

MAYOR OF LONDON

The Mayor's European Social Fund (ESF) 2019-23 Programme

Volume 2 – Specification for the Mayor's European Social
Fund (ESF) 2019-23 Programme



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1. Introduction

1.1 The European Social Fund in London

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

In London, the ESF is administered by the European Programmes Management Unit (EPMU) within the GLA. EPMU acts as an Intermediate Body (IB) on behalf of the Department for Work and Pensions (DWP) who are the national Managing Authority (MA) for ESF. ESF forms part of the ESIF for 2014-20, which aim to improve employment opportunities across the European Union (EU), raise living standards and assist people to improve their skills and job prospects.

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

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

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

1.2 The Mayor's ESF 2019-23 Programme

The GLA will become responsible for the Adult Education Budget (AEB) for London residents from 1st August 2019. The majority of the AEB will be awarded to designated institutions, as defined in the Further and Higher Education Act 1992 section 28, which are eligible to receive a grant. However, around 10 per cent of the AEB funding is being competitively procured and the expenditure on delivery of these contracts will be used by the GLA as match funding to draw down some of London's remaining European Social Fund (ESF) allocation. The AEB Procured Provision is the subject of a separate procurement process (further information on the [AEB Procured Provision procurement](https://procontract.due-north.com/Advert?advertId=098098c2-e8b4-e811-80ed-005056b64545) is available on the ProContract e-tendering website <https://procontract.due-north.com/Advert?advertId=098098c2-e8b4-e811-80ed-005056b64545>).

Through this procurement exercise the GLA is seeking to award contracts for the delivery of employment and training services in accordance with the Specifications published in this Invitation to Tender (ITT) for the Mayor's European Social Fund (ESF) 2019-2023 Programme (referred to from this point as the "*Mayor's ESF 2019-23 Programme*").

Contracts for delivery of the Mayor's ESF 2019-23 Programme services will last for four years (1 August 2019 to 31 July 2023), resulting in a total expected procured Mayor's ESF 2019-23 Programme of approximately £71m (including management and administration). The services which successful Bidders will be contracted to deliver are referred to in this Specification and in the Specifications for the Lots and Sub Lots in this procurement as "*Projects*".

The money that the GLA allocates to a Bidder that is awarded a contract to deliver the Mayor's ESF 2019-23 Programme services is referred to from this point as "*ESF Contract Funding*". A Bidder that has been awarded a contract to deliver the Mayor's ESF 2019-23 Programme services is referred to as an "*ESF Provider*".

This Specification should be read in conjunction with the *Mayor's ESF 2019-23 Programme Delivery Handbook* and *Mayor's ESF 2019-23 Programme Eligibility & Evidence Handbook*. These documents are published as *Volume 7* and *Volume 8* of these procurement documents and are referred to from this point as the "*Delivery Handbook*" and the "*Evidence Handbook*" respectively). The *Delivery Handbook* and *Evidence Handbook* set out the arrangements for governance, management and delivery of contracts for services awarded through this Mayor's ESF 2019-23 Programme procurement, including requirements relating to eligibility and evidence. If your Bid is successful, the *Delivery Handbook* and *Evidence Handbook*, which may be amended from time to time, will form part of your Contract Terms and Conditions covering the delivery of the Mayor's ESF 2019-23 Programme services ("*Volume 5: Mayor's ESF 2019-23 Programme Contract Terms and Conditions*", referred to from this point as the "*Contract*"). Bidders should note that the Contract is a final draft and the GLA may need to make minor amendments to some clauses prior to the Contract award stage.

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

2. What we are Buying

2.1 Scope

The Mayor's ESF 2019-23 Programme will comprise a mixture of youth and adult skills and employment Projects with an allocation of up to £71m (including management and administration). All delivery of services must comply with the ESF requirements.

The ESF Priority Axes are:

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

The ESF Contract Funding which is awarded as a result of this procurement exercise can only be used to support eligible participants and deliver provision as set out in this Specification and the relevant Lot and Sub-Lot Specifications.

2.2 Lots

The GLA will award a Contract for each of the Sub-Lots below (or the Lots below where there are no Sub-Lots):

- **Lot 1: Sector Skills:** support for adults and young people to gain relevant skills and find work in the construction, health, early years, science, technology, engineering and mathematics (STEM), creative industries or other sectors (see *Volume 2, Annex 1* in the Tender Documentation)
 - Sub-Lot 1a) Health and Social Care Sector
 - Sub-Lot 1b) Infrastructure and Construction Sector
 - Sub-Lot 1c) Early Years Sector

