes BS8300-1:2018 and BS8300-2:2018. See Appendix 2.

- delivering more affordable workspace, which could be in the form of co-working, incubator, accelerator or shared kitchens;
- collaborating with local employers (including SMEs) to:
  - support co-design and test solutions directly with public and private sector markets;
  - identify local training needs to support growth sectors;
  - support the development of business and 'soft skills' in preparation for the job market;
- include SMEs within the supply chain, in the form of work placements, procurement and construction agreements, curriculum development;
- securing additional funding from an employer or business; and
- provision of face to face business support to local SMEs, including mentoring and networking events (this should be linked to the work LEAP and the Mayor are doing through the London Growth Hub<sup>12</sup>).

We encourage providers to contact the [Growth Hub team](#) for examples of projects that are currently being implemented and which could support the above points.

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12 Any initiatives should complement existing work the local authority may already be doing.

# FUNDING ELIGIBILITY

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## ELIGIBILITY

Eligible applicants must be:

- an approved training organisation or FE college (must be on the Register of Approved Training Providers and/or Register of Apprenticeship Training Providers);
- receiving funding from the Education and Skills Funding Agency (ESFA) to deliver education and training in 2018/19 and/or expects to hold a contract in future years.

Eligible bodies and institutions might include (list not exhaustive):

- **private providers and third sector providers of further education**
- **local authorities**
- **general further education colleges**
- **Institutes for Adult Learning (IALs)**
- **National Skills Academies (NSAs)**
- **Group Training Associations (GTAs)**
- **sixth form colleges**
- **offender learning and skills providers**
- **higher education institutions developing IoTs in partnerships with other eligible institutions and/or bidding for a project relating to a specific partnership with an FE college.**

Ineligible institutions include:

- schools
- academies
- maintained school sixth forms
- University Technical Colleges (UTCs)
- Providers which are privately funded or not directly receiving ESFA funding (however, these organisations are encouraged to form partnerships with eligible institutions)

Joint applications are strongly encouraged, especially where complementary provision or adjacent organisations can provide a solution that is greater than the sum of individual elements. In such cases, a 'lead partner' should be identified to enter into the funding agreement, which must hold a funding contract with the ESFA and will act as the accountable body for the project.

Applications for phased capital works are also eligible, but each phase must be capable of delivery in isolation as discrete, standalone phases. Applicants should note that where funding is awarded for one phase of the development, it may not be possible to provide assurance of funding for future phases where this has not been secured.

Overall, it is important that applications are based on clear and coherent objectives that reflect the Mayoral and the SfLCF priorities. The GLA therefore reserves the right to fund only parts of the project or advise that certain elements should be treated as separate applications.



## MERGERS

At all points of the application process, bidders must advise of any potential merger plans and provide as much information as possible. At a minimum, the following must be provided:

- details of the prospective merger partner(s);
- whether the merger is a Type A or Type B (if Type B, state which college is the continuing corporation);
- current stage of discussions (pre-consultation, post-consultation);
- has due diligence been carried out? If yes, what was the outcome? (including joint curriculum strategy, financial forecast models and legal considerations); and
- target date for merger.

Moreover, applicants must provide a letter of assurance to the GLA from their prospective partners indicating, should the merger occur, how the project fits with the merged colleges' joined curriculum strategy and that the continuing college will be committed and financially able to deliver the project within scope. This information will be used to ensure that, if funding is approved, the merged organisation has the financial security to deliver the project.

## FINANCIAL REQUIREMENTS

Due to the limited amount of funding available, we envisage successful projects will require between £200k and £10 million grant funding<sup>13</sup>. All applications must demonstrate that all other available funding sources have been considered (including loan funding as set out in the next section) and outline options for scaling back the costs of the project and the implications of doing so.

Applicants should also demonstrate an ability to provide a 2:1 non-GLA funding ratio (meaning for every £1 of GLA funding requested, an additional £2 should be invested from other sources). However, under exceptional circumstances, LEAP will offer some flexibility on this requirement for projects which are innovative, support a wider range of Mayoral priorities and provide clear justification for higher funding ratios.

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13 For projects applying to the MCA, available funding will be assessed on a case by case basis.

This could include poor financial status of the provider, a market failure resulting in a significant skills shortage, projects in areas of high deprivation or the ability to achieve aspirational environmental or social outcomes.

While in some circumstances a longer delivery timeline will be considered, projects are expected to complete delivery over a three-year period. All funding will be drawn down in arrears against achievement of milestones and/or outputs and either evidence of cost incurred or certified expenditure<sup>14</sup>. Applicants will be required to ensure that such funding can be capitalised in their year-end accounts.

