

# **SKILLS FOR LONDONERS CAPITAL FUND**

Questions and Responses

Updated: 26 September 2018

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## FAQs

	Theme	Question	Answer
1.	Eligibility	Who can apply to the fund, can an organisation not located in London apply for the funding?	Please refer to page 31 of the prospectus for applicant eligibility requirements. Any provider delivering to learners WITHIN the Greater London area is eligible to apply for capital funding. Providers delivering to learners outside London should apply to the LEP which covers the area in which they offer provision.
2.	Eligibility	Can charities apply?	Applicants must be on the Register of Training Organisations and hold an Education and Skills Funding Agency funding contract. For more information please refer to page 31 of the prospectus for eligibility requirements.
3.	Eligibility	Will our eligibility be affected if a lease is held in the name of a whole owned sister company within the group who is not eligible for ESFA funding?	This scenario does not affect your eligibility for funding so long as you, as the applicant, are eligible against the criteria demonstrated on page 31 of the prospectus and the application clearly sets out that the provision is. The application should also detail the relationship and security of the provision, i.e. that the sub-lease is for a sufficient period (i.e. more than 10 years) to ensure value for money and enable the forecasted outputs and outcomes to be realised. Please also be aware that the funding is capital only and as such must be capitalisable in the company accounts, which may not be possible for rent payments.
4.	Eligibility	Is there a limit to the number of projects we can apply for?	No, there is no limit to how many projects you can bid for however, we will ask how many projects are being submitted from a single organisation along with your priority order. We will be looking for a variety of projects to meet our priorities.
5.	Eligibility	Can a provider apply for two separate projects in two separate Boroughs in that case	Yes, however again as the above point states we will be looking for a variety of projects and we will want to see how each are different.
6.	Eligibility	Do projects need to complete by 2022?	All projects will need to complete by the end of financial year 2021/22 and have 3-year window in which to complete from the date of approval. The Government are aware of the reality of how projects will need to be delivered but have been clear projects should not exceed the 3 years. We will try

			to be flexible, and if there are exceptional circumstances we will consider but this may require formal approval.
7.	Eligibility	If your project was successful in round 1, is there a limit to how much you can apply for in round 2?	This is an open competition and we won't judge any projects from the previous round differently. However, we are looking for quality projects and a balanced programme by sector and by geographical area. It is important to note if there is any poor performance on any previous projects this may be taken into consideration.
8.	Eligibility	Can you apply if you are a University Technical College (UTC)?	Unfortunately, UTC's do not fall under the ESFA programme which this funding stream originates. UTC's will be able to access funds separately from the Department for Education for their estate development.
9.	What will we consider funding?	We wish to deliver a revenue-based skills project that has no capital output, can funding be made available for this?	The Skills for Londoners Capital Fund is predominantly capital funding and must be used to deliver a capital output. There is currently no funding available to deliver solely revenue-based skills projects.
10.	What will we consider funding?	What is the intervention rate?	The baseline intervention rate for SfL CF and MCA is still 2:1. However, there may be some flexibility for exceptional projects or those in particular areas of need.
11.	What will we consider funding?	Is the London Economic Action Partnership looking for proposals which are for transformational buildings and equipment applications or will they accept proposals for investment with more of a maintenance focus?	The LEAP have expressed a preference to see innovative bids which respond to the priorities as set out in the Prospectus. These bids are likely to score more favourably than those with more of a maintenance focus. This does not mean that maintenance bids, providing they represent capitalisable investment, will be precluded from applying.
12.	What will we consider funding?	How should applicants package a suite of proposals which deliver against broader aims?	This will depend on the scale and scope of the proposal; however, each package of proposals should deliver tangible and measurable outputs and outcomes. Each proposal should be able to be delivered in isolation and not depend upon future receipt of funding from the LEAP.
13.	What will we consider funding?	How will applications with softer outcomes be judged against those that deliver qualifications and employment outcomes?	We understand that some applications will deliver outcomes that are harder to measure. In such instances, we ask applicants to provide quantitative and qualitative assessment of the benefits of the proposals and to propose how outcomes will be measured at the evaluation stage of the project
14.	What will we consider funding?	We are looking to apply for funding in the 2020/21	Please submit a Stage 1/Expression of Interest at this stage. Once applications