- Sub-Lot 1d) Creative Sector
 - Sub-Lot 1e) Science, Technology, English and Maths (STEM) Sector
 - Sub-Lot 1f) 'Other' Sector
- **Lot 2: Parental Employment:** support for parents to access childcare, find work and progress in work (see *Volume 2, Annex 2* in the Tender Documentation)
 - Sub-Lot 2a) Supporting Parents into Work
 - Sub-Lot 2b) Parents in Work Progression
- **Lot 3: Higher Level Skills:** support with higher level qualifications and occupations for adults in low paid work (see *Volume 2, Annex 3* in the Tender Documentation)
 - Sub-Lot 3a) Local London and South London Partnership sub-regions
 - Sub-Lot 3b) Central London Forward and West London Alliance sub-regions
- **Lot 4: English as a Second or Other Language (ESOL) - Practitioners:** training and upskilling for ESOL practitioners in community settings (see *Volume 2, Annex 4* in the Tender Documentation)
- **Lot 5: English and Maths:** improving participation and achievement for adults (see *Volume 2, Annex 5* in the Tender Documentation)
- **Lot 6: English as a Second or Other Language (ESOL) - Support:** improving low-level literacy and digital skills (see *Volume 2, Annex 6* in the Tender Documentation)
- **Lot 7: Continuing Participation:** support for young people at risk of becoming NEET (see *Volume 2, Annex 7* in the Tender Documentation)
 - Sub-Lot 7a) Central London Forward sub-region
 - Sub-Lot 7b) Local London sub region
 - Sub-Lot 7c) South London Partnership sub-region
 - Sub-Lot 7d) West London Alliance sub-region
- **Lot 8: Gangs Prevention:** support for young people vulnerable to involvement in gangs and serious youth violence (see *Volume 2, Annex 8* in the Tender Documentation)

- **Lot 9: SEND NEET:** support for young people with special educational needs and disabilities (SEND) who are not in employment, education or training (NEET) (see *Volume 2, Annex 9* in the Tender Documentation)
 - Sub-lot 9a) Young People with Learning Difficulties
 - Sub-lot 9b) Young People with Physical Disabilities or Long-Term Health Needs
 - Sub-lot 9c) Young People with Social, Emotional and Mental Health (SEMH) Needs
- **Lot 10: Targeted NEET:** support for young people who have specific complex needs or characteristics and are not in employment, education or training (see *Volume 2, Annex 10* in the Tender Documentation)
 - Sub-Lot 10a) Central London Forward sub-region
 - Sub-Lot 10b) Local London sub-region
 - Sub-Lot 10c) South London Partnership sub region
 - Sub-Lot 10d) West London Alliance sub-region
- **Lot 11: Careers Clusters:** improving the provision of careers education, information, advice and guidance (CEIAG) (Phase 2) (see *Volume 2, Annex 11* in the Tender Documentation).

Each Lot and Sub-Lot has different eligibility criteria for “*Participants*” (individuals who are direct beneficiaries of the Project) and “*Employer Beneficiaries*” (organisations, such as businesses or social enterprises, which are direct beneficiaries of the Project) as well as for associated “*Outputs*”, “*Results*” and “*Primary Results*”.

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

The Lot and Sub-Lot Specifications set out the relevant geographical area of delivery. Most of the Specifications require services to be delivered across multiple London boroughs, with some requiring delivery at the level of the Sub-Regional Partnerships described in Section 2.6 of this Specification.

It is anticipated that a further Specification funded through the Mayor's ESF 2019-23 Programme, for delivery of services to support Homeless people and Ex-Offenders with complex needs, will be published in Spring 2019.

2.3 Contract values

Except where specifically mentioned in the Lot or Sub-Lot Specification each Contract will be awarded for a maximum of four years. Contracts awarded through this procurement are expected to commence from 1 August 2019. The GLA recognises that ESF Providers will normally need time after the Contract commences to finalise Project delivery arrangements and Bidders are asked to state in their Bids the date when they expect to begin delivering services directly to their first Participants and/or Employer Beneficiaries.

Except where specifically mentioned in the Lot or Sub-Lot Specification, all service delivery, including delivery of claimable Outputs and Results must be completed by 30 June 2023 at the latest and must be reported to the GLA, with a final claim for payment, on or before 31 July 2023.

The period from the date that a Contract commences to the date that the final claim for the Project must be submitted to the GLA is referred to in this Specification as the "*Project Delivery Period*". The GLA will not make any payments for service delivery or other Project activities, Outputs and Results which occur, or are reported, outside of the Project Delivery Period. The Project Delivery Period ends on 31 July 2023 for most Lots, but in some cases, where this is set out in the Lot or Sub-Lot Specification, the Project Delivery Period ends earlier.

The maximum value of the ESF Contract Funding for the Project Delivery Period (the "*Lifetime Contract Value*") is set out in the Specification for each Lot or, where relevant, Sub-Lot. The Lot and/or Sub-Lot Specifications stipulate the maximum available Lifetime Contract Value for each Lot or Sub-Lot and a minimum number of Primary Results to be delivered by an ESF Provider. Each Lot or Sub-Lot has its own Primary Result as detailed in the Lot and Sub-Lot Specifications.

In *Volume 4: Invitation to Tender Questionnaire* each Lot and Sub-Lot ITT Questionnaire has an associated "*Payment Trigger Calculator*" (PTC). In the PTC Bidders are asked to indicate how much ESF Contract Funding they require to deliver their proposed Project (which sum must be within the maximum available Lifetime Contract Value for the Lot or Sub-Lot), how many Participants or Employer Beneficiaries they expect to recruit and how many of these they expect to be successful at each stage of the Project (i.e. how many Outputs and Results will be delivered). Based on these numbers the PTC automatically calculates the "*Unit Rates*" payable for each Output and Result. Because each Bidder may have a different expectation of the number of Participants or Employer Beneficiaries that they will recruit and that will succeed at each stage of delivery, the Unit Rates will be different for each Bidder.