Similarly, non-GLA funding should be capital only but can be sourced from other public sources. Examples might include organisation reserves, bank financing, capital proceeds from estate rationalisation, local authority funding or employer sponsorship. Revenue funding is encouraged but will not count towards the above ratio.

## **LOAN FUNDING**

Due to the competitive nature of the bidding process, applicants may wish to propose all or some of the funding in the form of a loan. This would be particularly relevant to applicants who may have short term cash flow issues where they intend to dispose of a site to provide non-GLA funding or those struggling to meet the funding ratio requirement.

The interest rate to be applied for individual projects will be determined following a GLA assessment based on the financial standing of the bidding organisation and level of physical asset based security offered. In such cases, repayment should be within five years of the commencement of the loan. The GLA will discuss loan options and requirements with applicants, as appropriate, at Stage 1.

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<sup>14</sup> See page 53 for additional requirements relating to claims and planning permission.



# HOW TO APPLY

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The SfLCF has a two-stage application process to allow for consideration of the different stages at which projects might be, some of which may take longer to develop. An expert panel of GLA officers will review your proposal against the criteria set out in pages 62-67. Stage 1 outlines the project proposal and successful applicants will then be invited to submit a Stage 2 application. The process nevertheless remains competitive at each stage.

You are advised to read this Prospectus and the [published FAQs](#) carefully before applying. For any other questions, please email [skillscapital@london.gov.uk](mailto:skillscapital@london.gov.uk) and a GLA Officer will respond within two working days. Please note all questions sent to this inbox will be published (anonymously) with answers as part of the FAQ document on the GLA website.

## APPLICATION FORM AND DEADLINES

Applications open on **August 29th**. This round of the SfLCF will be fully managed through the Authority's online investment management system, GLA OPS. Only applications submitted by **12pm on October 1st** will be considered. Late applications will not be accepted by the system.



To submit your application, you will need to complete the following steps:

1. Register a new organisation and admin account within [GLA OPS](#) by clicking on '**New to GLA OPS? Register here**'.
2. Select '**GLA Regeneration Unit**' under the GLA department section and click on '**Request New Profile**'.

You will then be notified when your profile has been accepted. To begin your application, you can log in as of August 29th and simply click on '**Create New+**' within the Project tab.

If your organisation is already registered with the Regeneration team, simply log in and click on '**Create New+**' when applications are open. If you are registered with another department/unit, your organisation admin will need to create a new profile as outlined in the user guide within the [GLA OPS website](#).

If you encounter any problems while registering, you can download User Guide 1 and 2 from the GLA OPS website. For any other queries, please contact our team at [skillscapital@london.gov.uk](mailto:skillscapital@london.gov.uk). We will aim to respond to all queries within two working days.

**Please note that upon registering an organisation, you will be set up as Org Admin and will be responsible for managing registration and user profiles for the rest of your organisation. Detailed information on this can be found within the above user guides.**

# APPLICATION PROCESS

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## STAGE 1

Applicant submits a Stage 1 application and supporting documents

## ASSESSMENT AND APPROVALS

Assessment by core GLA team  
May include clarification with applicants  
LEAP approval sought

## STAGE 2

Shortlisted applicants invited to apply to Stage 2  
Successful applicants receive feedback  
Applicant submits a Stage 2 application and supporting documents

## ASSESSMENT AND APPROVALS

Assessment by core GLA team  
Expert technical due diligence is sought. Applicants must respond to clarification questions and may be requested to attend a meeting to discuss the application  
LEAP and GLA approvals sought

## PROJECT DELIVERY AND MONITORING

Successful applications announced  
GLA and applicant enter grant agreement  
Delivery partner is responsible for delivering the approved application in accordance with the terms and conditions of the grant agreement

The table below sets out indicative dates for the bidding and assessment process. Applicants should note this timetable is subject to change as the approval process awards involves a number of steps and endorsement from LEAP, with ultimate approval provided by the GLA's Corporate Investment Board and the Mayor or relevant Director.

<b>Activity</b>	<b>Indicative Dates</b>
<b>Deadline for Stage 1 applications</b>	<b>1st October 2018</b>
<b>Invitation to submit Stage 2 applications</b>	<b>December 2018</b>
<b>Deadline for Stage 2 applications</b>	<b>18th January 2019 (dependent on time required to develop application)</b>
<b>Assessment, clarifications and due diligence of applications</b>	<b>January to March 2019</b>
<b>Announcement of successful projects</b>	<b>April 2019</b>
<b>Enter Grant Agreement and start delivery</b>	<b>May 2019 onwards</b>

## **STAGE 1 APPLICATION**

During the first stage of the process, applicants must summarise the project rationale and objectives, intended outcomes and its strategic fit with the SfLCF priorities (see page 21). We would equally expect to see architectural proposals with relevant drawings and supporting documentation developed to at least RIBA Stage 1 (Preparation and Brief) in accordance with the [RIBA Plan of Work 2013](#). Lastly, we require an adequate understanding of the organisation's financial standing and its ability to deliver the proposed outcomes within a reasonable budget and clear timeline.