		financial year, do we need to submit a stage 1/Expression of Interest by the 1 <sup>st</sup> October 2018? If we do not, will we be excluded from applying for funding in future?	have been received we will assess the need for a third funding opportunity. Applications that are not successful in securing funding in any of the rounds may apply to all future funds.
15.	What will we consider funding?	Our proposal is for a large-scale project which would be difficult to deliver over a period of two years. Will this mean that our application will be excluded?	It is expected that projects are delivered over a two-year period. In some circumstances a longer delivery timeline will be considered.
16.	What will we consider funding?	Will the leadership and governance of the delivery body be evaluated at Stage 1/ Expression of interest?	The leadership and governance of the delivery body and the capacity to deliver the proposed project will be tested at Stage 2/ full application stage.
17.	What will we consider funding?	What level of contingency funding is acceptable to the GLA?	This will depend on the scope of the project and we leave it to the applicant to determine the adequate level of contingency for their project. Justification for the level of contingency must be provided within the full application. The GLA will engage cost consultants at Stage 2/full application stage at which point any concerns will be discussed and following advice from the cost consultant applicant may be required to revise the contingency budget. Please be aware that there is no guarantee that an enhanced contingency budget will be met with GLA funding.
18.	What will we consider funding?	Are we precluded from seeking funding from other GLA sources?	No, applicants are not precluded from seeking funding from other GLA sources. Applicants who wish to apply for other sources of GLA funding will only be considered for approval if the proposal can meet the required outputs and outcomes of the funding source. As outputs and outcomes will differ from the outputs required for Skills for Londoners Capital funding please note careful monitoring will be required by the applicant to ensure that the project monitoring measures are adequate for all funding streams and not duplicated.
19.	What will we consider funding?	Is leasing of property eligible within this fund? If so are there any legal parameters to be considered under a lease?	Acquisition of property via a lease is eligible within the fund, so long as the lease is a finance lease and can be capitalised in the company accounts and is for a period of at least 10 years to enable the forecasted outputs and outcomes to be realised.

20.	What will we consider funding?	What is the BREEAM criteria for refurbishment?	The BREEAM requirement for refurbishment is 'Excellent', for rebuild we will be looking for 'Outstanding'. If you have any further questions on BREEAM standards and criteria there is an email and further links within the Prospectus.
21.	Application	How do I apply?	The application process is now completely <a href="#">online</a> using GLA OPS. Instructions on how to register on OPS can be found on the Skills for Londoners Capital fund <a href="#">webpage</a> . Further useful GLA OPS guidance can be found in the last section of this document.
22.	Application	What is Stage 1 and Stage 2?	Stage 1 is the expression of interest stage and Stage 2 is the detailed or full application stage
23.	Application	What will be the criteria for 2 <sup>nd</sup> stage application and when will this be announced?	The second stage will be announced in December 2018, all the information for stage 2 of the application is already in the prospectus. Any further information will be announced in December 2019.
24.	Application	Will there be any word limits for stage 1 & 2 applications?	The application needs to be completed in the GLA OPS system. As you begin to type into each answer box the character (not word) limit will appear indicating the limit. Please note each answer will have a different character limit.
25.	Application	If a project is ready to complete/deliver by Spring 2019 will this be looked upon more favourably?	Whilst it is useful for our delivery programme if projects complete sooner rather than later, the projects must still meet our core priorities and criteria.  We also be scrutinising project risk much more as part of round 2. Lessons learned from round 1 has shown the number of projects who have withdrawn well into the programme have been very costly both for the provider and the GLA. The level of risk of a project will be paramount when assessing projects for this new round.
26.	Application	From which point can we begin claiming costs?	As mentioned in the prospectus projects can only begin claiming when planning consent has been given. However, you may claim back to approval of stage 1 of the application.
27.	Application	How will the projects be reviewed from carbon	Environmental sustainability is a key requirement of any SfL CF, and we want to