Subject to consideration and approval by the GLA and budget becoming available, additional ESF Contract Funding may be awarded during the Project Delivery Period to ESF Providers that evidence good performance against their contracted delivery targets and meet the criteria for an increase in ESF Contract Funding as set out in the Delivery Handbook. More than one increase may be awarded during the Project Delivery Period, but the maximum additional ESF Contract Funding that an ESF Provider can be awarded over the lifetime of their Contract will be 30 per cent of their original Lifetime Contract Value. Any decision to award an increase, and the value of that increase, is at the discretion of the GLA in accordance with the Delivery Handbook.

The selection and financial health criteria set out in Part 2 Section 3, Part 3 Section 4 of the SSQ and “*Annex 24 – Financial Health and Requirements Guidance*” that will have been considered during this procurement exercise will be repeated prior to any award of an increase in contract value during the Project Delivery Period in order to confirm that the ESF Provider still meets these criteria, as originally tested during this procurement exercise, when the revised Lifetime Contract Value is taken into account. ESF Providers receiving a financial health rating of “Inadequate” when re-tested, or which fail to meet other aspects of the due diligence criteria, may not be offered an increase in their Lifetime Contract Value.

Payments are made against actuals delivered and therefore underperformance against contracted targets will lead to a reduction in an ESF Provider's Lifetime Contract Value. In addition, the GLA will review performance at intervals during the Project Delivery Period and may reduce the Lifetime Contract Value based on performance as set out in the Delivery Handbook.

2.4 Target Groups, Eligibility, and Results

The target groups to be supported and the Outputs, Results and Primary Results to be achieved through the delivery of the services to be procured are specified in the Lot and Sub-Lot Specifications (See *Annexes 1 to 11*). Outputs and Results delivered through the Mayor's ESF 2019-23 Programme will contribute to London and national ESF Results targets.

Further definitions and detailed information regarding eligibility criteria and evidence requirements to support reporting and claims are provided in the Evidence Handbook, which should be read alongside the supplementary ESF eligibility criteria and definitions which can be found in the documents available on the UK Government's [England 2014-20 European Structural and Investment Funds web pages](#) as mentioned in section 1.2 above. ESF requirements and guidance are subject to revision and amendment by the Managing Authority from time to time and it is the responsibility of ESF Providers to ensure that they are aware of and complying with the latest version.

As set out in the Delivery Handbook, the Outputs and Results to be delivered through the Mayor's ESF 2019-23 Programme and the requirements in the GLA's Delivery Handbook, Evidence Handbook, or the Contract are designed to meet GLA requirements and policy objectives, so they may on occasions differ from the requirements in the national ESF guidance.

When preparing their Bids and considering the number of Participants and/or Employer Beneficiaries they propose support from the relevant target groups, the proportion of these Participant and Employer Beneficiaries from groups that are disadvantaged in the labour market and the number of Outputs and Results (including Primary Results) that they are offering to deliver, Bidders should take notice of the eligibility and evidence requirements needed to support their claims for ESF Contract Funding payments.

All organisations delivering ESF-funded activity in London, including the Contracts awarded through this procurement, are required to target specific proportions of individuals from groups that are disadvantaged in the labour market, where they are eligible and the provision is appropriate to their needs. The relevant target groups are: females, disabled people (see ESF output CO16 in the [Output and Result Indicator Definitions Guidance for the European Social Fund](#)), people from Black, Asian and Minority Ethnic (BAME) communities (see ESF output O5), people who live in single adult households with dependent children (see ESF output CO14) and people without basic skills (see ESF output O6). The recommended proportion of Participants and/or Employer Beneficiaries from each disadvantaged group is specified in the relevant Lot and/or Sub-Lot.

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

2.5 Mayoral priorities

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

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

Certain groups in London are disproportionately unequal in their levels of skills and qualifications. This is evident between different population groups, and also between different areas in London. The proportion of adults in London with a degree level qualification is higher amongst those from White and Asian/Asian British backgrounds and for those without disabilities. In terms of geography, the proportion of adults with degree level qualifications is higher in Central and West London than in other areas. Adults in East London are more likely to have no qualifications.

2.6 Sub-Regional Partnership's priorities

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

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

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

Figure 1: Map of the Sub-Regional Partnership areas¹



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.

¹ Source: London Councils

Local London:

- Supporting in-work low-paid residents with no or low skills/qualifications to enable them to up-skill, secure new qualifications and progress into higher paid work
- 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 those who are NEET) who struggle to find employment
- Supporting residents whose first language is not English and for whom this is a barrier to obtaining employment and/or accessing education and learning opportunities
- Supporting young and older residents with SEND
- Supporting the following high priority sectors to meet their skills needs: construction, digital and technical, health and social care and cultural and creative.

South London Partnership:

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

West London Alliance (WLA):

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

- Meeting skills needs in sectors anticipated to experience high growth over the next five years in west London:
 - wholesale and retail,
 - transportation, logistics and storage,
 - administrative and support services,
 - human health and social work activities,
 - professional, scientific and technical activities, construction and engineering modern working practices and new construction techniques,
 - construction and engineering modern working practices and new construction techniques.

