Women in Innovation Award 24/25

Title: Grant Writing Workshop
Date: 28 June 2024

The Application Support Session will start at 11:00

- We are currently on mute, whilst waiting for more people to join
- Please ensure that you are dialled in, either by computer or phone, so that you can hear the briefing
- If you have any audio issues, please dial in from a fixed line
- The Application Support Session will be recorded and will be shared following the session
Zoom Etiquette

Chat Q&A
Closed Captions
Recording
Mindset
WS2: How to answer the questions in your Application?

Using your supporting evidence

Tools and Resources

Mat Wasley, Interim Head Emerging and Enabling Technologies
Emma Fadlon PhD, Investment Projects Lead

www.iuk.ktn-uk.org
Introductions

Emma Fadlon PhD
emma.fadlon@iuk.ktn-uk.org

Matthew Wasley
matthew.wasley@iuk.ktn-uk.org
Approach: using the Innovate UK grant framework

Key Questions

Session 1 (31st May + today)
• Q6: Need or challenge 20% 500 words
• Q7: Approach and innovation 20% 500 words

Session 2 (today)
• Q8: Plan for the award 20% 500 words
• Q9: Added value and timeliness of the award 20% 500 words

• Q5 3-minute Video (20% & Link and password up to 100 words)
It’s an exam and a story…

Like all exams, the keywords and answers are contained in the questions.

A lot of technique for individual Qs but also requires a compelling narrative.

Essentially:
• 4 scored questions (+ video)
• Answers of no more than 500 words each
• Giving you 2000 words to convince them…
when you include the

Project Summary

Please provide a short summary of your project. We will not score this summary. (400 words)

This is the first thing they read. They need to read it and say: ‘wow!, I get this and I like this’

Top tip
‘Economist’ editorial style. 9 word sentences, active tense.
Public Description

Please describe your project in a way that is understandable to the general public.

• This is only published if successful
• Mandatory, but the text will not be assessed
Gateway Question (Scope)

How does this application align with the specific competition scope?

• Read the scope first when looking to apply for a competition
• Avoid being rejected before assessment
Question 6: Need or Challenge

Describe:

- the overall societal, environmental, or economic challenges your innovation is focusing on
- the business need, technological challenge or market opportunity
- the expected impacts on society, the economy and the environment
- what potential negative impacts you have considered and how you plan to mitigate them
- any work you have already done to respond to this need, for example if the project focuses on developing an existing capability or building a new one
- the wider economic, social, environmental, cultural or political challenges which are influential in creating the opportunity, such as incoming regulations

500 words 20% Score
Q6 Need or challenge

What is the business need, citizen challenge, technological challenge or market opportunity behind your innovation?

“Here’s an unmet business need that is costing or denying (John/s) value. We can develop the tech/service/product to fix this challenge and when we do, (John/s) will buy it.”

“Here’s some stuff that shows we understand the wider context, too.”
# Need or challenge

### Assessors crib sheet

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-10</td>
<td>The innovation is aligned with addressing the identified challenge, with a compelling and thoroughly articulated explanation of its importance and expected impact. Potential negative impacts are thoroughly addressed, with robust mitigation strategies outlined. The applicant has shown, how the project will build on previous relevant work. Any wider factors influencing this opportunity are identified. Consideration of wider economic, social, environmental, cultural, or political challenges that influence the opportunity, with insightful analysis.</td>
</tr>
<tr>
<td>7-8</td>
<td>Good understanding of the challenge and its impact, with clear articulation of societal, environmental, or economic issues. The innovation is well-aligned with addressing the identified challenge, with a compelling explanation of its importance. Potential negative impacts are addressed, with mitigation strategies outlined. Detailed discussion of the business need, technological challenge, or market opportunity, demonstrating a solid grasp of the context.</td>
</tr>
<tr>
<td>5-6</td>
<td>Adequate understanding of the challenge and its impact, with some coherence and relevance to societal, environmental, or economic issues. The innovation is reasonably aligned with addressing the identified challenge, but the importance may not be fully clear. Potential negative impacts are identified, with some discussion of mitigation strategies. Some discussion of the business need, technological challenge, or market opportunity.</td>
</tr>
<tr>
<td>3-4</td>
<td>Basic understanding of the challenge and its impact demonstrated but lacks depth or clarity. Limited connection between the innovation and the societal, environmental, or economic issues. Some consideration of potential negative impacts with limited discussion of mitigation strategies. Some understanding of the broader implications of the innovation, but lacks detail.</td>
</tr>
<tr>
<td>1-2</td>
<td>Lack of understanding evident in addressing the challenge and its impact. Little to no coherence or relevance to societal, environmental, or economic issues. Little to no articulation of potential negative impacts or mitigation strategies. Limited understanding of the broader implications of the innovation and its potential consequences.</td>
</tr>
</tbody>
</table>
Wider Impacts

What impact might this project have outside the project team?

