# Appendix A



# **Guidance Notes Annual Funding for Culture and Arts**

(April 2008 – March 2009)

# Deadline for Applications 12.00 noon, Friday 14 December 2007

#### **Contact details:**

Culture and Arts Unit
Development Department
Belfast City Council
The Cecil Ward Building, 4-10 Linenhall Street, Belfast BT2 8BP
Phone: 028 9027 0461 Fax: 028 9027 0325
Email: cultureandartsadmin@belfastcity.gov.uk

A PDF of this form can be downloaded from www.belfastcity.gov.uk/culture (funding section)

Belfast City Council is committed to ensuring that its services are available to all sections of the community. Consideration will be given to providing this form in alternative formats on request, where practicable.

These guidance notes accompany the Annual Funding for Culture and Arts application form.

#### Welcome

Belfast City Council's Annual Funding for Culture and Arts grants are used to help arts, cultural, and heritage organisations in Belfast to carry out their work, and to create programmes which benefit people in Belfast.

The application form now features the following sections:

Section A: About your organisation

**Section B: About your proposed programme** 

Section C: Belfast City Council's Culture & Arts funding criteria

Section D: Budget & Evaluation

**Section E: Declaration** 

- ✓ Sections A, B and D give us information about your organisation, what you are applying for, and your organisation's budget. These sections also give us important information that we must include in reports to Council and to other relevant bodies, and that we use in monitoring our grants.
- ✓ **Section** C is a significant part of the application, and is an opportunity for you to describe your organisation and programme in your own words in relation to the criteria of this grant.
- ✓ **Section** E requires you to confirm that your organisation is aware of its obligations, should the application be successful. It also requires you to list your supporting material.

When you have completed your application, you should ensure that it is with the Culture & Arts Unit before the deadline. More detailed instructions on delivering your application can be found on pages 6 and 7 under 'Submitting your application'.

# Who can apply for this grant?

Professionally managed, Belfast-based arts and heritage organisations. Applicant organisations must be legally constituted. Please also see 'Essential criteria' and 'We do not fund' on the following pages.

# How can I get advice about my application?

You can book a personal appointment with an Officer from the Culture and Arts Unit to discuss any aspect of your application, at one of our Funding Information sessions. These are being held at various venues and at various times; please contact us for details. Please note that you must **pre-book** your appointment.

If you cannot book a time or date which suits you at our Funding Information sessions, please contact us and we will endeavour to make a separate appointment to meet with you. You can also contact us with general queries during office hours by telephone or email.

Please note that we cannot comment on draft or completed applications. General advice and information sheets about completing grant applications can be obtained from www.nicva.org and www.voluntaryarts.org.

# How much money can my organisation apply for?

Annual Funding grants normally range from £1,000 up to a total of £30,000 and can cover activities during financial year April 2008 to March 2009. No single grant is likely to exceed £30,000 in this funding scheme.

# What type of activities can this grant support?

Belfast City Council's Annual Funding for Culture and Arts grants are used to help arts and heritage organisations in Belfast to carry out their work, and to create programmes of arts or heritage related activities which benefit people living, working in, or visiting Belfast.

In this context we can consider funding the following types of activities. Your application can cover more than one of the following:

- ✓ projects and events
- ✓ education activities
- ✓ activities for people to take part in
- ✓ research and development
- ✓ commissions and productions
- ✓ marketing activities
- ✓ audience development (activity carried out specifically to meet the needs of audiences and to help arts organisations develop ongoing relationships with audiences)
- capital items and costs (such as equipment and improvements to facilities and buildings; N.B. quotation required for items over £5,000), however the total amount requested for capital items cannot exceed 20% of the total grant requested from Belfast City Council through this funding scheme.
- ✓ professional development and training
- ✓ organisational development to improve the long-term stability of arts or heritage organisations
- ✓ touring
- ✓ core costs, such as salaries
- ✓ ongoing overheads (including overheads related to equipment or buildings, such as insurance and maintenance costs)

#### **Essential Criteria**

Your organisation MUST meet all of these criteria in order to be eligible to apply:

