

Skills Infastructure Capital Fund Application Guidance

1.0 Introduction

- 1.1 Learners and employers are at the heart of the Government's plans for growth. Creating a more educated and flexible workforce depends on a skills system that is focused on what employers need. Growth, coupled with a skilled workforce, creates jobs, which in turn create opportunities and spread prosperity.
- 1.2 The effective delivery of skills requires a learning environment which is fit for purpose and equipped with up-to-date equipment and machinery similar to that used in modern workplaces. The <u>FE Capital Investment Strategy</u> published in December 2012 outlines the Government's capital investment plans for the remainder of this parliament and, together with the College Capital Investment Fund (CCIF), announced the creation of Targeted Capital Allocations to ensure that the capital programme takes account of emerging pressures and demands and is able to respond accordingly.
- 1.3 In line with the 'FE Capital Investment Strategy', we have created a small pilot Skills Infrastructure Capital Fund (SICF) for 2013-14. The objective of this fund is to target and support improvements in skills infrastructure by making capital funding available to a wider range of skills delivery partners to enhance and enable investment in the estate, facilities and equipment, thereby enabling skills acquisition, development and economic growth. The fund will also encourage vocational rigour, innovation and excellence.
- 1.4 The pilot SICF will provide an opportunity for the Agency and colleagues from the Department for Business, Innovation and Skills (BIS) to work with skills delivery partners to identify skills capital investment needs ahead of the main SICF launch in 2014, when we will invite bids to access capital funding in both 2015-16 and 2016-17. In addition, we are also considering making a limited amount of capital funding available in 2014-15, details of which will be confirmed later in the year.

1.5 This document sets out arrangements for the application and assessment processes of the pilot SICF and invites eligible further education (FE) training organisations to submit funding applications.

2.0 Eligibility to Bid

- 2.1 The aim of the SICF is to promote excellence and support employer-focused delivery, thereby enhancing skills acquisition and economic growth. The SICF recognises that accessibility to modern, state-of-the-art equipment and fit-for-purpose learning and training environments, equal to those used in the workplace, is crucial to the delivery of effective learning and training.
- 2.2 For the purpose of the SICF, eligible applicants are defined as FE colleges and approved training organisations that are on the Register and hold a direct contract with the Skills Funding Agency in the 2013-14 academic year to deliver education and training.
- 2.3 Eligible bodies and institutions might include FE colleges, National Skills Academies (NSAs), Group Training Associations (GTAs) and other bodies that can satisfy the above eligibility requirements designed to safeguard the public funding provided over the longer term. Joint applications are permitted between combinations of partners (for example NSAs, GTAs and training organisations such as FE colleges), but a key element of eligibility for all applicants is as set out above in paragraph 2.2. Where there are more than two parties involved, the Agency requires a "lead partner" to enter into the funding agreement, be responsible for complying with the terms of the funding agreement and ensure the funding is used for the purposes for which it was provided.

3.0 Project Eligibility Criteria

3.1 The SICF is currently only available in the current 2013-14 financial year. Capital grant support is **only available** for costs incurred from **2 September 2013** to **31 March 2014**. We will not pay any grant for costs incurred after 31 March 2014

(although these costs can count towards the required match funding). Projects and funded items must be complete, in place and operational by September 2014. Sectional completion of parts of larger projects due for completion beyond this timescale will **not** normally be considered eligible, unless they refer to standalone sub-projects that will be fully operational in the required timescale. You can include capital costs incurred after 2 September 2013 within the total costs of the proposed project, as long as they relate directly to the proposed project or funded item. For example, typical acceptable costs could include reasonable professional fees related to the design and procurement of the proposed project, and the cost of submitting planning applications.

- 3.2 The minimum project value for the acquisition of high-cost specialist equipment (defined as any item that an eligible applicant is able to "capitalise" in its year-end accounts) is a **unit price of £100,000 excluding VAT** and is normally **£500,000** for development projects (new build, refurbishment and remodelling). There is no upper limit on project value, only on a normal maximum Agency grant of **£5 million**. In exceptional cases, where there is a strong business case, the Agency may consider projects for grant support that are outside of the above thresholds.
- 3.3 The normal maximum rate of grant support for any project or funded items is a third of the eligible costs (2:1 match). However, where organisations can make a compelling case in terms of need, value for money and benefits, we may consider an enhanced level of funding (up to 50%). The balance of funding provided as the 'match' for grant support must come from non-public sources.

