

A woman with dark hair in a bun, wearing a black fuzzy sweater and a necklace with a small rectangular pendant, is looking down at a workbench. A man with a shaved head, wearing a white lab coat over a red and white checkered shirt, is leaning over the workbench, pointing at something. They are in a workshop or factory setting with various tools and equipment visible in the background.

MAYOR OF LONDON

Mayor's Construction Academy

HUB STATUS AND FUNDING OPPORTUNITY
PROSPECTUS

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CONTENTS

1.0	The Mayor's Construction Academy - hub status and funding opportunity	3
1.1	The Mayor's Construction Academy (MCA)	3
1.2	How does the MCA hub opportunity fit with the wider MCA?	4
1.3	This opportunity - MCA hubs	5
2.0	Application process	8
2.1	Application process	8
2.2	Application clarification questions	8
2.3	MCA hub opportunity timetable	9
3.0	Delivery requirements	10
3.1	Partnership working	10
3.2	Deliverability	10
3.3	Planning and monitoring	13
4.0	How the GLA will select successful applicants	14
4.1	Due diligence of applicant organisations	14
4.2	Scoring applications	14
4.3	Quality assurance of application scoring	19
4.4	Feedback to unsuccessful applicants	19
4.5	Pre-grant clarification meetings	19
4.6	Final decision	20
5.0	Eligibility	21
5.1	Eligibility	21
6.0	Payments and reporting	23
6.1	Payment of grant	23
6.2	VAT	23
6.3	Reporting	23
6.4	Governance	23
6.5	Evaluation	24
	Appendix 1: Due diligence requirements	25
	Appendix 2: The Mayor's Construction Skills Advisory Group	26
	Appendix 3: Programme-level KPIs	27

1.0 The Mayor's Construction Academy - hub status and funding opportunity

1.1 The Mayor's Construction Academy (MCA)

In his manifesto the Mayor of London, Sadiq Khan, pledged to “establish a construction academy scheme with the housebuilding industry, to close the gap between our 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.

Under the Mayor's leadership, the new Mayor's Construction Academy (MCA) will:

- identify and accredit high-quality construction skills training provision in London;
- strengthen co-ordination between construction skills training providers and construction sector employers through the creation of revenue-funded MCA hubs across the capital, building on best practice where it exists; and
- provide capital funding for up-to-date training equipment and premises.

The MCA will thereby ensure more trained Londoners can access construction sector vacancies on the capital's house-building sites.

Refer to MCA Programme Overview¹ for further information on the wider MCA, including planned Skills for Londoners Capital Fund funding opportunities that will be made available in the future.

¹ https://www.london.gov.uk/sites/default/files/mayors_construction_academy_programme_23.03.18.pdf

1.2 How does the MCA hub opportunity fit with the wider MCA?

The MCA consists of a three-stage process in which Stage 1 acts as a qualifying gateway to Stages 2 and 3 (see Figure 1 below). 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 MCA hub 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. 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 Skills for Londoners Capital Fund eligibility criteria.

1.3 This opportunity - MCA hubs

This prospectus pertains to Stage 2 of the MCA and invites applications from various organisations wishing to lead an MCA hub. Successful MCA hubs will receive revenue funding to employ a full-time MCA hub co-ordinator from summer 2018 to spring 2021. Organisations that are eligible to lead an MCA hub include construction employers working in the homebuilding sector, developers, London boroughs and construction skills training providers. All applications should be made in conjunction with at least one construction skills training provider, either publicly or privately funded, who has been successful in securing the MCA quality mark (Stage 1 of the MCA, see MCA Programme Overview).

It is intended that revenue funding awarded via Stage 2 of the MCA will boost the volume of Londoners entering employment in the construction sector by focusing on collaboration between construction employers, construction skills training providers, developers, local authorities and other stakeholders to ensure training is employer-led and learners have relevant skills to fill the available and forecast construction sector vacancies. The focus of each MCA hub will be to increase the availability of skills relevant to the housebuilding sector although a hub may also choose to supplement its offer with support for wider construction skills.