- ✓ the application must be submitted before the deadline
- ✓ applications must be submitted by the applicant group itself
- ✓ operate as an arts or heritage focused organisation throughout the year
- be properly constituted and have evidence of a constitution / articles of association
- ✓ have your operational focus in the Belfast City Council area
- ✓ operate on a not-for-profit basis
- demonstrate efforts to secure income or assistance from sources other than the Council
- demonstrate professional financial management and accounting. The organisation should supply audited accounts for one year or for new organisations a bank statement to demonstrate evidence of the organisation's bank account
- have a child protection policy and procedures if working with children and young people (if you require details or guidance on developing a child protection policy, please contact the Culture and Arts Unit)
- ✓ agree to co-operate fully with the Council's monitoring and evaluation process demonstrate professional management and governance (details of all members of the Board and all staff will be required)
- ensure that sufficient insurance cover has been sought for the programme (Belfast City Council is not responsible for providing insurance for, or claims which arise from, grant-aided programmes)
- ✓ not unlawfully discriminate within the meaning and scope of the provisions of the Race Relations (NI) Order 1997, Sex Discrimination (NI) Order 1976 (as amended), Fair Employment and Treatment (NI) Order 1998, and the Disability Discrimination Act 1995; and shall take all reasonable steps to ensure that all of its servants, employees agents and subcontractors do not unlawfully discriminate.

#### We do not fund:

- × organisations that are able to share out profits to members or shareholders
- × activities which could be undertaken on a commercial basis
- × organisations whose normal activity is not arts or heritage-related individuals

- $\times$  other local authorities
- × other public organisations
- × groups of organisations or individuals
- × activities that are not arts or heritage-related
- × activities that provide no potential benefit to the public, either in the short or long term
- × goods or services that have been bought or ordered before receiving an offer letter
- × activities that have already taken place or are already underway at time of assessment
- × activities, equipment or events that duplicate what already exists
- × costs that are already covered by other funding or income sources
- × charity or fundraising events
- × activities or events mainly taking place outside Belfast (there are some exceptions to this e.g. touring, but these activities must benefit organisations based in Belfast, or we can consider the 'Belfast'-focused area of the application
- × activities that do not benefit people in Belfast, or that do not assist arts or heritage organisations which have their main operational activity in Belfast, to carry out their work
- × loans or deficits

#### **Culture and Arts: Conditions of Grants**

Please note that if your application is successful, your Chair, Treasurer, Secretary or most senior member of staff will be requested to sign an acceptance of the grant. This includes acceptance of a number of conditions. There may be special conditions attached to the grant in addition to those outlined below. We will set out any special conditions in the letter we send offering you a grant. If you fail to meet any of these terms and conditions, or cannot prove that you are meeting them, the Council may suspend or cancel your grant. You may also be liable to repay any monies already granted.

#### General

- ✓ The grant must be used for the specific purpose outlined in your application and agreed with Officers of Belfast City Council's Culture and Arts Unit
- ✓ Any alterations to the agreed programme must be approved in advance and may be subject to ratification by Council (the Council reserves the right to revise this offer of grant assistance should this not be the case)
- ✓ Should the agreed programme or a portion of it not be delivered, the Council reserves the right to recoup the grant accordingly
- ✓ No grant will be released until all outstanding documentation is submitted to the Culture and Arts Unit
- ✓ You should inform the Culture and Arts Unit of any other funding that you receive after the acceptance of an offer
- You must agree to submit, if requested, the financial accounts detailing the income and expenditure of your organisation for audit inspection by Belfast City Council.

#### **Evaluation**

- ✓ The grant will be paid in two instalments of 50% each. An interim report must be submitted and satisfactory progress evident, before the second instalment can be released
- ✓ A final report must be submitted to the Culture and Arts Unit as soon as possible following completion of the programme
- For monitoring purposes, the staff of the Culture and Arts Unit should be allowed free access to the public presentation of the agreed programme.

#### Marketing and communications requirements

- ✓ The grant must be acknowledged on all print and publicity material that you will be issuing in connection with the agreed programme, through the inclusion of the Council's logo.
- ✓ You must forward publicity materials to the Council and must agree to the use of such materials by the Council.
- ✓ The Culture and Arts Unit must be informed of all press and media liaison, and the Council should be given the opportunity to participate in media events.
- ✓ When the Council logo is displayed on published material **other than** marketing materials or event programmes, the following sentence must be included alongside the Council logo: 'This publication is grant-aided by Belfast City Council. The views expressed are not necessarily shared or endorsed by Council. The Council does not accept any responsibility or liability for same'.