3.4 Applications can include:

• the purchase of high-cost specialist equipment. Where the project relates solely to the acquisition of high-cost specialist equipment, the minimum permitted value is normally £100,000 excluding VAT. Where the project includes elements of capital development works (new build, refurbishment and remodelling), associated equipment with a value of up to 25% of the total project cost is normally permitted as part of eligible project costs. If applicants

have any doubts regarding the split of costs, they should discuss this with the Agency's Capital Team; please make initial contact through the Agency's Relationship Team.

- work to improve delivery and efficiency through digital technologies, including steps to improve technological infrastructure and service resilience. (For clarity, projects in this category should relate to elements such as infrastructure improvements, as opposed to the purchase of computers, electronic tablets and so on.)
- building and enhancing (refurbishment or remodelling) specialist facilities –
 especially Science Technology Engineering and Mathematics (STEM) where
 an urgent need exists.
- 3.5 Projects of particular interest: we are keen to endorse a small number of proposals designed to encourage innovation and support the development of vocational institutions which will have a national or international reputation and impact. To ensure vocational rigour and innovation, proposals that fall under this category must be able to demonstrate that they:
 - are at the cutting edge of the economy, and are engaged in researching new practices, making innovative use of available technologies, and are considering and planning to address future skills needs
 - are focused on progression to the highest levels of vocational study: in particular Higher Apprenticeships; they are likely to have strong links to universities, and may offer higher education (HE) provision alongside vocational provision
 - will have a high demand from individuals and businesses for use of the new training facilities, and that they will cater for learners from across England and more widely

- are in a position to deliver outstanding training, with strong links to leading employers, and that they have or will be able to attract teachers who are at the forefront of their field
- are committed to supporting skills transfers: for example, relevant sector or local employers are expected to show commitment to support skills transfer, with technicians visiting/working in the college/training organisation, support work experience and make a public endorsement supporting the bid
- are committed to raising standards: applicants would be required to set out how they are working with other relevant training organisations to raise standards through a system leadership approach, where excellent practice is disseminated (for example by opening up facilities to other training organisations).
- 3.6 All capital development projects submitted for the SICF will need to be developed up to the stage where it is possible to identify and cost their extent properly, for example to the Royal Institute of British Architects (RIBA) stage C or equivalent, with supporting sketch plans and cost plans. Applicants must be able to commit to a firm budget and demonstrate relevant certainty and ability to deliver the project to timescale. We also expect capital development projects to achieve high levels of environmental performance and to achieve a Building Research Establishment Environmental Assessment Model (BREEAM) 'excellent' rating for new build and 'very good' for refurbishments.
- 3.7 Applicants are reminded that the Agency will not in any circumstance provide increased capital grant should project costs exceed the approved amount. Furthermore, we will pay no grant for any costs incurred after 31 March 2014. Therefore, successful applicants must have incurred and evidenced sufficient expenditure to draw down grant funding by 31 March 2014.

- 3.8 In all cases, applicants must procure consultants and contractors and purchase equipment in accordance with European Commission (EC) Procurement Directives.
- 3.9 All purchased equipment which receives Agency grant support is to be used solely or mainly for the delivery of publicly funded education and training. This includes education and training that the Skills Funding Agency and Education Funding Agency fund.
- 3.10 All applicants need to take steps to satisfy themselves that any grant support funding payable under the SICF scheme does not amount to unlawful State Aid. Before applicants receive any grant they will need to provide the Agency with a formal written State Aid opinion from a solicitor, regulated in England and Wales who specialises in the EU State Aid rules, confirming in detail how the project complies with the EU State Aid rules, or a declaration to show that the grant is compatible State Aid as it is to be provided as de minimis aid in compliance with the De Minimis Regulations.

4.0 Application Process

- 4.1 The SICF is available on a competitive basis. Eligible applicants must submit an application on the SICF Application Form, which is available to download from the Capital Funding section of the Agency's website.
- 4.2 The Agency recognises that some applicants may have more than one project that meets the criteria. In recognition of this, each eligible applicant may submit more than one SICF application. Applicants submitting more than one SICF application need to prioritise the applications clearly. In the first instance the Agency will consider applications that each applicant gives the highest priority, and we will then move on to assess applications given a lower priority, if the budget allocation allows.
- 4.3 The application comprises two forms:

- i. **Form A** relates to projects which comprise solely the acquisition of specialist high-value equipment (paragraph 3.4 refers).
- ii. **Form B** relates to projects which comprise capital development works (new build, refurbishment and remodelling) and can contain equipment with a total value of up to 10% of the total project cost. If applicants have any doubts regarding the correct form to use, they should email the Agency's Capital Team mailbox:

Propertyservices@skillsfundingagency.bis.gov.uk.