## Stage 1: Strategic fit and outcomes

It is expected that applications will vary depending on how developed project plans are at Stage 1. At a minimum however, applicants must provide a clear case and development timeline for the proposed investment and its relevance to the fund's priorities. The project proposal should therefore evidence rationale and demand through local labour market analysis, identified skills shortages and/or expected growth sectors. This will be expanded on should they be invited to Stage 2.

### **The initial Project Brief should set out:**

- the rationale analysis and alignment to fund priorities;
- the project vision, aims and objectives and expected outputs and outcomes;
- environmental sustainability and place making aspirations;
- initial design proposals; and
- other parameters or constraints including the urban design context feasibility studies and review of site information.

Where necessary, proposals must make clear reference to recommendations of the Area Review, implementation plans and/or OFSTED inspections and should set out how the proposals support the delivery of these recommendations.

Proposals should also demonstrate how they have engaged collaboratively with key stakeholders (e.g. local authorities, businesses/ employers, local communities and third sector organisations) to test ideas and use local knowledge and assets to define the project's concept and scope. Such engagements should be aligned to local and strategic plans, in addition to wider economic employment and training demand.



Additionally, a strong emphasis is placed on assessing and measuring the impact and benefits of investments. Applicants must therefore identify and quantify the outputs and benefits that their project will deliver against:

- the core list of the skills related outputs and benefits (see below); and
- the wider social, environmental and economic outputs and benefits that contribute to good growth and related Mayoral strategies.

## **CORE OUTPUTS AND BENEFITS**

- **number of additional learners supported as a result of the project intervention;**
- **cost savings (in terms of maintenance and running costs);**
- **jobs created within the organisation as a result of the investment;**
- **number of apprenticeships started;**
- **number of SEND learners supported;**
- **reduction in the number of people who are NEET;**
- **support to learners at risk of becoming NEET;**
- **improvement in teaching and learning;**
- **improved educational outcomes; and**
- **number of students progressing to employment as an indirect result of the project.**

## OTHER OUTPUTS AND BENEFITS

Additional project benefits may include, but are not limited to, the following:

- number of businesses supported;
- number of new businesses formed;
- number of construction jobs created or vacancies filled (through the building works);
- innovation or increased efficiencies in water, materials recycling/ reuse, waste and green infrastructure;
- amount of space with improved energy efficiency (m2);
- reduced carbon dioxide emissions or improvements in local air quality;
- installation of low carbon systems and technologies;
- reduced dependency on central Government funding;
- number of new affordable housing units;
- new or improved commercial space or business space (m2); and
- additional investment attracted.

To that end, applicants are requested to:

- clearly outline alignment between the outcomes and outputs and how these derive from the project objectives (and rationale);
- provide as comprehensive a picture as possible of the expected outputs and outcomes (applicants are requested to record periods of delivery **in GLA financial years**);
- provide suitable baseline information against which the specified project outputs and benefits will be measured<sup>15</sup> (where baseline

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15 This includes total space to be improved or created, which shall be evaluated and provided to the GLA alongside all other outputs upon project completion

information is not available, applicants must provide evidence that a strategy is in place to begin collecting data);

- demonstrate additionality<sup>16</sup> of outputs and outcomes; and
- state whether the benefits are direct or indirect (if indirect, applicants should explain how the project enables the delivery of these benefits).

Successful applicants will be required to deliver the full project outputs and benefits by an agreed date. Failure to do so will result in funding reductions or repayment of funds being sought by the GLA unless reasonable justification is provided (as assessed by the GLA).

### **Stage 1: Value for money and deliverability**

Applicants are required to demonstrate how the project is affordable by submitting overall cost plans and an options analysis of the proposed investment, including a do nothing or do minimum option. If a full Net Present Value (NPV) calculation has been undertaken against the base case, these results should be included. However, applicants who are not in a position to provide this will not be penalised as long as they include, as a minimum requirement:

- an indicative assessment of the project's capital costs (acquisition, construction and fees costs) and expenditure profile;
- an indicative assessment of the expected changes in running and maintenance costs and any other savings;
- an indicative assessment of the main project stages and key milestones (design stage, tendering period, construction phase, project completion); and
- a statement of the main types of outputs and outcomes, quantified in volume terms and in terms of duration and persistence/growth/decay where possible.