GLA funding is available for coordinators at a number of new MCA hubs across London. Applicants should clearly define the scope of the proposed hub in their application. An MCA hub may operate across a single borough or a series of boroughs. It may also be set up on a specific housing development within London where vacancies exist currently or where a pipeline of future demand could be served. A hub may have a focus on one or more specific construction occupations which are relevant to the housebuilding sector and where a significant skills gap has been identified. A hub may also have a core focus on a theme, such as supporting more learners from diverse backgrounds to access homebuilding careers.

The hub lead's role will be to generate and facilitate effective communication flows between collaborating MCA hub partners including:

- ensuring construction employers' skills requirements are communicated to skills training providers and construction skills training availability is communicated to employers;
- enabling employer-led curriculum design enhancements and ensuring work placement/ apprenticeship/ employment opportunities are shared across the collaborating MCA hub partners; and
- providing job brokerage assistance between construction skills training providers and employers, including guidance on utilising the Apprenticeship Levy.

The full list of the desired programme outputs and outcomes is in Appendix 3.

It is anticipated that additional partners such as housing associations, federations, JobCentre Plus, third sector charities, higher education institutions, schools and unions will enhance the functioning of MCA hubs.

There is no limit to the number of construction skills providers or construction employers that can be part of an MCA hub; the more providers that are on board, the more training places, or types of training will be on offer; the more construction employers that are committed to working within a hub, the more job vacancies or work placements will be on offer. An MCA hub lead will need to provide a strong coordination function to optimise these opportunities.

A small and dedicated central MCA team at the GLA will be established to support the MCA by working with the hub leads to help develop their coordination function, monitor and review the awarding of the MCA quality mark, help to broker strategic links across all MCA quality-marked providers and construction employers, collate data and provide strategic oversight of construction skills training across London.

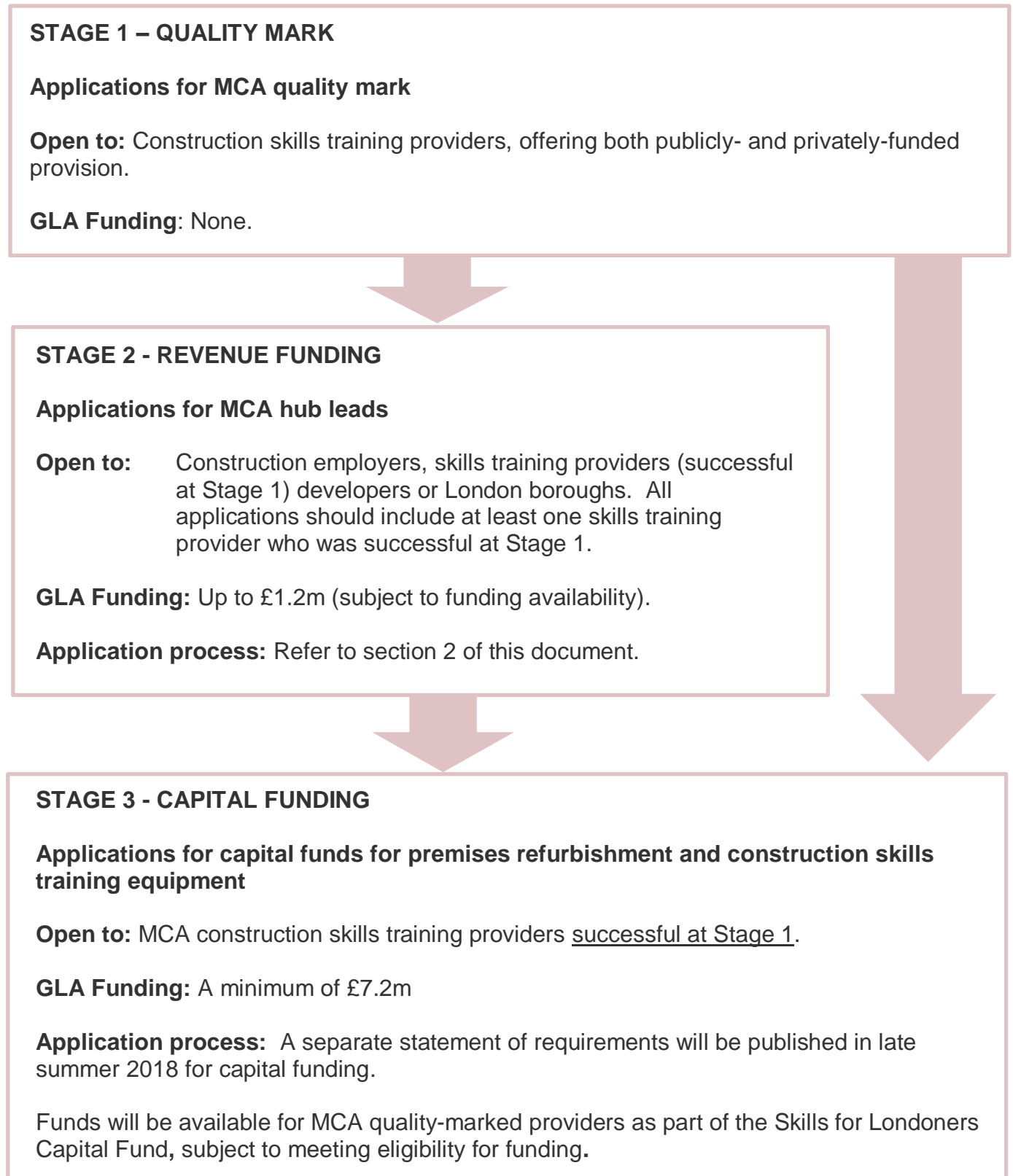
The GLA revenue funding being made available via this prospectus will support co-ordination by the MCA hub across its partner organisations. It is expected that GLA funding will support one full time co-ordinator position for each MCA hub and that revenue funding will be matched in cash or kind. This co-ordinator must be dedicated solely to delivering the outputs and outcomes required of the MCA hub.