5.0 SICF Application Requirements

- 5.1 The SICF application requirements comprise completion and submission of the following items:
 - Application form guidance on how to complete the application form is included with the form itself, with applicants required to over-write and delete application guidance information. Incorporate all information into the application form, with the exception of the information requested below. Taking into account the limited time available to carry out assessments and approvals of the applications, applicants are required to keep answers brief and to the point the application form contains guidance for length of responses (word limits apply to help keep the process manageable).
 - Planned Expenditure profile for the period from 2 September 2013 to 31 August 2014.
 - Programme planned completion date of the project.
 - Building cost breakdown analysis form [For capital development projects only] the application will need to include one form for the overall project but applicants should provide separate forms to support this where more than one set of building works is proposed. Where projects are in excess of the Agency's cost benchmark, (see Agency's cost model on the

<u>Capital Funding Page</u>) applicants must provide a detailed explanation to justify the additional costs and to demonstrate that the project still represents value for money. The Agency will **not** provide the SICF to projects which are more than 5% in excess of the Agency's cost benchmark, unless applicants provide adequate justification of the additional costs.

Financial Plan/Forecast - for projects over £1 million or requesting grant in excess of 33%

- FE colleges colleges should submit a financial plan using the latest college version which is available to download from the Capital Funding page on the Agency's website. The financial plan should be for at least two years after project completion.
- Non-FE colleges non-college providers should submit a financial plan using the 'Financial Plan Template' (for completion by those providers applying for capital grant support and that do not submit a financial plan annually), which is available to download from the Capital Funding page on the Agency's website. The financial plan should be for at least two years after project completion.
- Investment appraisal template for projects over £1 million the application will need to include investment appraisals in respect of both the base case (do minimum) and preferred option using the Agency's latest template, which is available to download from the <u>Capital Funding</u> page on the Agency's website.
- For projects including "in kind" grant contributions applicants should have early discussions with the Agency regarding the use of "in kind" contributions:
 - Donations of specialist equipment applicants should provide appropriate auditable evidence to confirm the value of the specialist items before the project starts.
 - Waiver of rent –applicants must clearly identify and substantiate the tangible "in kind" contribution. The Agency's stance will be to allow the capitalisation and use of no more than five years of rent as an "in kind"

contribution. Applicants cannot include any rent-free periods that would constitute a normal market concession as part of the contribution. Applicants must submit robust supporting evidence, including written confirmation of the contribution and an independent market valuation which identifies the normal incentives (such as rent-free periods) that the market offers, an open-market rental value and the average annual market rent, net of incentives.

We will assess applications only on the information submitted in the required format. We cannot guarantee that we will consider any additional information that applicants provide at the assessment stage.

- 5.2 To be eligible for the SICF, applicants must meet the submission requirements set out below:
 - Applicants must return one electronic copy of the signed and completed application form and any supplementary information to the Provider Gateway and ensure that it is submitted by 1.00pm on Thursday 7 November 2013 for Round 1:
 - ➤ In addition, applicants must also ensure that the Agency receives one hard copy of the signed and completed application form and any supplementary information at the following address by 1.00pm on Thursday, 7 November 2013 for Round 1:-

Capital Team

Skills Funding Agency

Cheylesmore House

Quinton Road

Coventry

CV1 2WT

5.3 Without exception, we will **not** consider as eligible for the SICF any applicants that fail to submit both an electronic copy and hard copy of a signed and completed

application form, together with supplementary information in accordance with the above submission requirements. To be eligible for the SICF, applicants must submit applications and supplementary financial information using the correct application forms and templates downloaded from the Capital Funding section of the Agency's website.

5.4 Detailed guidance on how to submit applications is included in Annex 1.

6.0 Application Process and Timescales for the SICF

6.1 The table below summarises the timescales for the application, submission, assessment and approval processes for SICF applications. The Agency proposes initially to hold one round of the SICF but may consider launching further rounds if funds permit.