A brief outline on the level of security for non-GLA funding should also be provided. Evidence of secured funds will nevertheless be required at Stage 2 before approval. Lastly, the applicant should provide an indicative assessment of all project risks, including but not limited to an assessment of cost, deliverability, management, construction and financial risk.

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16 For a clear definition of these terms, See Appendix 5.

## STAGE 2 APPLICATION

Between Stage 1 and 2, applicants must advise the GLA of any changes to the proposal. For example, an increase in total funding requested, change to the extent of capital works being undertaken or change in deliverables. However, LEAP reserves the right to reject what it considers to be material changes.

### Stage 2: Strategic fit and outcomes

At this stage, applications should expand on the rationale for the proposed investment along with a detailed analysis of the current supply and expectations for current and future demand of provision. This should address how the proposal relates to existing supply of provision locally, in the sub-region and where relevant on a pan-London basis and must include an assessment of the supply of similar provision to ensure that proposals are complementary.

#### **This Final Project Brief should add the following to the initial brief:**

- concept design, including outline proposals for structural design, building services systems, site appraisals and collated site information, including surveys as deemed required;
- outline specifications and preliminary cost information;
- analysis of planning issues; and
- other information related to the project delivery:
  - Construction Strategy
  - Maintenance and Operational Strategy
  - Health and Safety Strategy
  - Project Execution Plan
  - Project Risk Assessment
  - Procurement strategy
  - Project Programme

Similarly, projects will need to provide a detailed plan outlining their engagement and/or collaboration strategy with local stakeholders and how they will address other Mayoral priorities from an environmental, social and economic perspective.

Applications must also define costs and programme plans with certainty. As a minimum, applicants should be able to:

- confirm a firm budget and provide evidence of non-GLA funding contributions;
- provide a valuation of any disposed assets which will serve as non-GLA funding;
- provide a plan developed to RIBA Stage 2 (Concept Design), with supporting drawings and cost plans; and
- set out a clear delivery timetable demonstrating relative certainty.

## **Stage 2: Value for money and deliverability**

Projects must provide a full investment appraisal including sensitivity analysis as well as a full NPV calculation. Funding will only be provided to projects with a NPV better than the base case and which demonstrate affordability through efficiencies such as lower premises costs, lower staff costs or additional revenue over an investment period of 20 years.

Applications should also include a detailed cost plan and expenditure profile based on independent advice. The cost plan should provide a breakdown analysis of building and project costs along with an explanation of how costs were arrived at, the evidence and assumptions used and how value for money is demonstrated including reference to relevant cost benchmarks<sup>17</sup>. Similarly, applicants must provide a detailed programme plan for all project stages, illustrating timescales and milestones.

Lastly, each applicant needs to provide a detailed risk assessment. Projects developed beyond RIBA Stage 2, or those with a value above £15 million, are required to submit a costed risk register with an appropriate mitigation strategy. Risks should include (but are not limited to) an assessment of cost, deliverability, management, construction and financial risk.

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17 The GLA will seek independent advice on these costs.


In terms of non-GLA funding, applicants must confirm availability through detailed evidence. This can be in the form of financial statements, legally signed contracts or letters from Bank Manager/Investor/Sponsor.

Where project delivery is dependent on funding sourced from land disposal or land acquisition, the following should be provided:

- evidence of a Red Book valuation of the land proposed for disposal or acquisition and where a buyer is secured, agreed Head of Terms;
- consents required; and
- and timeline to completion.

Where land is to be acquired, the GLA reserves the right to secure a charge. Similarly, where non-GLA funds are unsecured (e.g. pending), evidence must demonstrate progress towards commitment to the project. This could be a condition to release the funds once an asset is sold (e.g. land for residential development) stated in a signed letter on letter headed paper.



 **MEDICAL ADMINISTRATION**

To use this time management tool:

1. List all the activities and projects that you have to do. (Try to include everything that takes up your time however unimportant)
2. Think about each activity and put it into one of the four categories on the handout



# COMMISSIONING QUALITY

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The Mayor invests a considerable amount of funding into physical place-shaping projects from transport and public realm to housing, colleges and strategic work aimed at wider change. The procurement of associated design services is an intrinsic part of the way the Mayor and his partners can shape the quality of London's built environment.