Note: funding awarded via this opportunity is reserved for meeting the cost of the co-ordination function only. All construction training offered through the MCA hubs will be funded either by existing revenue streams from the Education and Skills Funding Agency, Apprenticeship Levy funds or other public and private sources that enable construction skills training, or by construction employers investing in training.

The total grant funding available for MCA hub coordinators across all of the hubs is up to £1.2m for the duration of the project (from 2018/19 to 2020/21).

Full details of the application process to become an MCA hub lead and access revenue funding for a hub coordinator are provided in Sections 2 and 3 of this statement of requirements.

Figure 1. MCA opportunities



2.0 Application process

2.1 Application process

The Greater London Authority (GLA) is inviting applications for revenue funding from organisations interested in leading a hub as part of the MCA.

GLA funding will be awarded via a competitive process, managed and administered by the GLA Skills and Employment Unit at City Hall.

Applications are to be made by submitting the following documentation to MCA@london.gov.uk:

- Application form
- Delivery and Costs template
- Delivery Plan and Risks template
- Due diligence documentation (detail provided in Appendix 2)
- Letters of support from hub network partners participating in the application

The closing date for applications is **1700 hrs on Friday 20 July 2018**.

The MCA hub application form can be found on the www.london.gov.uk website.

The GLA reserves the right to request references at its discretion.

2.2 Application clarification questions

Any questions from applicants must be submitted by email to **MCA@london.gov.uk** by **midday on Friday 13th July 2018**. Questions via other means will not be permitted.

Applicants should note that all questions will be anonymised and their answers will be posted on the GLA website on a weekly basis in order to allow all applicants to be aware of formal responses by the GLA.