		emissions point of view? Will the most environmentally sustainable buildings score the highest or would other factors be taken into consideration?	ensure projects commit to a high standard and minimum requirements have been set as are detailed in the Prospectus. In addition, projects will need to demonstrate how they also meet other minimum criteria.
28.	Pre-meetings and further info	Can we request a pre-meeting to discuss our project before we submit an application?	We are not able to hold individual meetings or phone calls with potential applicants to avoid giving unfair advantage to any applicant.
29.	Pre-meetings and further info	How can we find out more about inclusive design?	There are a number of documents produced from City Hall including the London Plan and Supplementary Planning Guidance as well as a number of links within the Prospectus
30.	Pre-meetings and further info	At what point should we begin to include Mayors Design Advocates (MDA's)?	There are a number of documents produced from City Hall including the London Plan and Supplementary Planning Guidance as well as a number of links within the Prospectus.
31.	Data, evidence and additional documents required with application	Block 12 is not allowing me to upload my documents because the file is too big for the system, what should I do?	If you have difficulties uploading documents in this block because the files are too large then please upload a word document containing WeTransfer links to the specific documents and the appraisal team will access the documents this way.
32.	Data, evidence and additional documents required with application	Are we required to provide evidence of the match funding at the Stage1/Expression of interest stage?	No, though it would be useful to understand the proposed or potential source of match and if the match funding has already been secured.
33.	Data, evidence and additional documents required with application	Section 'Technical and Financial due diligence' refers to the upload of an 'estate strategy', can you please clarify what this is.	The estate strategy refers to the provider's strategic plan for managing its estate over a set period (often 10 years from the plan's collation). In general, the strategy is developed to support the strategic objectives of the provider and ensures that the provider's estate remains fit for purpose and space is used efficiently. The Stage 1/EOI form requests that an Estates Strategy is uploaded, should this be available. If no Estates Strategy is available, then wider estate plans should be uploaded.
34.	Data, evidence and additional documents required with application	Are we required to included detail plans/drawing for the proposed works?	We would expect to see architectural proposals with relevant drawings and documentation developed to RIBA Stage 1 at the Stage 1/EOI, more details are available on page 39 of the prospectus. The architecture brief, photos, designs,

			drawings, plans and elevations, relevant urban strategies and master plans should be submitted with the Stage 2/Full Application if the application is approved to progress to this stage.
35.	Data, evidence and additional documents required with application	Do we already need a BREEAM certificate when applying with the stage 1/ EoI?	No, a BREEAM certificate is not necessary for the Stage 1/EoI application, though it would be prudent to consider how the BREEAM rating will be achieved by the scheme.
36.	Data, evidence and additional documents required with application	Is it necessary to provide the statement on state aid compliance at Stage 1/EoI or would it be sufficient to identify the fact that legal advice is being sought and from whom?	We require confirmation of state aid compliance as described in the Prospectus prior to funding being awarded. It is sufficient to identify that legal advice is sought, and alongside this please explain according to your understanding how you expect the project to be state aid compliant
37.	Data, evidence and additional documents required with application	What baseline data should be used in the Stage1/ EOI form?	Please use baseline data relating to the specific skills provision for which the application relates.
38.	Data, evidence and additional documents required with application	In the second half of the data request including improvements in teaching and education –what kind of quantitative data should be included?	We are looking for a qualitative description of the change. If you are also able to quantify the changes this is helpful, but not necessary.
39.	Mayor's Construction Skills funding	Will the Skills for Londoners Capital fund exclude construction given we now have these two funds?	The GLA has ringfenced £7.2m within the overall Skills for Londoners Capital fund for these projects.
40.	Mayor's Construction Skills funding	How can I apply for Mayor's Construction Skills funding?	Applicants who have been awarded the Mayor's Construction Academy (MCA) quality mark are eligible to apply for MCA funding. To apply, applicants must complete the Skills for Londoners Capital Fund application found <a href="#">here</a>
41.	Mayor's Construction Skills funding	Can I apply for Mayor's Construction Academy (MCA) training if I don't have an existing MCA Quality Mark?	No, only providers with the MCA Quality Mark are able to apply for this capital funding for equipment and facilities to support the delivery of high-quality construction provision in London.
42.	Mayor's Construction Skills funding	Will there be future opportunities to apply for an MCA Quality Mark?	The GLA will offer future opportunities to apply for an MCA Quality Mark, this is likely to be done on an annual basis. However, the availability of future capital funding will be dependent on the demand and quality of applications in this current round.
43.	Mayor's Construction Skills funding	Can I apply for equipment and/or facilities in relation to construction provision through the wider Skills for	No, the GLA will only progress providers looking to apply for construction-related equipment or facilities through the MCA element of the programme. This is to