“There are external (wider) benefits to (economic/social/environmental/greater good stuff) attributable to this solution being implemented and they are worth (some sort of guestimate). Stress any regional impacts (local economy stuff).”
Question 7: Approach and innovation

Describe or explain:

• the new idea or business opportunity and why this is innovative and important
• how your new idea or business opportunity will respond to the challenge identified in question 6
• the freedom you have to operate, for example patents, IP
• how this project fits with your current product, service lines or offerings
• how you have engaged with the target audience to understand their need
• your target customers or end users and their location (whether they are based in specific regions, across the UK or other locations)
• the nearest current state of the art, including those near market or in development, and its limitations
• how you will consider equality, diversity and inclusion (EDI) in the design, development and delivery of your innovation

20% 500 words, optional appendix 2 A4 pages 10MB pdf)
Q7 Approach and Innovation

What approach will you take and where will the focus of the innovation be?

“We will technically solve the challenge by x, y, z. This is better than competitors a, b, c because … Based on earlier work (patent searches) we have freedom to operate. We will deliver (this/these) outputs.”

“and here’s a picture (Appendix) that oozes ‘wow factor!’”
Market Awareness

What does the market you are targeting look like?

The market looks like (this) and here’s the trends with numbers and recent references that show we really know our stuff.

Our target addressable market is (sensible, conservative, argued numbers).
Outcomes and Route to Market

How are you going to grow your business and increase your productivity into the long term as a result of the project?

“The value proposition to our target customers is (how they benefit in a business sense and it’s worth x to them). Our routes to market are (credible ideas, preferably relevant to market identified in Q4). Currently we sit (here) in the market but this project will take us to (there).”
Diversity and Inclusivity and Social Development Goals

Funders increasingly are looking for diversity and inclusivity in applications, either described as a standalone strategy or built into the narrative across relevant questions. There is also interest in a portfolio fit around the SDG as part of the ESG (environmental, social and governance) investment agenda. The following are links to resources that you may find useful.

**D&I**
https://arc-nenc.nihr.ac.uk/resources/equality-diversity-and-inclusion-toolkit/
https://www.local.gov.uk/our-support/equality-diversity-and-inclusion-hub

**SDG**
https://sdgfunders.org/wizard/
Who is in the project team and what are their roles?

“Our team is the best - and here’s a list of credentials/track record that shows we can build it and get traction in the market. We will additionally need (these) resources and this is where we get them”

Do not be shy!
Question 8: Plan for the award

Describe:

• the specific activities or work packages you will undertake with the grant funding you are requesting with the costs associated
• any resources, equipment and facilities required for the project or activity and how you will access them
• who you will need to work with to successfully execute your project or carry out the planned activity, such as subcontractors
• how you will manage the project to keep it on track and maximise the likelihood of success, including any tools and mechanisms that will be used to ensure successful delivery
• your 3 main risks for your project or planned activity, for example any technical, commercial, managerial or environmental risks, and explain how these will be mitigated
• how you will incorporate and utilise the full package of support from this award

20% 500 words Risk Register 1 A4 page 10MB pdf.
Optional project plan/Gantt Chart 1 A4 page 10MB pdf
Q7 & 8 : Extra stuff!

• You can submit one appendix to support your answer. It can include diagrams and charts. It must be a PDF and can be up to 2 A4 pages long and no larger than 10MB in size. The font must be legible at 100% zoom.

• You can also upload a project plan or Gantt chart as an appendix in PDF format no larger than 10MB and up to 1 A4 page long. The font must be legible at 100% zoom.

Hint - as you need to do this anyway...why not include it?
Q8 Project Management

How will you manage the project effectively?
“Here’s a tickety-boo project plan (work packages, costed, research category, description of deliverables, management techniques and structure”).

“and here’s a funky Gantt chart (UPLOAD)”
Q8 Risks

What are the main risks for this project?