Good design is not simply about the look or aesthetic. Good design is also about function, its performance and innovation. There is a common misconception that high-quality design is more expensive to commission or maintain. However, this is not true. Intelligent commissioning and high-quality design are central tenets of Good Growth, maximising long-term value for money and widening participation in public projects. The success of any project is therefore dependent upon each of the commissioning, design and construction stages coming together to achieve a building or a place which meets quality objectives.

## HOW WE CAN HELP

The Mayor has made available a number of resources to assist with commissioning quality throughout the development and delivery process, ranging from procuring suitable design teams, to reviewing design and delivery processes. This can help strengthen applicants' proposals and realisation of the projects' wider benefits, ensuring that projects make the best use of money by providing individual and place specific responses that meet the needs and challenges of the local context and community.

The GLA regeneration team administers the [London Review Panel](#), which is made up of independent experts who can be drawn on to review projects in development. These reviews look at a project 'in the round' and aim to provide a critical friend to the project. The GLA therefore reserves the right to request a formal review of any project which is seeking or has been awarded funding. As such, there are a number of ways the GLA can help to secure the above objectives. The table below summarises these options.



Group	Description	Available for:	Relevant when:
<b>Architecture Design + Urbanism Panel (ADUP)</b>	<p>Pre-approved consultants and supplier framework representing the best of London's architecture, design and urbanism talent.</p> <p>Already accounts for responsible procurement and Good Growth by Design guidelines. Programme outline <a href="#">available here</a>.</p>	<p>Those looking to procure design services.</p> <p>Successful applicants who might need to tender/procure specific expertise.</p>	<p>Project conception and design phases.</p> <p>Between Stage 1 and 2 of the application process.</p> <p>Throughout delivery (for phased delivery projects which require tendering/procurement of teams at later stages).</p>
<b>London Review Panel (LRP)</b>	<p>Independent expert advice on the design quality of Mayor funded projects or those with particular significance for Londoners, to ensure wider place making benefits are realised.</p> <p>Drawn from the Mayor's Design Advocates.</p>	<p>Those looking to identify or get advice on project weaknesses.</p> <p>Discovery workshops.</p> <p>Advice on major design challenges or decisions.</p>	<p>At the request of GLA officers given the project's complexity or significance to strategic objectives.</p> <p>Pre-planning application, once funding has been awarded and you are facing specific challenges or need major design changes.</p> <p>When invited to submit an application to Stage 2 and specific items need to be reviewed.</p>
<b>Specialist Assistance Team (SAT)</b>	<p>Pre-procured panel of consultants helping prospective project partners to address specific issues or questions identified in the set up and scoping of projects.</p> <p>Resource and cost allocation for these sessions is at the GLA's discretion.</p>	<p>Specific design constraints.</p> <p>Proposals that need further development before being eligible for funding.</p>	<p>Early design workshops.</p> <p>When offered Development Support Funding or asked to further develop project before applying for funding.</p>

# ASSESSMENT

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Applications will be evaluated in accordance with this prospectus, EU State Aid regulations (see Appendix 3) and the evaluation criteria set in Appendix 4. Applications will be evaluated by multiple GLA teams, including Regeneration and Economic Development, Housing & Land, Environment, Education, Finance, Intelligence and Communities & Social Policy. It will also draw on external advice as set out in page 53.

Applicants must be available to respond to queries and clarifications during the assessment periods. At either Stage 1 or 2, dependent on the stage of development of designs, some level of design review will be undertaken by experts, with recommendations that may become conditions for funding. The proposals and results of the evaluation will then be provided to LEAP for consideration.

This is a strategic programme that aims to support a more inclusive and responsive skills provision in London. The Mayor and LEAP have a responsibility to ensure funding is directed towards a balanced programme of investment which provides both a range of exemplary projects and responds to current and future needs. As such, LEAP has the discretion to prioritise specific projects for funding and may wish to withhold funding for future rounds in order to deliver the above aims.

## **TECHNICAL AND FINANCIAL DUE DILIGENCE**

Technical due diligence consultants will be appointed to provide an independent assessment of your project. Should there be any circumstance where further technical due diligence is required, for example due to a change in project scope, we may require the costs of this (as incurred by the GLA) to be funded by the applicant.

Financial due diligence checks will also be undertaken on all organisations prior to the award of any funding agreement. These will provide an indication of the financial risks to the GLA (if any) of making an award to the lead organisation and partnership<sup>18</sup>. It may also suggest mitigations to offset these risks.

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18 Applicants applying for funding as part of a joint application may be asked to supply Financial Due Diligence documentation for all members.

The outcome of these checks are always considered alongside other aspects of the appraisal process. However, where the GLA considers that the risks are too high, or are such that they threaten the viability of the programme, it may decide not to award a grant.

