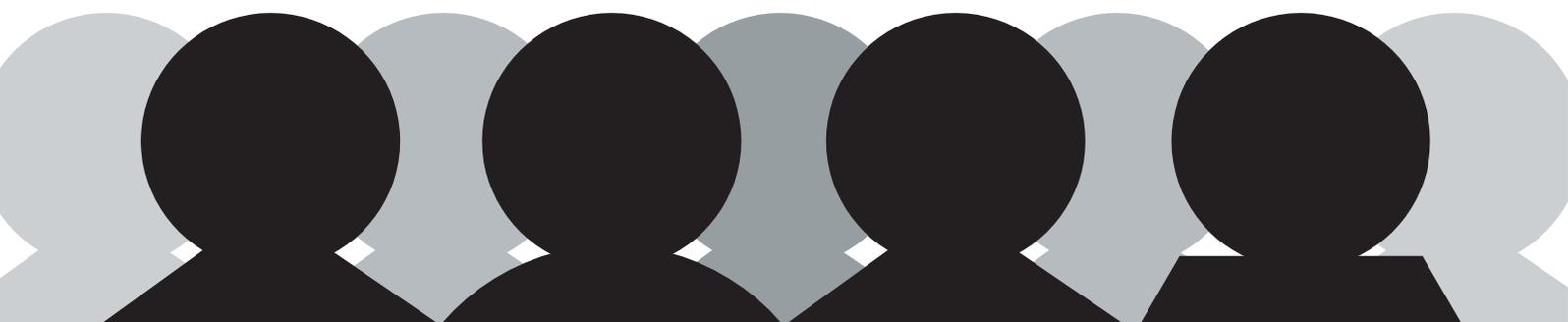


MAYOR OF LONDON



GLA ESF 2014-2020 CO-FINANCING PROGRAMME

QUESTIONS AND ANSWERS

**Creative Enterprise Zone: Tottenham Enterprise & Skills –
w/c 06 May2019**



European Union

European
Social Fund

This document is a 'live' document that will record all of the questions submitted during the open tendering period for the GLA's "Creative Enterprise Zone: Tottenham" ESF project, and the responses to the submitted questions.

Please read the questions and responses prior to submitting a new question. Responses will not be provided for questions that are repeated.

This document will be the only document published in relation to the "Creative Enterprise Zone: Tottenham" ESF project, and will be updated and published each Friday until the period for Q&A comes to an end on 8 May 2019. The Prospectus indicates a deadline for weekly submissions of questions as 16:00 hours on the Wednesday of each week, and questions submitted by the deadline will be responded to in this publication. However, where a question is submitted after the deadline but prior to publication the GLA will endeavour to include a response, rather than waiting a full week. To confirm the reasoning for this; (i) the publication will be available to all applicants at the same time, so no organisation will be disadvantaged, and (ii) the questions will be answered at the earliest possible publication date in order to assist all applicants and give them the maximum amount of time to consider responses. If further clarification is required that prevents the GLA from providing a response by the Friday following a Wednesday submission, the GLA reserves the right to publish an updated version of this document prior to the next publication deadline. The final date for the submission of questions is 8 May 2019.

Individual questions will not be responded to directly, but will appear in this published document so that all potential applicants receive a response at the same time to ensure that no advantage is given to any one bidder.

Questions will be printed in full, although the GLA reserves the right to amend wording to improve clarity if necessary, and to split questions which include more than one request into multiple questions. Questions will include a date on which they were submitted, but will be published in an anonymized format.

Where questions relate specifically to the "Creative Enterprise Zone: Tottenham" project, they will be published under that project heading.

Where questions are generic or can be considered as generic, they will be published under the "Generic Questions" heading.

The GLA reserves the right to publish questions that are asked about a specific project, but which can be considered as generic, under the "Generic Questions" heading.

You are strongly advised to read both the generic questions and answers and those for the project for which you are applying before you submit your application.

Generic questions and answers will be republished in the Q&A document for any future opportunities funded via the GLA ESF 2014-2020 programme, although the GLA reserves the right to make amendments to responses if circumstances change or additional information is made available.

Generic Questions

Generic questions 1 to 11 are replicated from those published during the recent GLA grant award Q&A periods.