		Londoners capital funding if I don't have an MCA Quality Mark?	ensure that only providers who have been able to evidence high quality construction provision and learner support are able to secure funding to expand their infrastructure.
44.	Mayor's Construction Skills funding	How much money is available for Mayors Construction Academy (MCA)?	There is a total of £7.2m available and the criteria for this fund will be the same as the SfL CF but without the upper or lower limit. Organisations can also fund their projects with part SfL CF and part MCA Money.
45..	Mayor's Construction Skills funding	Could a housing developer commission a training centre to support the construction of precision-manufactured housing in London?	Whilst we would actively encourage developer or employer-tailored provision, this would need to be delivered in partnership with one of the MCA Quality Mark training providers.
46.	Mayor's Construction Skills funding	If we intend to submit a funding application for a wider project, requesting both MCA funds for the construction element as well as wider SfL Capital funding, can I submit one application, or do I need to complete two?	You can choose either approach, depending upon which best conveys and supports your funding application. For example, value for money might look better if presented as a single application. However, if you do decide to submit a combined application you will need to consider the word limits of each section to see whether you can fully represent your project idea within these.
47.	Mayor's Construction Skills funding	The Construction Skills Fund (CSF) has been launched. Is there not a case for the MCA activities, including capital being aligned to the CSF?	Yes, we want to two to align. We want to avoid any duplication with the new government scheme. There have been discussions between the MCA and CITB and what's planned with the Construction Skills Fund (CSF) and we will be looking to ensure these schemes complement each other. The CSF is a national fund being driven by central government that has been devolved to the sector to identify 20 on-site learning hubs across the country. There are similarities to the MCA but they are not the same. A key aspect with the CSF is that they are major sites and we would expect some of those hubs to be across London and the South-East due to the pipeline of work. We have very good communication links with the CSF and have been talking closely with CITB.
48.	Mayor's Construction Skills funding	The graphic in the hub prospectus indicates that it is not mandatory to be a MCA Hub Lead in order to bid for Stage 3 Capital	Yes, stage 3 will be open to all MCA quality marked providers irrespective of whether they have formed part of a hub.

		funding, there is a pink arrow from Stage 1 straight through to Stage 3. Please can you confirm that Stage 3 funding will be open to all MCA mark holders irrespective of their Stage 2 MCA Hub status, for example they decided not to bid, bid but unsuccessful, bid and successful.	
49.	Mayor's Construction Skills funding	Given the focus on modern methods of construction, will applications for traditional methods of construction be considered?	Yes, where there is a solid business case to support this proposal.
50.	Mayor's Construction Skills funding	Given the MCA focus on modern methods of construction, can I bid for ICT equipment to increase my ability to deliver Building Information Modelling (BIM), and Virtual Reality (VR)/immersive technology?	Yes, this would be encouraged.
51.	Mayor's Construction Skills funding	Will the fund support premises adjustment to allow an increase in the delivery of skills relating to offsite precision manufacture?	Yes, and we would encourage applicants of this nature, particularly those delivered in partnership with manufacturers/commissioners.
52.	Other funding	How do we apply for development support funding?	We are not currently accepting applications for development support funding, but we reserve the right to do so in the future if there is a third round of funding.
53.	Other funding	How do we apply for Small Project and Equipment funding?	We are not currently accepting applications for the Small Project and Equipment funding but reserve the right to do so in the future.
54.	Other funding	Why isn't a proportion of the funding being held back for Small Projects and Equipment Fund (SPEF)?	We want to spend the funds in the most effective way possible to benefit as many diverse projects. If we feel we have strong and innovative projects, we will commit the full £82m to this round. We are keeping an open mind on this and will review the benefits of opening for SPEF later into the programme, at this moment in time it is not a priority.
55.	Other funding	If you apply for Skills for Londoners Capital Fund (SfLCF) can you assume you will get funding growth	Please note this fund is for Capital funding so no assumptions on potential for revenue growth should be made. Any evidence of potential funding growth will need to be