# What are the Council's criteria for funding Culture and Arts?

Belfast City Council wishes to invest in the arts and heritage in Belfast, by making grants available under the 5 criteria highlighted below. As part of your application you will be asked to address how your organisation's programme adheres to these criteria (maximum of 1,500 words).

The criteria below reflect the **Integrated Cultural Strategy 2007**. If you would like a copy of the Integrated Cultural Strategy, Capital City II Agenda or the Culture & Arts Plan, please contact us. Your application will be assessed on the degree to which your programme may fulfil these various criteria. The criteria cover a very broad range of cultural practice and stages of organisational development. As a result, it is not anticipated that every organisation will meet all the criteria in every respect.

#### 1) Leadership

#### **Investment benefits**

- evidence of need or demand for the activity
- value for money
- leverage of other funding
- need for the organisation to be funded on an annual basis

#### 2) Celebration

#### Ambition and impact of arts / heritage activity

- strength and quality of activity
- innovation and creativity of activity
- enhancing the cultural experience of those living, working in, and visiting Belfast
- demonstration of the organisation's track record in arts / heritage activity

#### 3) Good Relations

#### Extending and enriching participation in arts / heritage activity

- widening access to cultural activities
- developing audiences for arts / heritage activities
- supporting Good Relations and celebrating cultural diversity
- a track record of demonstrating respect, tolerance and / or undertaking activities which are neither threatening or offensive
- engaging with communities and marginalised groups

#### 4) Economic Regeneration

# Enhancing the cultural infrastructure and placing culture and arts at the centre of regeneration

- sustainability of arts / heritage activity
- enhancing the cultural infrastructure of Belfast
- enhancing the economic infrastructure of Belfast
- enhancing the use of public spaces
- skills development

#### 5) Management

#### **Planning and Processes**

- effective management and governance
- appropriate policies

- effective strategic planning
- effective marketing plans
- sound financial management
- effective monitoring and evaluation
- staff development processes

# What other grants can I apply for from Belfast City Council's Culture & Arts Unit?

Organisations that receive Annual Funding for Culture & Arts may apply to the **Rolling Programme for Small Grants** for innovative arts projects. Applications will be accepted throughout the next financial year; more information and guidelines can be obtained from our website or can be sent on request.

Annual Funding clients may also apply as one of the partner organisations in the Culture & Arts **Development & Outreach Initiative**. This can include being the lead organisation within an application to this scheme. The deadline for this scheme will be early 2008; please contact us for further information.

## **Submitting Your Application**

The deadline for receipt of applications for annual funding is 12.00 noon on Friday 14 December 2007. Late applications will not be considered.

Please send or bring your application to the Culture and Arts Unit. The contact details are on the front of this form. We cannot accept faxed application forms, or applications only provided on disk.

If the application is sent by post, it should be registered or sent by recorded delivery, Please note that proof of postage is not proof of delivery. It is recommended that you contact us prior to the deadline to ensure that we have received it. An official receipt must be obtained if the application is delivered by hand.

You can also email us the form which you can download from our website. If the form is emailed you must contact us in advance of the deadline to ensure that we have received it. The responsibility rests with the organisation to ensure that we have received and can open your application, and any attachments, prior to the deadline.

Tell us immediately if there are any significant changes to your organisation or to the planned activities. Whilst we cannot normally consider additional information during the assessment procedure, it is important that we are kept informed of any significant developments that may take place between the deadline and the start of the grant period.

# What happens next?

Applicants will receive an acknowledgement letter from us shortly after the deadline. There is a high demand for Council's Culture and Arts Funding, and your application will be assessed by comparing it with others.

We will examine:

- ✓ the artistic / cultural quality of the programme and its ongoing effect on your organisation's artistic / cultural practice
- ✓ how the programme will be managed and its ongoing effect
- ✓ how feasible the programme is financially, and its future sustainability
- ✓ how the public will benefit from the programme, immediately or in the longer term
- ✓ the contribution of the programme to meeting Belfast City Council's Culture and Arts Criteria

Applications and their assessments will then be considered by the Development Committee which makes the initial decision on whether or not a grant should be offered and at what level. The Development Committee decisions are then presented to Council for ratification.

#### When will I know the outcome?

Belfast City Council Development Committee should make preliminary decisions with regard to grant recommendations in March 2008.

We therefore hope to send official notification to you by post following the Council meeting in **April 2008**.