**Q1. What is the minimum turnover for bidding as lead for the <project title> tender?
(18 November 2016)**

A1. *The GLA does not require a minimum turnover from organisations bidding as Lead Delivery Partners. The GLA's Due Diligence process will look at a variety of areas, as described in the Prospectus, and they will collectively be considered prior to GLA Finance making a recommendation of whether to support an application. The GLA Finance recommendation will be risk based and may include suggested mitigations if risks are considered high but manageable. The GLA Finance recommendation will be considered alongside additional information requested within the application, and a decision will be made at moderation. Organisations should take a sensible approach when considering whether to apply as a Lead Delivery Partner, and should consider whether they have the financial stability and knowledge to manage a project of any particular value and complexity in terms of partnership.*

**Q2. To aid greatly with preparing our responses could you possibly provide the approximate maximum character counts for each of the response boxes in Part C of the application form?
(24 November 2016)**

A2. *No character limit has been published because the response boxes in Part C of the application form have been set up to be size-restricted so that all applicants have the same space for their response in the required font (Arial 10 point).*

**Q3. We are interested in becoming involved in the delivery of your <project>, but we feel we might not be successful if we submit a bid as a Lead Partner and we are therefore considering joining a partnership. Can you provide any information about the organisations that you know are bidding to become Leads?
(25 November 2016)**

A3. *Unfortunately the GLA will not know who intends to submit a bid as a Lead Delivery Partner until the deadline. However, we have put up an option for people to join our Mailing List on our website, and this asks whether people would like to be put on a Partnership Database.*

If you would like to access our Mailing List, please fill your details in [here](#).

If you would like to view the Partnership Database, please download it [here](#).

**Q4. I have downloaded the Partnership Database from the ESF pages on the GLA website, but it is not clear whether an organisation wants to be a Lead Partner or a Sub-Partner. Can you let me know how I should find out?
(25 November 2016)**

A4. The early version of the Mailing List included a Yes/No option for this question, but it has now been updated. We have written to the organisations on the Partnership Database to let them know that they can update this information, and we will continue to republish an updated version of the Partnership Database on our website on a regular basis.

**Q5. As part of Due Diligence bidders are required to provide financial regulations unless legally unable. Our finance department are uncomfortable about this as it is an internal document and feel our audited Annual Report should provide sufficient assurance, are there any alternatives to that particular document and will not providing it mean we fail the Due Diligence?
(25 November 2016)
As a follow on to my Financial Regulations question, would our Procurement Policy suffice?
(29 November 2016)**

A5. In order to aid the Due Diligence process and obtain a clear understanding of an organisation's capacity, processes and risk regarding financial exposure, the GLA has requested a number of documents. The Prospectus allows a relaxation of the requested documentation provided there is a legal reason. In this instance we do not believe that there is a legal reason to withhold the documentation. Furthermore, it being an internal document gives us greater insight into the procedures and processes related to the financial areas of your business. Whilst we appreciate the offer to substitute the Financial Regulations documentation with your audited Annual Report and Procurement Policy, these documents will not provide the breadth of information that the Financial Regulations will provide. We therefore confirm that we require the documentation and that if you fail to supply it we reserve the right not to assess your application or consider it for an award of funding.

The GLA will review the Due Diligence process and documentation requirements, and may amend this as future Specifications are published.

**Q6. The Payment Trigger Calculator asks how much additional funding bidders could absorb to deliver additional outcomes at the same unit price – is there an upper limit for funding available?
(1 December 2016)**

A6. The question in the Payment Trigger Calculator is not related to current budget availability, but is intended to verify the value of project that an organisation could accommodate if additional budget did become available and the GLA wished to invest additional funding into this project.

- Q7. We are looking at the <project> application, and would like to know in more detail how the scoring mechanism works in practice. We have already referred to the information in the Application Form, as well as in the Prospectus on 'How GLA will score your application' but we would like clarity on how the scoring of each section of the application is going to work. So for example what is the maximum and lowest score for a question with say 6% weighting or 20% weighting? I also assume the scoring will work in the same manner for the <other GLA ESF projects>. I look forward to your feedback.
(8 December 2016)**
- A7. The final section of the application (usually Part F) will indicate the values that each question will be scored from, (usually 0 to 3), and the percentage weighting for each question. Therefore, if a question is worth 6%, and score of 3 would mean that the application answer has contributed 6% to the overall score, with a 2 achieving 4%, a 1 achieving 2%, and a 0 achieving 0%. The question weighting therefore indicates the overall importance of the question.*
- Q8. We are currently considering a bid, but would prefer to engage with the programme as a subcontractor. I am aware that there is an ESF Partnership Database, but am not sure how to access it. Could you confirm this please?
(1 February 2017)**
- A8. The link to access the Partnership Database is [here](#) and can be found in the response to Q3 above. The database is updated every week and the updated version is published on Friday of each week.*
- Q9. If we submit an application, can you confirm when we will find out if we are successful (or not)?
(3 February 2017)**
- A9. The Prospectus confirms that, whether successful or not, all applicants will be notified at the same time, (within one week of a decision being made by the GLA). A table which indicates provisional dates for various milestones is included at the end of the Specification.*
- Q10. In a previous answer you have indicated that there is no minimum turnover for organisations submitting a tender, but that the financial tests in the prospectus will be followed. Are you able to provide more detail about what the thresholds are for pass/fail on the measures indicated in the prospectus so that we can make an assessment about whether we will meet these requirements?
(15 February 2017)**