2.7 Range of provision

Bidders will need to set out in their response to the ITT how they will achieve the desired outcomes of their chosen Lot(s) and Sub-Lot(s) through the delivery of Projects that meet the requirements of the relevant Lot and Sub-Lot Specifications and Evidence Handbook

3. Service Requirements

As described above, the services that are required to be delivered by eligible organisations that bid in response to this ITT and are awarded a Contract to deliver services in accordance with this Specification for the Mayor's ESF 2019-23 Programme are known as "Projects".

The overall objectives of the Mayor's ESF 2019-23 Programme are to engage London residents and provide education, training and other support to equip them with the skills both they and local employers need, enabling them ultimately to access or progress in work, and to improve the skills and education infrastructure. The Projects that are required to be delivered are set out in the detailed Lot and Sub Lot Specifications.

In delivering the Project(s), ESF Providers must comply with the requirements of the Evidence Handbook and Delivery Handbook.

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

The GLA's "*Open Project System*" (OPS) is a secure online portal for project management, submission of claims for ESF Contract Funding and reporting of Project data and management information. Bidders will be required to submit management information and supporting data through the OPS. The "*Participant Data Form*" (PDF) is the tool which the ESF Provider will be required to use to record and report to the GLA data about the Participants and/or Employer Beneficiaries supported by the Project. It is anticipated that the PDF will be incorporated within the OPS, however it may be in Excel or paper format as determined by the GLA.

In addition, ESF Providers will be required to submit copies of all evidence to support their claim electronically through an online secure portal (the details of which will be provided on or after contract award) at the time they submit the claim. Further information on data,

evidence and reporting requirements can be found in the Evidence Handbook and Delivery Handbook.

Bidders should note that specific guidance for registering on and using the GLA OPS, the PDF and associated guidance, and the guidance on submitting electronic copies of evidence to support claims are not available to Bidders at the time of procurement as these data collection and information management systems are still under development. All guidance will be made available at Contract award and training for ESF providers will take place prior to 1 August 2019. The OPS, PDF and online evidence-submission portal will be compatible with current Microsoft and Apple operating systems.

Bidders will be required to demonstrate that they understand the risks inherent in delivering the Projects they propose, and that they have considered mitigations to reduce these risks and ensure delivery of the Mayor's ESF 2019-23 Programme.

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

4. Payments and the Payment Trigger Calculator (PTC)

4.1 Payments

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

The GLA currently intends to use the OPS for electronic submission of claims and processing of ESF Contract Funding payments to ESF Providers, as well as for recording Contract variations, including confirmations of increases or reductions in Lifetime Contract Values. However, Bidders should note that the OPS is still under development and so submission and verification of claims, reporting and payments may require use of different systems, whether paper-based, electronic or both. Clauses in the draft Contract published as part of the procurement documentation (*Volume 5*) which relate to Payments and Contract variations may also be subject to change as a result. All guidance related to the OPS or other systems, and any updates to related Contract clauses will be made available at the point at which Contracts are awarded.

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

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

Based on current arrangements for closure of the national ESF 2014-20 programme, and as mentioned above in section 2.3, the GLA will not make any payments to ESF Providers for service delivery or other Project activities, or for Outputs and Results completed after

30 June 2023 or reported to the GLA after 31 July 2023 (or completed or reported after the last day of the Project Delivery Period if this is earlier than 31 July 2023 as set out in the Lot or Sub-Lot Specification).

Re-allocation of ESF Contract Funding between ESF Providers during the Project Delivery Period may enable the GLA to manage the risks of underspend or overspend at Mayor's 2019-23 Programme level and help to ensure that the GLA CFO's ESF targets are met at Priority Axis level. If additional ESF funding becomes available (whether due to underspend on some of the Contracts funded through this Mayor's 2019-23 Programme or due to an additional allocation to the GLA CFO), the GLA reserves the right to agree an increase in the Lifetime Contract Value for a Project during the Project Delivery Period of up to a maximum of 30 per cent of the original Lifetime Contract Value. Any decision to award an increase, and the value of that increase, is at the discretion of the GLA in accordance with the criteria set out in the Delivery Handbook (as explained in 2.3 above).

4.2 The Payment Trigger Calculator

The PTC is an Excel tool that has been developed to assist Bidders. The PTC automatically calculates the Unit Rates payable to an ESF Provider for each Output and Result they will deliver based on the Bidder's estimated delivery cost for the Project Delivery Period, the number of Participants and Employer Beneficiaries the Bidder expects to recruit, and how many of these the Bidder expects to be successful at each stage of the Project. The Bidder's proposed Lifetime Contract Value is generated from the Bidder's estimated delivery cost for the Project Delivery Period.

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

The target delivery profile that Bidders provide in their PTC will be included in Schedule 2 of the Contract for successful Bidders. The GLA will monitor ESF Providers' performance against the profile and targets they have proposed to deliver in their PTC.

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

The Unit Rates offered by Bidders in the PTC will apply for the whole Project Delivery Period and cannot be amended after submission of the Bid, therefore Bidders should ensure that the Project Outputs and Results that they offer are both competitive and achievable.