		or do we have to use current funding?	shown through business plans and growth forecasts with Adult Education Budget Delivery Teams
56.	Institutes of Technology	Is it possible to submit a bid for capital funding through the SfL Capital fund, as well as through the DfE fund?	Yes, however the LEAP reserves its right not to award any funding to an IoT proposal (nor endorse it) in London if the LEAP's funding criteria set for the Skills for Londoner's Capital programme or strategic priorities are not met, irrespective of DfE's decision to support an IoT proposal.
57.	Institutes of Technology	Can SfL Capital funds be used to match funds applied for under the DfE stage 2 application process?	Yes, however the LEAP reserves its right not to award any funding to an IoT proposal (nor endorse it) in London if the LEAP's funding criteria set for the Skills for Londoner's Capital programme or strategic priorities are not met, irrespective of DfE's decision to support an IoT proposal.
58.	Institutes of Technology	Could a bid to the SfL Capital fund be for equipment only, in support of a construction bid to the DfE fund?	Yes, providing it is set out clearly how the equipment is to be funded would address STEM skills development to support local economic growth.

## GLA Open Project Management System (GLA OPS): Application guidance

### Pre-registered organisation

If your organisation is already registered on the GLA OPS system (you may have registered for previous funding rounds) then your organisation's Admin will need to create a new profile for this specific funding programme.

### **Adding multiple users to the GLA OPSs system once your organisation is registered**

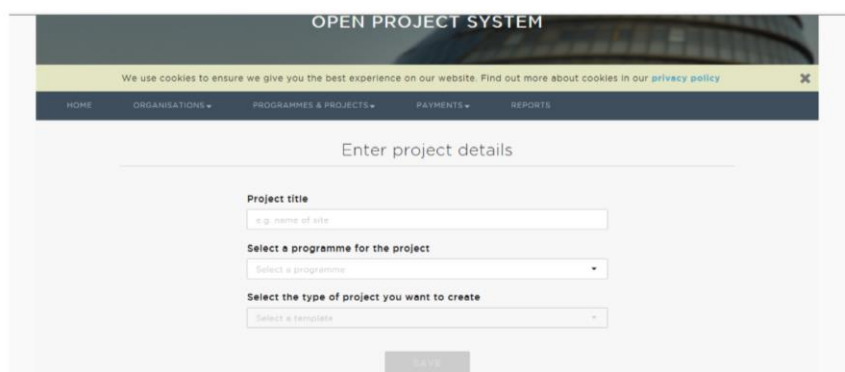
Once your organisation is registered on the GLA OPS system, your organisation's OPS Admin (this is the person who first requested for your organisation to be registered) can approve multiple users who can then log in to the application. Please refer to p3 of the [OPS User Guide](#) and follow the steps to become registered users.

### **Creating your project**

To begin the application process, log in to GLA OPS and select 'create new project'. Enter the project title, which should be unique to your project.



The 'Enter project details' screen will be displayed:

A screenshot of the "OPEN PROJECT SYSTEM" web interface. At the top, there is a navigation menu with links for HOME, ORGANISATIONS, PROGRAMMES & PROJECTS, PAYMENTS, and REPORTS. Below the menu is a section titled "Enter project details" with three input fields: "Project title" (with a placeholder "e.g. name of site"), "Select a programme for the project" (a dropdown menu with "Select a programme" selected), and "Select the type of project you want to create" (a dropdown menu with "Select a template" selected). A "CREATE" button is visible at the bottom of the form.