2.3 MCA hub opportunity timetable

Table 1

Activity	Timeline
Prospectus launched inviting applications for MCA hub leads with associated revenue funding for MCA hub coordinators	6 June 2018
Deadline for applications to be an MCA hub lead	20 July 2018
Successful MCA hub leads announced	Late Summer/ Autumn 2018
Prospectus launched inviting applications for capital funding for quality-marked construction skills training providers	To align with main Skills for Londoners Capital Fund 2018
Deadline for capital applications	To align with main Skills for Londoners Capital Fund
Announcement of successful bids for capital	To align with main Skills for Londoners Capital Fund

3.0 Delivery requirements

3.1 Partnership working

Successful applicants to become an MCA hub lead will need to clearly demonstrate the strength of the commitment and partnership of the proposed organisations with whom they wish to work to deliver hub outcomes. Applications should clearly set out the roles and responsibilities of each of the MCA hub partners and what each partner will offer (e.g. training, job opportunities etc) to ensure successful delivery of MCA hub outputs and outcomes.

Evidence will be required of construction employers' willingness to engage with the MCA hub, and specifically the extent to which they are willing to:

- offer current and/or future employment, apprenticeships and work placement opportunities;
- support and help shape the quality of the skills training provision that is available within the hub;
- support careers interventions through the MCA hub.

Strong evidence of engagement by construction employers working in the housebuilding sector will be particularly welcomed.

Successful applications will be those which provide a clear rationale for the scope of the proposed hub. This may be a defined geographical area (site, boroughs or sub-region) with a clear training need, a defined suite of construction occupations or a defined hub theme such as providing training for diverse entrants.

3.2 Deliverability

3.2.1 Objectives of proposed hubs

Successful MCA hub lead applicants will be able to demonstrate how they intend to deliver against the wider aims and objectives of the MCA, which are to:

- improve the supply of skilled construction workers required by the homebuilding and wider construction sector and thereby create more opportunities for Londoners to benefit from the current and future work opportunities in the construction industry;

- scale up and extend what construction initiatives are already working well across the capital to train Londoners in the skills they need to enter into and progress in careers in the homebuilding and wider construction sector;
- intensify local engagement, particularly between construction employers and construction skills training providers; and
- support the development of construction training provision for precision manufactured housing and innovative methods of construction.

3.2.2 Delivery approach

Successful applicants to become an MCA hub lead will be able articulate how they will generate and facilitate effective communication flows between collaborating MCA hub partners in relation to the following:

- participating construction employers' skills requirements;
- construction skills training availability and curriculum design;
- work experience opportunities;
- apprenticeship opportunities; and
- other employment opportunities.

MCA hub leads will also be responsible for:

- signposting learners to appropriate construction training provision;
- facilitating job brokerage with construction employers;
- signposting to relevant construction careers information, advice and guidance;
- supporting construction skills training providers with access to industry CPD opportunities through the MCA hub partner network;
- promoting best practice among construction employers/ training providers;
- ensuring that construction training provision addresses employability skills;
- providing mentoring and pastoral support where appropriate.

To successfully deliver these objectives, it is expected that MCA hubs will develop links and engage with:

- schools;
- sixth form colleges
- higher education institutions;
- careers advice and guidance services;
- construction industry representative bodies; and
- skills sector bodies/ associations.

3.2.3 Key performance indicators

Successful MCA hub leads will be expected to demonstrate that the hub offer is meeting homebuilding and wider construction sector skills needs by delivering against the key performance indicators as follows:

The number of:

- construction employers engaged by the hub;
- learners completing construction skills courses;
- learners progressing into construction employment or a construction apprenticeship;
- learners in six months' sustained construction employment;
- learners undertaking construction work placements; and
- learners undertaking information, advice and guidance interventions.

It is expected that all successful MCA hubs will support underrepresented groups to enter into and progress in careers in the construction sector. Organisations applying to be an MCA hub lead should provide an indication of anticipated learner numbers from underrepresented groups in their application which is in line with their proposed hub scope. As a guide,

- female learners should form a minimum of 30% of each indicator;
- BAME learners should form 32% of each indicator.