In order to facilitate the due diligence process, lead organisations that progress to detailed application stage will be asked to provide the following documentation:

- evidence of consents and approvals, including approval of the application by the organisation's governing body or equivalent;
- evidence of non-GLA funding contributions, including all receipts from land transactions including disposals or valuations;
- audited accounts for the previous three financial years, signed by an independent and qualified accountant;
- high level capital budget versus outturn for the previous three financial years;
- five-year financial forecast with commentary, including estate strategy and business plan (note that student number forecasts will be tested and assumptions challenged through the assessment process);
- financial regulations (including procurement rules);
- evidence of Public and Employer's Liability Insurance;
- legal opinion on State Aid; and
- detailed project budget including expenditure profile and build cost breakdown.

## GOVERNANCE ARRANGEMENTS

### London Economic Action Partnership

All funding decisions will be subject to agreement from LEAP. LEAP is the local enterprise partnership for London. Chaired by the Mayor, LEAP is the body through which the he works with London's councils, business and TfL to take a strategic view of the regeneration, employment and skills agendas for London. While LEAP makes recommendations to the Mayor regarding funding and policy decisions, it does not directly deliver services. You can read more on [LEAP's website](#).

In December 2014, Government requested that all local enterprise partnerships develop an assurance framework to cover any government funding received via their 'accountable bodies' to support accountability, transparency and value for money. See [LEAP Assurance Framework](#) for more info.

### Greater London Authority

The GLA will be the accountable body for the disbursement and management of funding awarded, and therefore all recommendations from LEAP will be subject to formal approval from the GLA's Corporate Investment Board (CIB) and the Mayor or relevant director (as applicable). CIB is an informal advisory board that reviews all GLA Decision Forms (including those covering LEAP expenditure) before they are approved by, as applicable, the Mayor (or officers as delegated). It also reviews, among other things, matters of significance or potential significance that may involve the exercise of a Mayoral Power. CIB is chaired by the Chief of Staff and attended by the Mayor's Appointees and Executive Directors. It helps coordinate GLA decisions and ensure there is appropriate review before decisions are taken and executed. More information can be found [here](#).

# PROJECT MONITORING AND EVALUATION

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When the project has been approved by LEAP and the GLA, the applicant will enter into a grant agreement with the GLA. Upon receipt of full approval, the applicant will be given a deadline by which the project must be formalised in grant agreement. If the grant agreement is not confirmed within this time, we may withdraw the offer of funding.

Applicants must also note that funding cannot be claimed until planning permission is achieved. Once planning permission is gained however, projects can claim any previous expenditure related to their project milestones as long as such costs were incurred after the date on which the project's Stage 1 application was approved by the GLA. This date will be clearly stated within the grant agreement.

## INDEPENDENT MONITORING SURVEYOR

Some projects may be monitored by the GLA's Independent Monitoring Surveyor (IMS) services. The IMS will provide the GLA with initial, monthly, quarterly and/or final reports as required. Applicants must comply with the IMS' monitoring requirements and provide information in a timely manner<sup>19</sup>. Information required by the IMS may include contractor progress reports, tender documentation, statutory and consent documentation, completion certificates, insurance policies and collateral warranties.

As part of the process, projects may be required to facilitate site visits. All documentation required by the IMS is information that the project would be required to make available for audit purposes. More information on the requirements of the IMS monitoring will be shared with the applicant when entering into a grant agreement.

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19 Failure to do so may impact claims and payment approvals.

## **EVALUATION**

A strong emphasis is placed on measuring and assessing the outcomes and benefits delivered either directly or indirectly by investments, most importantly the outcomes of student's progression into employment. As a requirement of the grant agreement, applicants must undertake a self-evaluation at both six months and three years after project completion to assess whether and how well the original project objectives, outputs and benefits have been achieved. Applicants will need to provide evidence of the achievement of outputs and benefits. Further guidance on definitions is found on Appendix 5.



**Barking & Dagenham College**  
Your route to success

# APPENDIX 1

## SUB-REGIONAL PRIORITIES

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AEB providers will be expected to demonstrate how they are meeting the needs of employers and Londoners within their localities as well as across London. Each of the SRPs have published their skills and employment strategies or are in the process of doing so.

Indicative priorities from each of the SRPs are outlined below with more detail available in the respective sub-regional skills and employment strategies:

### **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 with long-term health conditions and disabilities;
- 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 upskill, secure new qualifications and progress into higher paid work;
- supporting unemployed and economically inactive residents with disabilities/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 NEETs) 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 needs; and
- 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 (SLP):**

- supporting people with low or no skills (including ESOL);
- 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; and
- delivering skills to support development in 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, 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 are able to access it (particularly people for whom English is not a first language, people leaving care, young offenders and people with learning disabilities or a mental health condition); and
- 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; and
  - construction and engineering modern working practices and new construction techniques.