A10. *The GLA Due Diligence process looks at a number of indices in order to determine whether they feel that there is sufficient risk appetite for us to make an investment. As each area reviewed impacts on all others, there are no thresholds that are set as either pass or fail. A generally poor score throughout could result in a recommendation that we do not invest, as could a good score throughout but with one area reviewed scoring particularly poorly.*

**Q11. I'm writing with a query regarding the <Project Name> ESF Prospectus, we are considering submitting a bid as part of a <organisation status> consortium. As part of the due diligence process we have been requested to submit our Financial Regulations. This document is for internal use only and contains potentially sensitive information that could leave us open to the risk of fraud if we allow our risk management processes and controls to be shared externally. Please could you confirm if an abridged version of our Financial Regulations would be sufficient (removing sensitive information)?
(21 February 2017)**

A11. *Further to the response to Q5 (above), the GLA are prepared to accept a 'desensitised' version of an organisation's Financial Regulations, but applicants should ensure that the documentation provides sufficient information for the GLA to carry out their checks, and the GLA reserve the right to approach the applicant for additional information if it is required. However, the GLA would wish applicants to consider whether there is a need to submit a desensitised document, as the GLA would not share the document further and it would only be used internally for our review and checks.*

Questions relating specifically to the “Creative Enterprise Zone: Tottenham” project

Please note that questions 12 and 13 were asked and answered at “Creative Enterprise Zone: Tottenham” Market Warming Event on 22 March 2019

Q12. To meet the criteria do you have to be based in Tottenham?

A12. There is no requirement for the successful applicant to be based in Tottenham provided that they can demonstrate that they will address the geographical requirements outlined in the specification, i.e. that they can deliver to eligible employees working within a creative and cultural sector business located in the geographical area, or that they can work with eligible businesses located in the geographical area.

Q13. We are an ESFA approved training provider delivering Level 1 and Level 2 qualifications in Haringey. Do providers need to be ESFA approved?

A13. This project is co-funded by ESF and GLA, and ESFA are not involved in the management of the delivery or administration. GLA do not require their ESF Providers to be ESFA approved training providers

Q14. We are an ESFA approved academy based in Haringey and we wanted to find out if we fall into right catchment area to apply for the above project?

The GLA seems to think we are but we want some confirmation before we start working towards the bid.

A14. Please see the answer to question 12 regarding applicants not needing to be based in Tottenham (Haringey).

There are however geographical catchment areas for direct beneficiaries of the project (as stated in the eligibility section of the specification document) as below:

- Creative Worker Support (Participant Eligibility) – Participants do not need to be residents of Tottenham so long as the creative and cultural sector business they are working for is located within the geographical catchment zone.*
- Creative Career Pathways (Business Eligibility) – the SME or Micro-SME must be located in the geographical catchment zone.*

Q15. Is there a list of consortia who might be interested in partnering, and if so where might that information be sourced?

A15. Unfortunately, the GLA will not know who intends to submit a bid until the deadline. However, we have put up an option for people to join our Mailing List on our website, and this asks whether people would like to be put on a Partnership Database.

If you would like to access our Mailing List, please fill your details in [here](#).

If you would like to view the Partnership Database, please download it [here](#).

Q16. Would it prejudice our bid if we included music as a priority area of skill development under the “creative production” heading?

A16. All bids will be scored according to how well they meet the requirements of the specification. Please see part F of the Application Form for detail on how the GLA will score applications.

Q17. Is it possible to split the application and apply specifically for the Creative Career Pathways element, or should all elements be considered as one?

A17. The project objective is to deliver both the ‘Creative Workers’ Support’ and the ‘Creative Careers Pathways’ elements, therefore a successful bid will address both.