Indicative Date	Action
9 October 2013	Announcement of Skills Infrastructure Capital Fund (SICF).
7 November 2013	Closing date for Round 1 of SICF applications.
11 December 2013	Confirmation of funding for Round 1 SICF applications.

7.0 Assessment Criteria

- 7.1 Applicants must provide a statement and evidence of need supported by a robust finance and benefits case. This provides the justification for making public funding available. We will assess each application against the following core criteria:
- Eligibility of the applicant paragraphs 2.1 to 2.3 refer.
- Strategic drivers the proposed project/activity should meet the needs of the organisation's business/strategic plan and demonstrate support for key

government priorities and related strategies. Proposals from GTAs and NSAs will need to meet core values and criteria, including for NSAs – national reach, operating for all employers in the sector and, where applicable, their supply chain, working with the current provider network and be led and supported by employers; and GTAs – sector reach, operating for a significant number of employers in the sector and, where applicable, their small- to medium-sized enterprise supply chain, working with the current provider network and be led and supported by employers. Projects supporting training for Higher Level Apprenticeships are particularly welcome.

- Specialisation and innovation the application must demonstrate how the proposal would address skills shortages and meet the skills needs of the specific sector or group of employers.
- Quality improvement and statutory requirements proposals should support raising standards in industry and fulfilling its skills development needs.
- Economic and social impact proposals should identify the impact of the project on other economic and social benefits, with particular reference to how the investment will have a positive impact on increasing Apprenticeship numbers and progression to higher skill levels, tackling unemployment, including those not in education, employment or training (NEETs), and addressing priorities identified by key partners including Local Enterprise Partnerships (LEPs).
- Employer Investment in Skills proposals based upon employer-led approaches must include an element of employer investment to match the requested government investment. We will use the level of non-Agency funding as a proxy for the degree of employer/sector support. Co-funding can be by way of financial contributions, donation of specialist equipment and/or the provision of freehold land from an employer at a discounted price for the delivery of education and training. Applicants will be expected to get revenue income in the form of employer investment resulting in more employees through

the system. Where match-funding takes on the form of in-kind membership funding, or levy, the applicant will need to justify in the context of the particular proposal.

- Project readiness readiness to procure (for high-value specialist equipment only) and start on-site (for capital development projects) will be used as proxies to determine the likelihood of the project incurring sufficient spend in 2013-14.
- Agency criteria, for example, exclude revenue items and meet the Agency's requirements regarding tenure, including any proposed leasehold arrangements. These include a minimum lease period of normally 20 years with no break clause and the permitted capitalisation of normally 10 years' rent (excluding revenue items such as business rates, service charges and insurance). Applicants should discuss the eligibility of proposed costs with the Agency before submitting funding applications.
- Protection of the capital investment the application needs to state the proposed ownership of the asset that the Agency investment will fund and the extent/duration to which the applicant proposes to ensure the continued use of the asset for the purposes intended. The Agency requires the extent/duration to be normally 20 years in respect of development (new build, remodelling and refurbishment) projects; for assets other than land and buildings this will be for a minimum of five years or, if longer, the time until the net book value is below 15% of the historic cost.
- Value for money for development projects we will assess this against the Agency's cost benchmarks. For projects in excess of £1 million investment, appraisals will be required for both the proposed project and a base case, which must demonstrate a better new present value (NPV) for the project than the base case. For capital build and refurbishment proposals, the project is expected to be self-sustaining, with running costs recouped through charges for services/provision provided.

7.2 The Agency will use the above criteria to carry out a needs-based prioritisation process to determine which projects will be funded.

8.0 Prioritisation of Projects

- 8.1 All applicants will need to pass an estate gateway relating to minimum project size, deliverability and project/applicant eligibility.
- 8.2 In the event that applications exceed the value of the funds available, in the first instance the Agency will consider applications that each applicant gives the highest priority, and we will then move on to assess applications given a lower priority, if the budget allocation allows.
- 8.3 If additional prioritisation is necessary, we will rank/prioritise all projects passing the estate gateway according to the overall number of points scored following the assessment of applications.