## What happens if my organisation is offered a grant?

You will receive an offer letter outlining general conditions and any special conditions, and explaining the stages by which we will pay the grant. Our general conditions for grants are listed earlier in this document.

You will be asked to sign and return your offer letter, and retain a copy for your information. The signature must be of the most senior person in your organisation such as Chairman, Treasurer, Secretary, or Director. This will oblige your organisation to accept the grant and its conditions. You must accept the grant offer in this way before any grant can be released, and within 12 weeks of the date of our offer letter.

If our grant offer does not correspond to the amount you requested, you will be required to discuss this with us and confirm in writing, what our grant will be used to fund. If you receive a grant offer, but no longer want to accept it, please let us know in writing as soon as possible.

## What happens if our application is unsuccessful?

We will write to you explaining why your application was unsuccessful and telling you who to contact if you would like more detailed feedback.

#### **Checklist and Enclosures**

Please enclose everything we ask for (see checklist below).

Alternatively you can refer us to documents that we already hold on file if there have been no alterations made to them since.

#### Have you:

- ✓ Completed all sections of the application form?
- ✓ Enclosed audited accounts?
- ✓ Enclosed documents and policies where relevant?
- ✓ Enclosed any additional information such as detailed budgets / programme / strategic plans?
- ✓ Enclosed a floppy disk / CD-Rom copy of your application, or email a copy of your application?
- ✓ Phoned the Culture and Arts Unit before the deadline if submitting by email to ensure that your documents have been received?
- ✓ Kept a copy of the application for your records?

Please remember that the deadline for receipt of applications is 12.00 noon on Friday 14 December 2007.

# Late applications will not be considered.

Annual Funding for Culture and Arts 2008 to 2009



# Guidance Notes Multi-Annual Funding for Culture and Arts

#### (April 2008 – March 2011)

# Deadline for Applications 12.00 noon, Friday 14<sup>th</sup> December 2007

#### **Contact details:**

Culture and Arts Unit Economic Initiatives Section Development Department Belfast City Council

The Cecil Ward Building, 4-10 Linenhall Street, Belfast BT2 8BP Phone: 028 9027 0461 Fax: 028 9027 0325 Email: cultureandartsadmin@belfastcity.gov.uk

A PDF of this form can be downloaded from www.belfastcity.gov.uk/arts (funding section)

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#### Welcome

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The application form now features the following sections:

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Section C: Belfast City Council's Culture & Arts funding criteria

**Section D: Budget & Evaluation** 

**Section E: Declaration** 

- ✓ Sections A, B and D give us information about your organisation, what you are applying for, and your organisation's budget. These sections also give us important information that we must include in reports to Council and to other relevant bodies, and that we use in monitoring our grants.
- ✓ **Section C** is a significant part of the application, and is an opportunity for you to describe your organisation and programme in your own words in relation to the criteria of this grant.

✓ **Section E** requires you to confirm that your organisation is aware of its obligations, should the application be successful. It also requires you to list your supporting material.

When you have completed your application, you should ensure that it is with the Culture & Arts Unit before the deadline. More detailed instructions on delivering your application can be found on pages 6 and 7 under 'Submitting your application'.

## Who can apply for this grant?

Professionally managed, Belfast-based arts and heritage organisations. Applicant organisations must be legally constituted. Please also see 'Essential criteria' and 'We do not fund' on the following pages.

## How can I get advice about my application?

You can book a personal appointment with an Officer from the Culture and Arts Unit to discuss any aspect of your application, at one of our Funding Information sessions. These are being held at various venues and at various times; please contact us for details. Please note that you must **pre-book** your appointment.

If you cannot book a time or date which suits you at our Funding Information sessions, please contact us and we will endeavour to make a separate appointment to meet with you. You can also contact us with general queries during office hours by telephone or email.

Please note that we cannot comment on draft or completed applications. General advice and information sheets about completing grant applications can be obtained from www.nicva.org and www.voluntaryarts.org.

# How much money can my organisation apply for?

Annual Funding grants normally begin at £30,000 and there is no upper limit set. Funding can cover activities during each financial year from April 2008 to March 2011.

# What type of activities can this grant support?

Belfast City Council's Annual Funding for Culture and Arts grants are used to help arts and heritage organisations in Belfast to carry out their work, and to create programmes of arts or heritage related activities which benefit people living, working in, or visiting Belfast.