Final KPIs for underrepresented groups will be agreed at the pre-grant clarification meeting subject to the scope of the MCA hub. For more on KPIs, please see Appendix 3.

There are currently several hub models already operating in London, where the co-ordination principles proposed for the MCA are already well established. If existing hub models should apply to be an MCA hub, their applications must clearly demonstrate the added value of their participation in the MCA by outlining how this will extend their reach and increase the relevancy and volume of current training provision on offer as well as the number of construction employers they will work with, which have vacancies to fill.

3.2.4 Hub governance, monitoring and reporting

Hub leads will be responsible for:

- establishing a clear governance structure;
- managing delivery of the funded project;
- providing monitoring updates to the GLA on performance against agreed KPIs;
- supporting bids for Skills for Londoners Capital Fund grants from any MCA quality-marked providers among hub partners;
- supporting the GLA to raise awareness and understanding of the MCA quality mark;

- addressing underrepresentation of particular workforce groups (including women, BAME, disabled and older workers).

The central MCA team at the GLA will provide strategic oversight of construction skills training provision across London and monitor MCA delivery. The key functions of GLA support will be:

- acting as commissioner/ funder;
- being a central point of contact for the MCA hubs to feed into;
- managing relationships with MCA hubs and arranging quarterly meetings with them;
- reporting back to the Mayor's Construction Skills Advisory Group (see Appendix 2);
- reviewing the MCA quality-mark status of providers annually;
- sharing data and commissioning research to help support MCA delivery;
- showcasing the impact of the MCA and its hubs.

3.3 Planning and monitoring

3.3.1 Project plan

Organisations applying to become an MCA hub lead are required to submit a realistic project plan which details the key milestones for delivery of outputs and outcomes through the MCA hub. Applicants should provide a profile for the forecast delivery of MCA hub KPIs.

3.3.2 Risk register

Applicants are required to demonstrate that they understand the risks inherent in acting as a hub lead and in employing a hub coordinator. Applications should provide evidence of mitigating actions to reduce foreseen risks and maintain delivery.

3.3.3 Three-year financial plan

Whilst there is no conditional match requirement for the revenue funding for hub coordinators, applicants should set out how partners will support the hub by offering match funding either in kind or in cash.

It is expected that hubs will become self-financing over time and so applicants will be required to demonstrate how this will be achieved when completing their application. Applications for MCA hubs that clearly demonstrate how activity will continue post the GLA investment will score favourably.

4.0 How the GLA will select successful applicants

4.1 Due diligence of applicant organisations

The GLA will carry out financial due diligence checks prior to offering funding to an MCA hub lead in order to ensure that any risk to either the success of the programme and project objectives, or to the funding itself, has been considered and that any risk is deemed acceptable.

The GLA reserves the right to award grant funding in line with the objectives of the programme (with the financial risk considered and deemed acceptable).

The organisation applying to be the MCA hub lead will be deemed to be accountable for all hub activity. Applicants to be an MCA hub lead should therefore conduct appropriate financial due diligence checks on proposed hub partners.

For further information on the documentation required in order for the GLA to undertake the due diligence check refer to Appendix 2.

4.2 Scoring applications

Eligible applications that are received by the deadline set out in Table 1 of this document will be evaluated independently by a minimum of two assessors. Applicants should ensure that all relevant information and attachments are included with the MCA hub application.

Assessors will consider how well the application and evidence submitted address the delivery criteria as set out in this Prospectus, allocating a score between 0 and 5 as defined in Table 2 below.

Some criteria are essential and will result in either pass or fail (rather than being scored) as indicated on the application form. If any of the individual essential criteria are judged as 'fail' the application as a whole will fail the eligibility to become an MCA hub lead.

Table 2

0	Proposal does not 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
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 - some additional work required
4	Good response - the proposal meets the evaluation criteria
5	Excellent response - proposal meets evaluation criteria to a very high standard

An aggregate of all scores will be agreed by all assessors following completion of their independent scoring, noting that responses to the questions carry a weighted score as detailed on the application form.