5. Onboarding

Following the award of Contracts and prior to delivery starting on 1st August 2019, there will be an onboarding process. This process will include training on, and set up of, GLA systems (e.g. OPS) as well as a visit by the GLA to pre-check the paperwork, processes, systems and policies that the ESF Provider has in place to deliver the Project and comply with all GLA and ESF requirements. Further details will be issued to Bidders that are awarded a Contract.

6. Performance Management

6.1 Performance management

The GLA will designate a member of the Skills and Employment Team, the “*GLA Provider Manager*”, as the main point of contact between the ESF Provider and the GLA for the Project Delivery Period.

As described in the Delivery Handbook, the GLA Provider Manager will work closely with ESF Providers to ensure that Project delivery and performance meets both our quality expectations and the targets for delivery of milestones, deliverables, Outputs and Results agreed in the Contract.

The GLA Provider Manager will undertake quarterly monitoring and review visits to the ESF Provider's premises. Quarterly visits may include a discussion of performance against the Project's annual and lifetime financial profiles and target Outputs and Results; a review of the quality of delivery and the ESF Provider's management systems, governance, policies and procedures; sample checks on the evidence to support claims that the ESF Provider has submitted for ESF Contract Funding payments; visits to Subcontractors, observations of delivery and discussion with staff and participants. The GLA Provider Manager may also review evidence of implementation of activities to support the cross-cutting themes, publicity or complementarity and added value. The frequency of monitoring and review visits, and reporting requirements, may be increased if an ESF Provider is underperforming or there are other concerns concerning the delivery of the Project.

GLA Provider Managers will raise any concerns regarding Project delivery with the ESF Provider at the earliest opportunity, whether related to performance or other matters such as the quality of provision or management information. Where issues or concerns are identified, the GLA will require the ESF Provider to develop an action plan to address them. This action plan will need to be approved by the GLA and will include agreed milestones, by when the issues identified will need to have been addressed and performance recovered to a level acceptable to us, and the expected consequences if issues are not resolved. If an ESF Provider fails to agree an action plan, does not implement it as agreed, or does not meet the agreed milestones, or if the action plan fails to deliver the expected improvements, the GLA may, at its discretion, reduce an ESF Provider's Lifetime Contract Value or terminate the Contract.

The GLA's performance management approach and the circumstances that may lead to a reduction in an ESF Provider's Lifetime Contract Value or early termination of a Contract are described in greater detail in the Delivery Handbook.

Other unforeseeable actions outside of the GLA's control which impact on ESF funding and/or this Mayor's ESF 2019-23 Programme may also require the GLA to reduce the Lifetime Contract Values in accordance with the clauses in the Contract related to reduction, suspension, withholding and recovery of funds, for example, if the ESF funding allocated by government to the GLA is reduced.

The Brexit Withdrawal Agreement between the United Kingdom (UK) and the EU published in March 2018 confirmed that the UK would continue to participate in the ESF programme until the end of 2023, subject to a final negotiated agreement. This allows EPMU, acting for the Department for Work and Pensions (DWP), to continue to approve new ESF projects after EU Exit until the end of 2020 and confirms that these projects will continue to receive funding over their lifetime to June 2023. However, although unlikely, any consequent reduction in funding or other change to the ESF terms and conditions is outside of the GLA's control.

6.2 London Employability Performance Rating

ESF Providers will be required to participate in the [London Employability Performance Rating](#) (EPR). The EPR uses management and performance information collected by ESF Providers to provide an evidence-based track record of delivery against contract. It supports the GLA's objective to benchmark the achievements of providers of employability and training activities and our commitment to transparency and openness.

Further information about the London Employability Performance Rating can be found on the GLA's website: <http://data.london.gov.uk/london-employability-performance-rating/>

7. Audit and Document Retention

The GLA (or its representatives) and the Managing Authority (or its representatives) will audit the Contracts awarded for delivery of the Mayor's ESF 2019-23 Programme services regularly and so ESF Providers should expect an audit visit at least once per year. The National Audit Office, European Commission, the European Court of Auditors or other ESIF Programme authorities may also audit the Mayor's ESF 2019-23 Programme Projects. Audits may take place after the end of the Project Delivery Period and after all payments have been made up until the "*Retention of Documents date*".

The Retention of Documents date is three years from the 31 December of the year following the submission of the UK Government accounts which include the final expenditure of the national ESF 2014-2020 programme. This means that the Retention of Documents date is currently 31 December 2030. Further information on document retention requirements is available in the Delivery Handbook and the [England European Social Fund Operational Programme 2014-20 Guidance: Guidance on document retention, including electronic data exchange, for 2014-20 ESF projects](#).

ESF Providers must comply with, and ensure their Subcontractors comply with, all GLA and ESF audit requirements. This includes facilitating unrestricted access to documentation, records, information and assets which the GLA or ESF authorities consider necessary for audit and assurance. ESF Providers must ensure that evidence is available to support all the ESF Contract Funding claimed when an audit takes place.

Further information about audit requirements for the Projects funded through the Mayor's ESF 2019-23 Programme, including the evidence and documents that ESF Providers must retain for audit is provided in the Evidence Handbook and Delivery Handbook and additional ESF guidance is available in the [England European Social Fund Operational Programme 2014-20 Programme Guidance](#) and the [Guidance on the Audit and Management and Control Requirements for Projects Supported by the European Regional Development Fund or European Social Fund](#).