# APPENDIX 2

# REFERENCES

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[Skills for Londoners Strategy](#)

[Mayor's Construction Academy \(MCA\) programme](#)

[Draft Economic Development Strategy \(EDS\)](#)

[GLA Responsible Procurement Policy](#)

[Draft London Plan](#)

[London Environment Strategy](#)

[Sustainability Charter](#)

[Sustainable Design and Construction Supplementary Planning Guidance](#)

[RE:FIT Programme](#)

[Public Services \(Social Value\) Act](#)

[Equality, Diversity and Inclusion Strategy](#)

[Accessible London Supplementary Planning Guidance](#)

[BSI Inclusive Design Standards](#)

[GLA OPS guidance](#)

[LEAP Assurance Framework](#)

# APPENDIX 3

## STATE AID LEGISLATION

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EU State Aid rules regulate the use of public resource by member states which is considered to potentially distort competition and trade between member states. The law regarding State aid is complicated and therefore, if you are unfamiliar with the State Aid rules you might find it helpful to look at the guidance available [here](#). Please note the information provided on the UK Government website is not a substitute for the official documentation available through the EU Commission's website or taking specialist legal advice.

LEAP has an obligation to ensure that all financial arrangements under the Skills for Londoners Capital Fund comply with State Aid requirements. Therefore:

- all applicants need to take steps to satisfy themselves that any funding to them or their use of LEAP funding will not amount to unlawful State Aid (confirmation of this will be required at the application stage); and
- applicants are required to secure and provide supporting expert advice on State Aid so that their individual proposal can be specifically assessed to ensure compliance with State Aid rules (please note that it is for applicants to satisfy LEAP that the proposals made in their applications do not constitute unlawful State Aid; before applicants receive funding they must provide the GLA with such written advice from a solicitor, regulated in England and Wales, specialising in State Aid rules, confirming how the project complies with State Aid rules, or a declaration confirming with supporting evidence that any grant to them or their use of public funding may be considered compatible State Aid as it will fall below the De Minimis aid threshold in compliance with the De Minimis Regulations).

Please note that if your project is awarded funds from LEAP and it is subsequently determined that any funding to you or your use of LEAP funding constitutes unlawful State Aid you will be required to repay such sums and may also be required to pay interest on such sums.

# APPENDIX 4

## ASSESSMENT CRITERIA

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### STAGE 1 CRITERIA

#### Criteria and scoring framework

Criteria	Description	Score	Weighting
Rationale and strategic fit	Assessment of the strategic fit with priorities as outlined in the prospectus	0-5	25%
Measurable outputs, wider outcomes and benefits	The extent to which the project will deliver tangible and measurable outputs and benefits and contribute to wider regeneration, social value, equality and inclusion, sustainability and place-making objectives	0-5	30%
Value for money	Assessment of value for money of the proposal	0-5	20%
Deliverability of proposed project	Affordability and deliverability	0-5	25%
Key documents	Projects must provide a full set of key documents required to qualify for consideration	Y/N	N / A

## SCORING

**Y/N**    **“Yes’ or a ‘No’ with regard to information provided or eligibility criteria met**

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0      Proposal doesn’t meet requirements, insufficient or no relevant information provided

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1      Unsatisfactory response, an attempt has been made to address the evaluation criteria but case insufficiently demonstrated to warrant funding

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2      Unsatisfactory response, an attempt to address the evaluation criteria has been made and could be developed with considerable additional time and work

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3      Satisfactory response at this stage of the application process but additional work required prior to any approval

---

4      Good response, the proposal meets the evaluation criteria

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5      Excellent response, proposal meets evaluation criteria to a very high standard

## STAGE 2 CRITERIA

### Criteria and scoring framework

Criteria	Description	Score	Weighting
<b>Eligibility and minimum requirements</b>	<b>Continued demonstration of eligibility for funding and must meet the minimum requirements</b>	<b>Y/N</b>	
<b>STRATEGIC FIT</b>	<b>Assessment of the strategic fit with priorities as outlined in the prospectus</b>		<b>25%</b>
	Responsive and adaptable to current and future requirements of employers and learners through development, modernisation and rationalisation of facilities	0-5	(20%)
	Improves quality of provision and learner satisfaction, progression and success rates	0-5	(15%)
	Support increased levels of apprenticeship delivery and/or progression to the highest levels of vocational and technical study	0-5	(15%)
	Demonstrate collaboration with employers, in particular through bringing businesses directly into the institution and supporting the creation of jobs, as well as collaboration with schools, other education providers and local authorities	0-5	(20%)