Applicants must provide as much information as possible relating to the eligibility criteria, while observing the word limit for each answer. Additional documentation and evidence must be clearly referenced (using the criteria numbers in Table 3 below) in the answers inserted into the completed application form and is not included within any stated word limits on the application form.

Applications will be scored against the criteria specified in Table 3 below and applicant organisations must meet these criteria to be considered as an MCA hub lead:

Table 3

1. Hub scope & partnership working (30%)	
Geographical coverage	<ul style="list-style-type: none"> • Define the MCA hub area including the borough(s) covered • Rationale for the area identified • Rationale for and construction skills opportunities relating to the area identified
Occupational scope	<ul style="list-style-type: none"> • Construction occupations to be covered by the hub • Rationale for the occupations identified
Objectives	<p>Explain:</p> <ul style="list-style-type: none"> • How the MCA hub would support the homebuilding sector • How the MCA hub would support the development of skills relating to innovative construction techniques • Any other objectives which the hub would aim to achieve
Provider information	<ul style="list-style-type: none"> • Name of provider(s) who would deliver construction skills training on behalf of the hub • Provide details of their MCA training offer
Employer information	<p>Letters of support from a minimum of 5 construction employers associated with the housebuilding sector (including a mixture of larger and smaller employers) committing to provide work placements, apprenticeships and employment opportunities for hub participants</p> <p>Describe how the hub plans to engage with SMEs</p>

Stakeholder information	Letters of support from planned MCA hub partners detailing how they can support delivery of hub outcomes and outputs
2. Planning and monitoring (15%)	
Governance	<ul style="list-style-type: none"> • Submission of governance chart for coordination of MCA hub and delivery of KPIs • Submission of structure chart detailing who will be delivering the construction skills training provision e.g. teachers • Summary of key individuals and their roles in delivering the MCA hub and delivery of KPIs
Project plan	Submission of project plan for the development of MCA hub and delivery of KPIs
Risk register	Submission of completed risk register template and mitigating actions for delivery of MCA hub and associated KPIs
Financial forecast	Submission of completed financial plan template for delivery of MCA hub and associated KPIs for the duration of the programme.
Communications plan	<p>Submission of:</p> <ul style="list-style-type: none"> • an internal communications plan between hub partners • an external communications plan explaining how the hub would source learners • an explanation as to how the hub would seek to address industry stereotypes and promote a more diverse construction workforce. Please provide any relevant examples.

Administration	Confirmation that the proposed hub recognises its responsibility to update the GLA with details of learners and outcomes achieved in line with GLA requirements.
3. Delivery approach (30%)	
Curriculum design	<p>Demonstrate how the MCA hub will ensure its delivery offer aligns with short and medium/ long term industry needs</p> <p>Please provide examples of good practice which the hub would build on to develop its offer</p>
Safeguarding	Describe and provide evidence of the hub's approach to safeguarding policy
Training delivery	<p>Describe the planned delivery approach and provide:</p> <ul style="list-style-type: none"> • details of what qualifications each provider will be delivering
Industry engagement	Provide a proposed programme of industry engagement activities to enhance the training offer
KPIs	<p>Provide details of the proposed number of outputs/ KPIs to be achieved with MCA hub support including diversity targets (referring to outputs/outcomes detailed in Appendix 3)</p> <p>Explain how these will improve upon any existing baseline</p>
Tutor CPD (Continuing Professional Development)	Describe how the hub will support industry CPD
Match funding	Confirmation and a description of additional cash or in-kind match funding identified by hub partners
4. Quality assurance (20%)	
Quality management	Describe and provide evidence of your quality management framework or approach, including evidence that appropriately qualified and competent

	staff will be in post to carry out quality monitoring.
Quality monitoring	Describe and provide evidence of how the hub will implement any actions within the timescales identified through quality monitoring by the GLA.
Good practice and lessons learned	Explain how the hub will share good practice and lessons learned with other successful MCA hubs including examples of how this would be achieved
5. Sustainability strategy (5%)	
Sustainability strategy	Provide details of the hub's sustainability strategy post GLA funding

4.3 Quality assurance of application scoring

If scores issued by independent assessors differ significantly for the same area of an application, the assessors will come together to discuss and review the reasons for the scores that they have applied, and agree upon the appropriate moderated score for that section.