In this context we can consider funding the following types of activities. Your application can cover more than one of the following:

- ✓ projects and events
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- ✓ commissions and productions
- ✓ marketing activities
- ✓ audience development (activity carried out specifically to meet the needs of audiences and to help arts organisations develop ongoing relationships with audiences)
- ✓ capital items and costs (such as equipment and improvements to facilities and buildings; n.b. quotation required for items over £5,000), however the total amount requested for capital items cannot exceed 20% of the total grant requested from Belfast City Council through this funding scheme.
- ✓ professional development and training
- ✓ organisational development to improve the long-term stability of arts or heritage organisations
- ✓ touring
- ✓ core costs, such as salaries

✓ ongoing overheads (including overheads related to equipment or buildings, such as insurance and maintenance costs)

#### **Essential Criteria**

#### Your organisation MUST meet all of these criteria in order to be eligible to apply:

- ✓ the application must be submitted before the deadline
- ✓ applications must be submitted by the applicant group itself
- ✓ operate as an arts or heritage focused organisation throughout the year
- ✓ be properly constituted and have evidence of a constitution / articles of association
- ✓ have your operational focus in the Belfast City Council area
- ✓ operate on a not-for-profit basis
- ✓ demonstrate efforts to secure income or assistance from sources other than the Council
- ✓ demonstrate professional financial management and accounting. The organisation should supply audited accounts for one year or for new organisations a bank statement to demonstrate evidence of the organisation's bank account
- ✓ have a child protection policy and procedures if working with children and young people (if you require details or guidance on developing a child protection policy, please contact the Culture and Arts Unit)
- ✓ agree to co-operate fully with the Council's monitoring and evaluation process demonstrate
  professional management and governance (details of all members of the Board and all staff
  will be required)
- ensure that sufficient insurance cover has been sought for the programme (Belfast City Council is not responsible for providing insurance for, or claims which arise from, grant-aided programmes)
- not unlawfully discriminate within the meaning and scope of the provisions of the Race Relations (NI) Order 1997, Sex Discrimination (NI) Order 1976 (as amended), Fair Employment and Treatment (NI) Order 1998, and the Disability Discrimination Act 1995; and shall take all reasonable steps to ensure that all of its servants, employees agents and subcontractors do not unlawfully discriminate.

#### We do not fund:

- × organisations that are able to share out profits to members or shareholders
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- × other local authorities
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#### **Culture and Arts: Conditions of Grants**

Please note that if your application is successful, your Chair, Treasurer, Secretary or most senior member of staff will be requested to sign an acceptance of the grant. This includes acceptance of a number of conditions. There may be special conditions attached to the grant in addition to those outlined below. We will set out any special conditions in the letter we send offering you a grant. If you fail to meet any of these terms and conditions, or cannot prove that you are meeting them, the Council may suspend or cancel your grant. You may also be liable to repay any monies already granted.

#### General

- ✓ The grant must be used for the specific purpose outlined in your application and agreed with Officers of Belfast City Council's Culture and Arts Unit
- ✓ Any alterations to the agreed programme must be approved in advance and may be subject to ratification by Council (the Council reserves the right to revise this offer of grant assistance should this not be the case)
- ✓ Should the agreed programme or a portion of it not be delivered, the Council reserves the right to recoup the grant accordingly
- ✓ No grant will be released until all outstanding documentation is submitted to the Culture and Arts Unit
- ✓ You should inform the Culture and Arts Unit of any other funding that you receive after the acceptance of an offer
- You must agree to submit, if requested, the financial accounts detailing the income and expenditure of your organisation for audit inspection by Belfast City Council

#### **Evaluation**

- ✓ The grant will be paid in two instalments of 50% each. An interim report must be submitted and satisfactory progress evident, before the second instalment can be released
- ✓ A final report must be submitted to the Culture and Arts Unit as soon as possible following completion of the programme
- For monitoring purposes, the staff of the Culture and Arts Unit should be allowed free access to the public presentation of the agreed programme

#### Marketing and communications requirements

- ✓ The grant must be acknowledged on all print and publicity material that you will be issuing in connection with the agreed programme, through the inclusion of the Council's logo.
- ✓ You must forward publicity materials to the Council and must agree to the use of such materials by the Council.
- ✓ The Culture and Arts Unit must be informed of all press and media liaison, and the Council should be given the opportunity to participate in media events.
- ✓ When the Council logo is displayed on published material **other than** marketing materials or event programmes, the following sentence must be included alongside the Council logo: 'This publication is grant-aided by Belfast City Council. The views expressed are not necessarily shared or endorsed by Council. The Council does not accept any responsibility or liability for same'.