	Extent to which the project will address evidenced skills shortages and or growth industries	0-5	(30%)
<b>Measurable outputs and benefits</b>	<b>Extent to which the project will deliver tangible and measurable outputs and benefits</b>		<b>30%</b>
	Extent to which the project will deliver tangible and measurable core outputs and benefits	0-5	(60%)
	Extent to which the project will deliver wider benefits of investment		As below
	Of which – project demonstrates that it will make a positive architecture and design contribution and is aligned to local planning frameworks	0-5	(10%)
	Of which – project contributes to making London a resilient, green and resource efficient city through sustainability interventions and BREEAM certification	0-5	(10%)
	Of which – project delivers against social value objectives	0-5	(2.5%)
	Of which – project reflects the need of all learners and delivers inclusive design	0-5	(7.5%)

	Of which – project provides support to local economies	0-5	(10%)
<b>Value for money</b>	<b>Assessment of value for money of the proposal including assessment of costs, outline net present value (NPV) of the project</b>		<b>20%</b>
	Assessment of costs (explanation and evidence to support cost estimates)	0-5	(50%)
	Assessment of value for money based on investment appraisal (NPV) and assessment of full benefits	0-5	(50%)
<b>DELIVERABILITY</b>	<b>Suitability of proposed delivery and governance arrangements covering the following</b>		<b>25%</b>
	Affordability (assessment by GLA Finance of the affordability of the proposal in relation to recent financial performance and prospective financial stability)	0-5	(60%)
	Clear and robust procurement and delivery approach and governance arrangements	0-5	(20%)
	Provision of a clear and robust risk register and realistic mitigation strategy	0-5	(10%)
	Approach to monitoring and evaluation	0-5	(10%)
<b>KEY DOCUMENTS</b>	<b>Projects must provide a full set of key documents required to qualify for consideration</b>	<b>Y/N</b>	<b>N/A</b>

## SCORING

Y/N	'Yes' or a 'No' with regard to information provided or eligibility criteria met
0	Proposal doesn't meet requirements, insufficient or no relevant information provided
1	Unsatisfactory response, an attempt has been made to address the evaluation criteria but case insufficiently demonstrated to warrant funding
2	Unsatisfactory response, an attempt to address the evaluation criteria has been made and could be developed with considerable additional time and work
3	Satisfactory response at this stage of the application process but additional work required prior to any approval
4	Good response, the proposal meets the evaluation criteria
5	Excellent response, proposal meets evaluation criteria to a very high standard

# APPENDIX 5

## DEFINITION OF TERMS

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### ADDITIONALITY

Additionality is the difference between the baseline or reference case position (what would happen anyway) and the position if the intervention option was implemented. It may relate to:

- Scale (a greater quantity of outputs and outcomes);
- Timing (where large timing differences, may be appropriate to discount the profiles of quantified outputs and outcomes (e.g. Cost Benefit Analysis); and
- Specific area or group (target beneficiaries benefit from an intervention).

### BASELINE DATA

The term “baseline” refers to the collection of background information and data which will support the measurement of the impact of an intervention. Baseline data are collected for two main purposes:

- to provide a description of the status and trends against which predicted changes can be compared and evaluated in terms of importance; and
- to provide a means of detecting actual change by monitoring once a project has been initiated.

### OUTPUT

Outputs measure the benefits that specific projects or programmes deliver for target beneficiaries (individuals and businesses) and areas. They are the specific and quantifiable and frequently represent a step towards achieving successful outcomes. Outputs are usually attached to milestones which are determined by project timescales.

## **OUTCOMES**

Outcomes are the result of outputs (i.e. they are longer term effects). They are not activity-based, such as “conduct five training workshops” or “install a salad bar in 20 schools”. These are outputs.

Outcomes are:

- Changes in behaviour or condition that reflect a positive impact to the specialty crop industry. Note: outcomes generally begin with a verb such as increase, expand, or improve.
- Specific and measurable: tracking data to monitor outcomes is practical and timely.
- Meaningful: achieving an outcome indicates fulfilment of purpose and program toward long-term impact.

## **MILESTONE**

A milestone is a significant stage or event in the development or delivery of a project.

For more information:

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Greater London Authority  
City Hall The Queen's Walk  
London SE1 2AA**

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[skillscapital@london.gov.uk](mailto:skillscapital@london.gov.uk)

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Greater London Authority	Minicom 020 7983 4458
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