8. Complementary Provision and Partnership Working

8.1 Partnership Working

Bidders may submit a Bid with Subcontractors who will assist in delivering elements of the Project. However, there are a range of other organisations that may be involved in ensuring the successful delivery of a Project. These other organisations are referred to in this document as “*ESF Delivery Partners*”.

It is expected that all Projects will be underpinned by partnerships with ESF Delivery Partners, the majority of which are likely to be locally-based stakeholder organisations. ESF Delivery Partners are not paid by the ESF Provider for the activities they undertake in supporting the Project and they will not hold a formal Contract or Agreement with the ESF Provider, but without their involvement the contract may be unable to deliver its objectives.

ESF Delivery Partners may be undertaking a range of activities to support the delivery of the Project from referring potential participants, to providing complementary services (for example training with qualifications; specialist support services for Participants such as childcare or debt advice; opportunities for work experience; access to job vacancies etc.). ESF Providers will be required to establish strong links with local stakeholders based on an understanding of their needs and the added value that they can bring to the delivery of the Project. Each Lot and Sub Lot Specification contains information on partnership working specific to that Lot or Sub-Lot (see *Volume 4, Annexes 1 to 11*) which bidders should take into account when developing their Bid.

All ESF Delivery Partners are required to complete a “*Stakeholder Declaration Form*” (*Annex 25: Stakeholder Declaration Form*) which explains and confirms the activities that they have agreed they will undertake to support the ESF Provider in delivering the Project.

8.2 Complementary Provision

ESF funding can be used to support skills and qualifications at any level, but it is important that the funding is used to complement and not duplicate existing policies and provision. ESF Contract Funding which is used to support delivery of training should not displace the investment that employers and individuals make in training and cannot subsidise training that would otherwise be funded by business or government.

The Projects funded by the Mayor's ESF 2019-23 Programme must complement mainstream and any other provision taking place during the Project Delivery Period in the same localities and/or with the same target groups as those specified. Bidders should make themselves aware of other provision, including other ESF-funded activities, which may supplement their own activity or offer follow-on opportunities for Participants or Employer Beneficiaries who are unable to achieve a Primary Result whilst on the Project.

A Participant or Employer Beneficiary may be enrolled on a Project funded by the Mayor's ESF 2019-23 Programme and participating in another programme of support at the same time as long as the provider can evidence that there is complementarity and additionality between the two programmes and that there is no 'double funding' of activities. Outputs and Results may only be reported (and claimed for) once across all provision.

8.3 The Good Work Standard and Responsible Procurement

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

The Mayor's ESF 2019-23 Programme has been designed to ensure that opportunity is provided to people from the most disadvantaged groups and in doing so it aims to support the spread of opportunity, increased social integration and social mobility across London. The Programme supports the aims of the GWS and the GLA invites Bidders to propose activities that will promote the GWS and encourage their Subcontractors and ESF Delivery Partners, including participating employers and supply-chain partners to engage with the GWS principles and adopt the good employment practices within it.

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

In addition, ESF Providers are expected to operate and ensure their Subcontractors operate in line with the GLA's [Responsible Procurement Policy](#), by integrating social, economic and environmental considerations into the delivery of the Project. The GLA's Responsible Procurement Policy is a strategic document setting out the GLA's plans,

ambitions and commitments for pioneering socially, environmentally and economically sustainable procurement to deliver improved quality of life and better value for money.

9. Evaluation of the Mayor's ESF 2019-23 Programme

To enable us to report on our ESF activity for evaluations, surveys and the Managing Authority's Annual Implementation Report, ESF Providers will need, when asked, to provide case studies as well as other information related to the Project, its delivery, achievements and lessons learned.

The GLA expects to undertake an evaluation of the Mayor's ESF 2019-23 Programme or appoint another organisation to do so on its behalf. ESF Providers will be required to comply fully with all requests to facilitate the evaluation, including enabling access to data and interviews or meetings with Subcontractors, Participants, Employers Beneficiaries, ESF Delivery Partners and other stakeholders.

All ESF Providers will be required to undertake a self-evaluation of their Project, producing a Theory of Change/Logic Chain for the Project and identifying measures and Key Performance Indicators (KPIs) to enable Project performance to be assessed against its aims and objectives. The GLA will provide ESF Providers with support in terms of guidance and templates which must be used to develop Theories of Change and KPIs and to provide self-evaluations.

For some Projects ESF Providers will be required to validate the self-evaluation methodology for their Project using the [Project Oracle Children and Youth Evidence Hub Standards](#). Where this is required, it is specified in the Lot and Sub-Lot Specification. Bidders should note that there is a cost to this validation and they should ensure that they account for this when estimating the ESF Contract Funding they require to deliver their proposed Project to complete the PTC.

Where the GLA is piloting activity to inform future mainstreaming approaches or policy changes, the GLA may also wish to procure an independent external evaluator. In these cases, ESF Providers will be informed of this at the point the Contract is awarded or as soon as possible thereafter. Subject to timing, confidentiality and conflict of interest considerations related to the procurement, the GLA would seek the relevant ESF Provider's views on the evaluation specification and, in accordance with the Contract and

Delivery Handbook, ESF Providers (and their Subcontractors) will be required to fully cooperate with, and facilitate, the evaluation.