9.0 Grant Support Contractual Obligations

- 9.1 Applicants with projects approved for the SICF will receive a letter from the Chief Executive of Skills Funding confirming the funding in relation to the project and setting out the conditions of the grant.
- 9.2 Applicants will be required to indicate acceptance of the terms by signing and returning a copy of the funding letter within two weeks of receipt. Where applicable, we will only send offer letters once applicants have complied with all reporting requirements for previous Agency and/or Learning and Skills Council capital grant support and, in the case of FE colleges, receipt of a copy of the minutes confirming governing body approval for the SICF project.
- 9.3 The Agency will require successful applicants to comply with such funding conditions as it may impose and will undertake random site visits to ensure all

conditions are followed. Examples of typical terms and conditions include the following:

- The need for the buildings and/or equipment procured to be used for the purposes set out in the agreed education case and capital funding application. This condition will remain in force for normally 20 years for development (new build, refurbishment, remodelling) projects.
- All purchased equipment which receives Agency grant support is to be used solely or mainly for the delivery of publicly funded education and training. Any changes to the proposed usage must be agreed with the Agency before any diversion from the proposal is taken.
- The applicant is not permitted to sell, lend or dispose of equipment purchased or improved with Agency funding, without the permission of the Agency.
- The applicant will assume all management responsibility for the resources obtained with Agency funds, including insurance, maintenance and security, or ensure that the asset holder takes on such responsibility.
- Where the equipment is disposed of the training organisation shall pay to the Agency either the amount of funding provided by the Agency in respect of the equipment or the net proceeds of any disposal of the equipment, or the appropriate proportion thereof, whichever is the greater, unless otherwise agreed with the Agency. We will treat a change of use of the equipment as a disposal and the training organisation will be liable to make a payment to the Agency.
- In the event of the training organisation being taken over, merging or going into liquidation, the equipment financed by, or the equivalent portion of their market value, will become the property of the Agency.

- The Agency reserves the right to audit or commission independent audits where it is concerned that capital funds are not being used for the agreed purposes. The Agency also reserves the right to claw back its grant funds should the equipment purchased not be used for the purposes specified in the grant application.
- In the event that the European Commission considers any funding to amount to or contain State Aid that is incompatible with the common market ("negative decision"), and further decides pursuant to Article 14(1) of that Regulation that the United Kingdom shall take all necessary measures to recover the aid from the beneficiary ("recovery decision"), the training organisation shall, to the extent required by the recovery decision, repay the funding to the Chief Executive without set-off or deduction plus interest.
- The Chief Executive of Skills Funding reserves the right to register a legal charge against the premises and equipment in respect of which the capital funding is provided; this condition will apply to all successful applicants with grant support in excess of £1 million.
- The above conditions will remain in force for the life of the investment. For assets other than land and buildings this will be for a minimum of five years or, if longer, the time until the net book value is below 15% of the historic cost. For projects involving land and buildings, the above conditions will be in force for normally 20 years.
- 9.4 The Chief Executive of Skills Funding will reserve the right to recover funds by claw-back from applicant revenue allocations in the event that project costs (including VAT savings) are less than originally approved, or have not been used for the agreed purposes.

10.0 Post-Project Evaluations

10.1 The Agency is required to account for public investment made in the FE estate and the impact it has made. Therefore, for projects over £0.5 million, the

Agency usually requires, as a condition of capital grant a post-project evaluation. We expect applicants to provide post-project evaluations within 12 months of completion of the projects and by no later than 1 October 2015, to highlight lessons learned and disseminate these to the FE sector.

11.0 State Aid

11.1 The applicant must provide the information in A8 and B9 of the Application Form to enable the Agency to make an assessment as to whether capital funding payable under this scheme could amount to unlawful State Aid. Should the European Commission decide that funding amounts to State Aid, which is incompatible with the common market, and decides that the funding is to be recovered, a condition of grant will be that the applicant is required to repay the SICF funding to the Chief Executive without set-off or deduction (plus interest). All successful non-FE colleges will be required to complete and return a State Aid Deed to the Agency.