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#### 1) Leadership

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#### 4) Economic Regeneration

# Enhancing the cultural infrastructure and placing culture and arts at the centre of regeneration

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- enhancing the use of public spaces
- skills development

#### 5) Management

#### **Planning and Processes**

- effective management and governance
- appropriate policies
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# What other grants can I apply for from Belfast City Council's Culture & Arts Unit?

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Annual Funding clients may also apply as one of the partner organisations in the Culture & Arts **Development & Outreach Initiative**. This can include being the lead organisation within an application to this scheme. The deadline for this scheme will be early 2008; please contact us for further information.

## **Submitting Your Application**

The deadline for receipt of applications is **12.00 noon on Friday 16**<sup>th</sup> **November 2006**. Late applications will not be considered.

Please send or bring your application to the Culture and Arts Unit. The contact details are on the front of this form. We cannot accept faxed application forms, or applications only provided on disk.

If the application is sent by post, it should be registered or sent by recorded delivery, Please note that proof of postage is not proof of delivery. It is recommended that you contact us prior to the deadline to ensure that we have received it. An official receipt must be obtained if the application is delivered by hand.

You can also email us the form which you can download from our website. If the form is emailed you must contact us in advance of the deadline to ensure that we have received it. The responsibility rests with the organisation to ensure that we have received and can open your application, and any attachments, prior to the deadline.

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# What happens next?

Applicants will receive an acknowledgement letter from us shortly after the deadline. There is a high demand for Council's Culture and Arts Funding, and your application will be assessed by comparing it with others.

We will examine:

- ✓ the artistic / cultural quality of the programme and its ongoing effect on your organisation's artistic / cultural practice
- ✓ how the programme will be managed and its ongoing effect
- ✓ how feasible the programme is financially, and its future sustainability
- ✓ how the public will benefit from the programme, immediately or in the longer term
- ✓ the contribution of the programme to meeting Belfast City Council's Culture and Arts Criteria

Applications and their assessments will then be considered by the Development (Arts) Sub-Committee which makes the initial decision on whether or not a grant should be offered and at what level. The Development (Arts) Sub-Committee decisions are then presented to the Development Committee and to Council for ratification.

#### When will I know the outcome?

Belfast City Council Development Committee should make preliminary decisions with regard to grant recommendations in March 2008.

We therefore hope to send official notification to you by post following the Council meeting in **April** 2008.

# What happens if my organisation is offered a grant?

You will receive an offer letter outlining general conditions and any special conditions, and explaining the stages by which we will pay the grant. Our general conditions for grants are listed earlier in this document.

You will be asked to sign and return your offer letter, and retain a copy for your information. The signature must be of the most senior person in your organisation such as Chairman, Treasurer, Secretary, or Director. This will oblige your organisation to accept the grant and its conditions. You must accept the grant offer in this way before any grant can be released, and within 12 weeks of the date of our offer letter.

If our grant offer does not correspond to the amount you requested, you will be required to discuss this with us and confirm in writing, what our grant will be used to fund. If you receive a grant offer, but no longer want to accept it, please let us know in writing as soon as possible.

# What happens if our application is unsuccessful?

We will write to you explaining why your application was unsuccessful and telling you who to contact if you would like more detailed feedback.

#### **Checklist and Enclosures**

Please enclose everything we ask for (see checklist below).

Alternatively you can refer us to documents that we already hold on file if there have been no alterations made to them since.

#### Have you:

- ✓ Completed all sections of the application form?
- ✓ Enclosed audited accounts?
- ✓ Enclosed documents and policies where relevant?
- ✓ Enclosed any additional information such as detailed budgets / programme / strategic plans?
- ✓ Enclosed a floppy disk / CD-rom copy of your application, or email a copy of your application?
- ✓ Phoned the Culture and Arts Unit before the deadline if submitting by email to ensure that your documents have been received?
- ✓ Kept a copy of the application for your records?

Please be reminded that the deadline for receipt of applications is

12.00 noon on Friday 14th December 2007.

Late applications will not be considered.