If an aggregate score cannot be agreed between assessors following their independent review and subsequent discussion regarding aggregation, they will call upon an additional assessor not involved in the marking to that point, who will be engaged as a third-party reviewer.

4.4 Feedback to unsuccessful applicants

Feedback on unsuccessful applications will be made available upon request.

4.5 Pre-grant clarification meetings

Following any in-principle offer of funding by the GLA to an applicant, the GLA will require that successful applicants attend a pre-grant clarification meeting. This meeting will confirm:

- the expectations and evidence requirements of the GLA;
- the final volumes and unit rates of outputs and outcomes; and
- that the proposed profile of delivery is appropriate.

This meeting will also be used to clarify any queries necessary to enable the grant agreement to be prepared and will give applicants the opportunity to ask any questions they may have pertaining to the delivery period.

Please note that decisions to award GLA revenue funding (if any) are subject to a formal decision-making process. You must not place any reliance whatsoever on the support of the GLA until formally notified in writing and until your authorised signatories have executed and returned a grant agreement. This will be provided to the successful lead applicant by the GLA should your application prove successful and following any pre-grant clarification meeting.

Accordingly, any expenditure that you incur and/or to which you commit prior to formal notification and execution and return of the funding agreement is incurred and/or committed entirely at your own risk. This includes any expenditure which applicants have incurred or committed to in relation to the preparation of the application.

4.6 Final decision

Following the evaluation process, preferred applications will be presented to the Mayor's Construction Skills Advisory Group for consideration, ahead of final approval by the Mayor.

5.0 Eligibility

5.1 Eligibility

Bodies and institutions eligible to apply for status as an MCA hub lead include:

- construction employers;
- housing developers;
- private providers and third sector providers of further education;
- local authorities;
- general further education colleges;
- Institutes for Adult Learning;
- National Skills Academies (NSAs);
- group training associations (GTAs);
- offender learning and skills providers; and
- higher education institutions.

Training providers wishing to apply to become an MCA hub lead must have achieved the MCA quality mark in Stage 1 and be on the Register of Training Organisations and/ or Register of Apprenticeship Training Providers. It is a requirement of the MCA that all hub applications must include at least one MCA quality-marked construction skills training provider with their network of partners.

The construction skills training could be delivered by the MCA hub lead and/or be delivered by another training provider(s) with whom the lead organisation has agreed to partner. Construction skills training providers who do not currently hold the MCA quality mark are also eligible to be a partner in an MCA hub application but not to lead the application. Where this is the case, there is an expectation that providers will work towards achieving quality mark status.

Any named partner organisation delivering skills training must be able to demonstrate:

- a track record of delivering construction skills training;
- strong partnerships with construction employers.

Any provider currently holding an Ofsted rating of Good (2) which is subsequently downgraded as a result of an inspection taking place throughout the tenure of the scheme would be subject to a review of:

- their status as an MCA lead/ hub partner;
- the MCA hub delivery model.

As a result of this review the provider may be deemed ineligible to remain a hub lead/ partner.

6.0 Payments and reporting

6.1 Payment of grant

Payment for the MCA hub co-ordinator role will be made by the GLA quarterly in arrears, on receipt of a satisfactory progress report setting out details of partnership working arrangements and hub achievements against agreed milestones and KPIs.

Payment breakdown will be as follows: 10% of overall costs up-front; 60% on quarterly delivery fee (to be profiled); 30% on completion of KPIs (see programme-wide targets at Appendix 3). Any advance payment will be recovered from future payments.

6.2 VAT

The provision of any GLA funding will amount to a conditional gift and is therefore not subject to VAT. If, however, at any time it is held by HMRC to be subject to VAT, then such funding will be deemed to have included any and all applicable VAT.