In addition, ESF Providers will need to co-operate with us in meeting the requirements of ESF Programme evaluations undertaken or commissioned by the Managing Authority or European Commission, including outcome surveys of participants, as well as any other research commissioned by key stakeholders such as the Department for Education, as agreed with the GLA.

Further information on the various elements of evaluation of the Mayor's ESF 2019-23 Programme is provided in the Delivery Handbook.

10. Key Supporting Documents and Background Information

10.1 Key Supporting Documents and Information Referred to in this Specification

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

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

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

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

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

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

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

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

European Social Fund Data Evidence Requirements: Eligibility and Results Guidance:
<https://www.gov.uk/government/publications/european-structural-and-investment-funds-eligibility-documents>.

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

The GLA Group Responsible Procurement Policy:
https://www.london.gov.uk/sites/default/files/gla_group_rpp_v7.12_final_template_for_web.pdf

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

Guidance on the Audit and Management and Control Requirements for Projects Supported by the European Regional Development Fund or European Social Fund:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/592191/ESIF-GN-1-025_ESIF_Management_and_Control_Requirements_v1_a.pdf.

How to Become a Living Wage Friendly Funder:
<https://www.livingwage.org.uk/how-become-friendly-funder>

How to become a Living Wage accredited employer:
<https://www.livingwage.org.uk/become-a-living-wage-employer>

London Employability Performance Rating:
<https://data.london.gov.uk/london-employability-performance-rating>.

The UK Government's England 2014-20 European Structural and Investment Funds web pages:
<https://www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds>

10.2 Useful Background Information and Documents Referred to in this Specification

Skills for Londoners Strategy:
www.london.gov.uk/sites/default/files/sfl_strategy_final_june_20186.pdf.

Skills for Londoners Framework:

https://www.london.gov.uk/sites/default/files/sfl_framework_final.pdf.

11. Definitions

Bid – A proposal to deliver services to meet the requirements of one or more of the Lot or Sub-Lot Specifications in this ITT for the Mayor's ESF 2019-23 Programme.

Bidder – An organisation submitting a tender in response to this ITT for the Mayor's ESF 2019-23 Programme, which could be a Sole Deliverer, Sole Lead Bidder or Consortium.

Co-Financing Organisation (CFO) - Co-Financing Organisations (CFOs) are responsible for providing the match funding for the ESF provision that they commission and manage. In addition to the GLA there are four national CFOs delivering activities in London: the Department for Work and Pensions (DWP), the Education and Skills Funding Agency (ESFA), the Big Lottery Fund (BLF), and the National Offender Management Service (NOMS). In addition, the sub-regional partnerships of London boroughs have been awarded CFO status for the delivery of the Work and health programme.

Employer Beneficiary – An organisation (e.g. a business or social enterprise) which is a direct beneficiary of the services delivered through the Mayor's ESF 2019-23 Programme.

European Social Fund (ESF) - The specific objectives of the ESF focus on improving employment opportunities, promoting social inclusion and investing in skills by providing the help people need to fulfil their potential.

ESF Contract Funding – the money that the GLA allocates to a provider to deliver a Contract for services for the Mayor's ESF 2019-23 programme.

ESF Delivery Partner - Any organisation that is not the ESF Provider, a Consortium member or a Subcontractor but is involved in supporting the delivery of the Project. ESF Delivery Partners are not paid by the ESF Provider for the activities they undertake in supporting the Project and they will not hold a formal Contract or Agreement with the ESF Provider. These ESF Delivery Partners could be referral organisations, training providers, Local Authorities etc., without whom the ESF Provider may be unable to deliver the Project objectives and Primary Results.

ESF Provider – A successful Bidder that has been awarded a Contract for services to deliver the Mayor's ESF 2019-23 Programme.

ESF Result – ESF Results are targets set out and described in the [2014-2020 European Growth Programme Output and Result Indicator Definitions Guidance for the European Social Fund](#). Measurement of the number of ESF Results delivered helps to demonstrate the degree to which the national and regional ESF programme objectives have been achieved. For example, an objective of Priority 1.1 is to improve the employability of long-term unemployed people and the main ESF Result target is the number of participants moving into employment (including self-employment) on leaving the ESF-funded project. Each region in the UK has been set targets for ESF Results to be achieved through the ESF funding.

ESIF –European Structural and Investment Funds

GLA Provider Manager - A member of the GLA Skills and Employment Team designated as the main point of contact between the ESF Provider and the GLA for the Project Delivery Period.

Intermediate Body (IB) - The European Social Fund programme in London is managed by the European Programmes Management Unit in the Greater London Authority (GLA) which acts as an Intermediate Body (IB) on behalf of the Department for Work and Pensions (the Managing Authority). This is separate from the GLA's role as a Co-Financing Organisation.

ITT – Invitation to Tender

Lifetime Contract Value - The maximum value of the ESF Contract Funding awarded to an ESF Provider for the duration of the Project Delivery Period.