Select the programme and the type of project you want to create. In this instance both will be 'Skills for Londoners Capital fund'. Click create. This will generate an individual project ID.



You will then be directed to the 'project overview' page where you can complete your application.

### Completing your application

The 'project overview page' shows the sections set out in blocks. To complete the sections, click on the blocks. **Click edit** at the top of each block to then enter your project information/answers. Always click save after editing each block.

When you have completed a block and would like to return to the 'project overview' page click 'stop editing'.

Make sure that you complete all sub sections within each block. When you are ready to submit your application please check that all blocks on the 'project overview' page display a green tick (which means completed). If any blocks are showing red, then further information is still required.

### **Project information block**

When stating GIA area, please include all facilities within the project site(s) even if these are not part of the project proposal's work.

### **Budget block**

To add information on each section of this page, you must first select the appropriate year under the '**Annual expenditure**' heading. See screenshot below.

Note that the drop-down options under the 'total project funding' box at the top of the page should only be used as viewing option once all information has been completed in the block.

Annual expenditure

**Year**

2018/19

Annual budget

Enter the amount of GLA capital and/or revenue you are requesting for the year from the following sources.

**Capital contribution you are requesting from GLA £**  
£2,000,000

**Capital applicant contribution you are providing £**  
£6,000,000

**Revenue contribution you are requesting from GLA £**  
Not provided

**Revenue applicant contribution you are providing £**  
Not provided

When completing the **total project funding**, **annual budget** and **quarterly budget profile** sections, add **CAPITAL CONTRIBUTION AMOUNTS ONLY**. You should not provide any revenue components as this is strictly a capital funding programme.

When completing the 'Quarterly budget profile' section, make sure your yearly totals are EQUAL to the ones you provided under the 'Annual budget' section. This can easily be verified by using the drop-down menu at the top of the page (under the 'Total project funding' header) and comparing the **Total budget** and **Project funding summary**. See screenshots below.

Total project funding

Total budget ▼

YEAR	GLA CAPITAL CONTRIBUTION £	APPLICANT CAPITAL CONTRIBUTION £	GLA REVENUE CONTRIBUTION £
2018/19	2,000,000	6,000,000	
2019/20	2,000,000	6,000,000	
2020/21	2,000,000	6,000,000	
2021/22	2,000,000	6,000,000	
<b>TOTALS</b>	<b>8,000,000</b>	<b>24,000,000</b>	
<b>TOTAL PROJECT BUDGET</b>	<b>32,000,000</b>		

**Block 8 - Budget:** You must complete BOTH the Annual budget and the Quarterly budget profile sections and make sure that the yearly and project totals for GLA Capital contributions and Applicant Capital Contribution match for both sections.

To do this:

- Under **Annual budget**, select the year in question and add your annual budgets (use the columns for **CAPITAL amounts ONLY**)
- Second, select the appropriate year again. Then, under the **Quarterly budget profile**, select the Milestones that have automatically pulled through from **Block 7 - Milestones** and input a quarterly breakdown of expected capital costs
- Lastly, at the top of the page, select the drop-down menu under the **Total project budget** section (shown below) and compare both the *Total Budget* and *Project funding summary* views. **Yearly and total project numbers should be the same**. If they do not match, please adjust your Annual budget or Quarterly budget profile. The example below illustrates how figures must be the same regardless of the view selected.