Funding recipients should therefore, seek to recover all VAT payable on expenditure incurred using GLA funding whenever possible, and only non-recoverable VAT should be included in costings within applications. Applicants should verify their particular circumstances with their local Customs and Excise Office if they are unsure of their VAT status and the implications on their project activities. The GLA cannot provide advice on the VAT status of individual delivery organisations.

6.3 Reporting

Successful MCA hub leads who are in receipt of GLA funding will be expected to submit a quarterly progress report. The exact format of the report will be agreed during the pre-grant clarification negotiations.

6.4 Governance

MCA hub leads will be required to report to the Mayor's Construction Skills Advisory Group on a quarterly basis, to update the group on the hub's performance against the KPIs and delivery progress.

Each hub lead's eligibility for the MCA status will be reviewed on an annual basis. Those hubs that are found to not be performing against the agreed indicators will have their MCA

hub status revoked and access to GLA revenue funding under the MCA hub agreement will be terminated.

Skills providers working within a hub must have achieved the MCA quality mark in Stage 1. Any provider losing an Ofsted rating of Good (2) as a result of an inspection taking place throughout the tenure of the scheme would be ineligible to remain part of a hub.

6.5 Evaluation

Successful MCA hub leads who are in receipt of GLA revenue funding will be expected to complete a self-evaluation at the mid-point of their delivery profile. This will be agreed at the pre-grant clarification meeting. The format of the self-evaluation will be reflected in the grant agreement governing any GLA funding awarded.

MCA hub leads will be expected to participate in a programme-wide evaluation that will be commissioned by the GLA towards the end of the programme delivery period.

Appendix 1: Due diligence requirements

The GLA will carry out financial due diligence checks prior to any offer of funding to an MCA hub lead in order to ensure that any risk to either the success of the programme and project objectives, or to the funding itself, has been considered and any risk is deemed acceptable. The outcome of the due diligence checks will be provided to the assessors to take into consideration alongside the technical aspects of the funding application, when determining the award of funding.

In order to facilitate the due diligence process, as per section A of the application form, applicants must provide the following documentation with their application:

- a signed copy of your organisation's most recent audited accounts;
- a statement of your organisation's current turnover, profit and loss and cash flow position for the most recent full year of trading/operations (signed as correct by your Chief Financial Officer) where this information is not available in audited form;
- a statement of your organisation's cash flow forecast for the current year;
- a statement of your organisation's budget for the current year;
- copies of the organisation's public liability and employer's liability insurance policies; and
- a copy of your organisation's financial regulations.

The organisation applying for status as an MCA hub lead will be deemed to be accountable for all hub activity. Applicants to be an MCA hub should therefore conduct appropriate financial due diligence checks on hub partners.

Appendix 2: The Mayor's Construction Skills Advisory Group

The Mayor's Construction Skills Advisory Group was set up by the GLA in October 2017 will oversee the MCA. Drawing on members from both the Skills for Londoners Stakeholder Advisory Group and the Mayor's Homes for Londoners Construction Skills Sub-group, the group includes major clients, developers, construction employers, housing associations, training providers, federations and other industry stakeholders and is supported by GLA officers from the Skills and Employment Unit and Housing & Land Team.

Appendix 3: Programme-level KPIs

Final KPI volumes will be determined in response to applicant proposals

Programme-wide indicators	2018/19	2019/20	2020/21
Employers engaged across all hubs;			
Learners progressing into employment or an apprenticeship;			
Learners in 6 months' sustained employment;			
Learners undertaking work placements;			
Learners undertaking IAG interventions;			
Female, as a percentage of each indicator (target % = double the current representation in the construction workforce in London*)	30%	30%	30%
BAME, as a percentage of each indicator (target % = double the current representation in the construction workforce in London*)	32%	32%	32%

* Representation in construction workforce in London region, female 15%, and BAME 16.6%. Source APS Nomis Oct 16 - Sep 17

Other formats and languages

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