Managing Authority (MA) - The governments of the Member States of the European Union (EU) are responsible for managing European Structural Funds programmes. A designated Managing Authority in each EU Member State provides information on the programme, selects projects and monitors implementation. In the UK, the government department which has overall responsibility for the implementation of the ESF in England is the Department for Work and Pensions (DWP). References in this document to the Managing Authority include DWP and the GLA's European Programmes Management Unit (EPMU) which acts as an Intermediate Body (IB) on behalf of the Managing Authority and is responsible for managing ESF in London.

Open Project System (OPS) - A secure online portal for project management, submission of claims for ESF Contract Funding and the reporting of Project data and management information.

Organisation – The term 'organisation' is used to include companies, charities, bodies, colleges, universities, sole traders and other types of entity, including those who are in the same group as, or are associated with, the ESF Provider. The term 'organisation' excludes individuals who are self-employed or supplied by an employment agency and who are working under the ESF Provider's direction and control, in the same way as an employee.

Output(s) – Outputs are measurable deliverables which attract a payment on achievement as defined in each Lot and/or Sub-Lot Specification. Outputs are mainly a measurement of a Participant or Employer Beneficiary successfully completing a stage of their journey through the Project. The Outputs that a successful Bidder has offered to deliver in the PTC will be established as Project delivery targets in their Contract.

Participant – An individual who is a direct beneficiary of the services delivered through the Mayor's ESF 2019-23 programme

Participant Data Form (PDF) - The tool which the ESF Provider will be required to use to record and report to the GLA data about the Participants and/or Employer Beneficiaries supported by the Project. The PDF may be in Excel format, paper format or via the GLA's Open Project System (OPS) as determined by the GLA.

Payment Trigger Calculator (the PTC) – The PTC is an Excel tool which automatically calculates the "Unit Rates" payable to an ESF Provider for each Output and Result that they will deliver, based on the Bidder's estimated delivery cost for the Project Delivery Period, the number of Participants and Employer Beneficiaries the Bidder expects to recruit, and how many of these the Bidder expects to be successful at each stage of the Project.

Primary Result(s) - The key Result(s) that the GLA wishes to see arising from the delivery of the Project. Each Lot or Sub-Lot has its own Primary Result as detailed in the Lot and Sub-Lot Specifications.

ProContract – Transport for London's web based electronic tendering system used by Bidders to access documentation, ask questions and submit tenders.

Project – The services that an ESF Provider will deliver in accordance with the Contract awarded to them for the delivery of the Mayor's ESF 2019-23 Programme services.

Project Delivery Period - The period from the date that a Contract for the Mayor's ESF 2019-23 Programme commences to the date that a final claim for the Project must be submitted to the GLA, which is currently 1 August 2019 to 31 July 2023 (or such earlier end date as specified in a Lot or Sub-Lot Specification)

Result - Results are measurable deliverables which attract a payment on achievement as defined in each Lot and/or Sub-Lot Specification. Results differ from Outputs in that they

are normally a measurement of the successful achievement by the Participant or Employer Beneficiary of the aims of the Project at the point of leaving the Project (e.g. achievement of a qualification, achievement of an entry to employment). The Results that a successful Bidder has offered to deliver in the PTC will be established as Project delivery targets in their Contract. See also Primary Result.

Retention of Documents date - The Retention of Documents date is three years from the 31st of December following the UK Government's submission of the accounts in which the final expenditure of the national ESF 2014-2020 programme is included. Further information on ESF document retention requirements is available in the [England European Social Fund Operational Programme 2014-20 Guidance: Guidance on document retention, including electronic data exchange, for 2014-20 ESF projects](#).

Services – the services required to be delivered by eligible organisations that Bid in response to the ITT and are awarded a Contract to deliver services in accordance with this Specification.

Sole Deliverer – A Sole Deliverer is an individual organisation without subcontracting arrangements. If their tender is successful, the GLA will issue a contract to the Sole Deliverer.

Sole Lead Bidder - A Sole Lead Bidder is an individual organisation which is solely responsible for the successful delivery of the services but will deliver (in full or in part) via subcontracting. If their tender is successful, the GLA will issue a Contract to the Sole Lead Bidder, but there will be Contract terms governing the subcontracting arrangements.

Subcontractors – Organisations that are separate legal entities selected by a Sole Lead Bidder or a Consortium that will have an agreement with the ESF Provider to assist in delivering any element of the Project. A separate legal entity includes companies in the ESF Provider's group, other companies and sole traders. It also includes individuals who are self-employed or supplied by an employment agency, unless those individuals are working under the direction and control of the ESF Provider, in the same way as the ESF Provider's own employees.

Tender – A Tender is a Bidder's submission in response to the ITT for the Mayor's ESF 2019-23 Programme. A Tender may encompass multiple Bids and comprises a response to the Standard Selection Questionnaire and Invitation to Tender Questionnaire and a completed Form of Tender.

Unit Rate - The amount payable by the GLA to the ESF Provider for each Output or Result that the ESF Provider delivers. Because each Bidder may have a different expectation of the number of Participants or Employer Beneficiaries that they will recruit and that will succeed at each stage of delivering the Project, the Unit Rates are different for each Bidder/ESF Provider.

Other formats and languages

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

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City Hall
The Queen's Walk
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London SE1 2AA

Telephone **020 7983 4000**
www.london.gov.uk

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