### Total project budget

Total budget ▾

YEAR	GLA CAPITAL CONTRIBUTION £	APPLICANT CAPITAL CONTRIBUTION £
2018/19	550,000	2,150,000
2019/20	1,000,000	3,000,000
2020/21	1,000,000	3,000,000
2021/22	500,000	2,500,000
2022/23	200,000	200,000
<b>TOTALS</b>	<b>3,250,000</b>	<b>10,850,000</b>
<b>TOTAL PROJECT BUDGET</b>	<b>14,100,000</b>	

### Total project budget

Project funding summary ▾

### Project funding summary

MILESTONE BY YEAR	GLA CAPITAL CONTRIBUTION £	APPLICANT CAPITAL CONTRIBUTION £
▼ 2018/19 TOTAL PROFILED	550,000	2,150,000
▼ 2019/20 TOTAL PROFILED	1,000,000	3,000,000
▼ 2020/21 TOTAL PROFILED	1,000,000	3,000,000
▼ 2021/22 TOTAL PROFILED	500,000	2,500,000
▼ 2022/23 TOTAL PROFILED	200,000	200,000
<b>TOTALS</b>	<b>3,250,000</b>	<b>10,850,000</b>
<b>TOTAL PROJECT PROFILE</b>		<b>14,100,000</b>

## Total project funding

Project funding summary ▼

### Project funding summary

MILESTONE BY YEAR	GLA CAPITAL CONTRIBUTION £	APPLICANT CAPITAL CONTRIBUTION £	GLA RE CONTRIBUTION £
▼ 2018/19 TOTAL PROFILED	2,000,000	6,000,000	0
▼ 2019/20 TOTAL PROFILED	2,000,000	6,000,000	0
▼ 2020/21 TOTAL PROFILED	2,000,000	6,000,000	0
▼ 2021/22 TOTAL PROFILED	2,000,000	6,000,000	0
<b>TOTALS</b>	8,000,000	24,000,000	0
<b>TOTAL PROJECT PROFILE</b>			32,000,000

Note that **all sections must be completed** within this block to be validated as complete by the GLA.

#### **Milestones block**

Note that during Stage 1, only key milestones will have an associated quarterly budget. The amounts you allocate to each milestone will then show as 'Projected cost' once they are entered within the 'Quarterly budget profile' section. At Stage 2, you will have the opportunity to amend these milestones and add sub-activities and further detail regarding your project cost plan.

Note that the 3 mandatory milestones: 'start on site', 'practical/substantial completion' and 'evaluation and closure' **must (as a minimum) be allocated dates for the block to be marked as complete**. The applicant should add additional, relevant bespoke milestones if/when needed

#### **Outputs block**

Add project outputs based on the GLA financial year. The financial year runs from 1st April to the following 31st March.

The applicant should add any additional bespoke outputs which are relevant to their project.

Make sure you have added all relevant outputs and by the financial year even if the block is marked as completed. Please make sure you consult the core outputs and benefits on page 41 of the prospectus.





### **Risks and Issues block**

When completing the risks and issues block, make sure to complete **BOTH** the **Project risk rating** and the **Manage project risks** sections.

You can leave the **Issues section blank** if there are currently no issues. This will become mandatory once the project is approved and is in project delivery phase.

We suggest between 3-5 risks depending on the nature of the project. Once a risk and its rating/impact have been created, we highly recommend you add a mitigation and owner under each risk.



### **Supporting documents block**

If you have difficulties uploading documents in this block because the files are too large, then please upload a word document containing WeTransfer links to the specific documents and the appraisal team will access the documents in this way.

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### **Submitting your completed application**

All blocks **must be completed** to submit your application. Please note that you **MUST CLICK SUBMIT** for the GLA to receive your application. You will only be able to do this when

each block is marked **SECTION COMPLETE** ✓

Please check with your GLA OPS admin (within your organisation) for confirmation that they have received a GLA email of receipt.

Please note – at this stage you do not need to consult the Change Management report.

### **FURTHER QUESTIONS**

If you have any further questions after reading this document and the prospectus, please email them to [skillscapital@london.gov.uk](mailto:skillscapital@london.gov.uk). Anonymised responses will be added to this document. **PLEASE NOTE – any questions must be sent to the skills inbox by no later than 5pm on Thursday 27 September to be guaranteed a response by Friday 28 Sept. Any questions sent after this time may not be picked up.**

We are not able to hold individual meetings or phone calls with potential applicants to avoid giving unfair advantage to any applicant.