Annex 1

Guidance note: Submission of Pilot Skills Infrastructure Capital Fund (SICF) applications for Round 1

To be eligible for the SICF, colleges must meet the submission requirements set out below:

- Colleges and approved training organisations must return one electronic copy
 of the signed and completed SICF application form and supplementary
 information to the Provider Gateway and ensure that it is submitted to the
 Provider Gateway by 1.00pm on Thursday 7 November 2013 and
- Colleges and approved training organisations must ensure that the Skills Funding Agency (the Agency) receives one hard copy of the signed and completed application form and supplementary information at the following address by 1.00pm on Thursday 7 November 2013:

Capital Team
Skills Funding Agency
Cheylesmore House
Quinton Road
Coventry
CV1 2WT

Without exception, we will **not** consider as eligible for the SICF any colleges and approved training organisations that fail to submit both an electronic copy and hard copy of a signed and completed application form, together with supplementary information in accordance with the above submission requirements. To be eligible for the SICF colleges must submit the application form and supplementary financial

information using the correct application forms and templates downloaded from the Capital Funding page of the Agency's website.

Guidance for the submission of the application form is set out below.

- 1. Submit hard-copy applications in A4 format (ring-binder/lever-arch); submit any supplementary information in the same format.
- 2. Submit electronic applications through the <u>Provider Gateway</u>. Electronic applications and supporting information should be an exact copy of the hard copy submission, including signature.
- 3. All colleges and approved training organisations that are directly funded or hold a direct contract with the Agency already have access to the Provider Gateway. Information about how to access the Provider Gateway, in particular the introductory tutorial and the Document Exchange tutorial are available on the Provider Gateway. If you require further assistance in terms of accessing the Provider Gateway, please contact The Data Service's Helpdesk:

Email: SDEservicedesk@thedataservice.org.uk

Telephone: 0870 267 0001.

- 4. If you do not know who has access to the Provider Gateway within your organisation, speak to your Management Information team, or equivalent, to verify in advance, as changes to access rights can take up to four hours to process.
- 5. The CAPITAL folder in the Document Exchange on the Provider Gateway is currently open. After logging in, use the menu on the left to go to: Document Exchange > Document List > CAPITAL. Click on the CAPITAL folder and follow instructions to upload document, making sure you specify the 2013/14 year.

- 6. Please do not embed supplementary information within the electronic version of the application. This information should be supplied as separate annexes in both the electronic and hard copy version of the application.
- 7. A check-list page must be included in the submission listing all documents that have been submitted and the number of documents.
- 8. The electronic application and all supporting documents must be 'zipped' (using Winzip) into one folder for each application submitted before upload to the Provider Gateway, it is recommended that each zipped folder is no more than 25MB in size. Should colleges and approved training organisations wish to make any amendments or updates to their applications before the deadline, please submit all application documents in one folder for each application to replace the previous zipped folder. The Agency will only refer to and review the latest submission uploaded in respect of each application.
- Should colleges and approved training organisations wish to remove any
 documents or Winzipped files or if they mistakenly upload the winzipped file to
 the wrong year, e.g. 2012/13, please contact the service desk by calling 0870
 267 0001 or emailing them SDEservicedesk@thedataservice.org.uk.
- 10. Each zipped folder should be named according to the following naming conventions:

College/approved training organisation name_SICF_ Round (please insert relevant number, for example '1') Priority (please insert relevant number, for example '1_2013').

11. Electronic and hard copy applications **must** be signed and dated by the appropriate college/approved training organisation signatory/authorised officer.

- 12. The Provider Gateway is a secure network, so no password or encryption is necessary to the folder or its contents.
- 13. When you submit your file, a message indicating that the upload is in progress will appear. Larger files can take several minutes to upload, depending on the speed of your internet connection. Once a submission has uploaded completely, the CAPITAL directory screen will refresh and show the newly-uploaded file's name. For your records, we suggest that you take a copy/print of the CAPITAL document exchange screen once the file has uploaded successfully.
- 14. At the end of the electronic submission process colleges and approved training organisations are required to email the <u>Agency's Capital Team</u> to confirm the application has been successfully uploaded on to the Provider Gateway. Please do not include a copy of the submission file in this email.
- 15. Any issues encountered with using the Provider Gateway should be logged with the service desk by calling 0870 267 0001.
- 16. Please submit your hard copy and electronic applications as early as possible before the deadline. With regard to electronic applications, the Provider Gateway can become very busy around the deadline so please allow for this by submitting them as early as possible before the 1.00pm deadline. Where hard copy applications are being delivered by post or courier, these should be despatched in good time to allow for any possible reasonable delays in transit. Colleges and approved training organisations are advised to liaise with their postal/courier provider to agree the most appropriate delivery method and timings well in advance of the above deadlines.

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