“Here’s a thorough risk assessment (project/technical/commercial/environmental/regulatory/whatever) with risk ownership assigned and sensible mitigation suggested along with a description of how risk will be managed during the project.”

“and here’s a nice initial risk register (UPLOAD).”

Top tip
this is a ‘graph question’, label the axes.
Question 9: Added value and timeliness of the award

Describe:

• your vision for where you see your business in the future
• the added value of the Women in Innovation award to you and why this is the right time for the injection of support it offers
• the impact this project will have on the growth potential for your business
• what advantages public funding would offer your project, for example, appeal to investors, more partners, reduced risk or a faster route to market
• what other routes of investment you have already approached and what your project would look like without public funding
• what you expect the next steps to be after the award (potential challenges and opportunities)

20% 500 words
Q9 Added Value

Describe the impact that an injection of public funding would have on this project.

“We seriously need support. It will not happen without it. Support enables (faster time to market; derisking to the point where private investors will come in) – and look at those awesome (stakeholder and/or wider) benefits.”
How much will the project cost and how does it represent value for money for the team and the taxpayer?

“It’s excellent value for money – look how modestly the work packages are costed. Subcontracts are justified because (they’re the best/we worked well with them previously/etc). The return to the taxpayer comes from (increased VAT/payroll taxes/improved productivity/efficiency/contribution to govt strategy/etc.)”
What is a Work Package?

Planning and tasks
Grant Writing

Planning: work package
What is a Work Package

A planning tool, set of tasks with an output that is linked to your project/research aim

1. The output may be a milestone or be a key component of a milestone
2. The activities should be costed (demonstrate value add)
3. Will have a time component (interdependencies)
4. Will include technical and commercial activities
5. Include the anticipated non-grant outputs too

They will be reviewed in context of your proposal and vision. Are they:
- ✓ Realistic
- ✓ Achievable
- ✓ Measurable
The Hierarchy of Project Work Packages

Title: brief and informative
Objective: how it links to the overall objectives
Tasks: a description of tasks and how they will be done
Outcome: what will happen when this research is completed
Deliverable: of the specific WP
Milestones: of specific WP
Collaborations or subcontracts
Specific Resources
Risks
Handy Hint: Q8

- You may want to use this approach to build out your top 5 tasks?
- Don’t forget to add the steps that you think you need the most help/support and what this looks like?

- Use this to identify any risks – they can be technical, operational, personal and or commercial
- Link this to the support you can access – this feeds into Q9 timelines
Handy Hint: Q8

Deliverables

Differentiate action from:
- Outcome
- Deliverable
- Milestone
- Result

Provide

- Control points
- Check points
- Way points
- Decision points
- Horizon points
- End point
Allocation of Resources & Time for each WP

People, equipment and money

- What you are doing, when, with who (collaborator or supplier?)
- What is the logical structure to complete the tasks?
- Highlight what is novel/high risk and the value (interdependence)

Number of WP?

- Depends on the complexity and time
- Remember you are on this programme for 12m
FITS INTO PLAN FOR THE AWARD

- 500 words – 20% of Question

Hint – this needs to be detailed and include both the technical and commercial activities
## Gantt Chart

### Visualisation of WPs

- **WP1 Name**
  - T1.1 - Title
  - T1.2 - Title

- **WP2 Name**
  - T2.1 - Title
  - T2.2 - Title
  - T2.3 - Title

- **WP3 Name**
  - T3.1 - Title
  - T3.2 - Title

- **WP4 Name**
  - T4.1 - Title
  - T4.2 - Title

### Link Tasks

### Time Lines to show dependence

### Use to build a Risk Matrix

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>D1</th>
<th>D2</th>
<th>D3</th>
<th>D4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milestone</td>
<td>M1</td>
<td>M2</td>
<td>M3</td>
<td>M4</td>
</tr>
<tr>
<td>Key Activity</td>
<td>A1</td>
<td>A2</td>
<td>A3</td>
<td>A4</td>
</tr>
</tbody>
</table>
Introduction to Grant Writing

Risks
WHAT IS RISK?
What is a Project Risk?

An uncertain event that may or may not occur during a project

Can have either a negative or a positive effect on progress towards project objectives
Risk Register Planning for Success
What is it?

It is a **table** that lists:
- Risks by **category**

Ranks risks by:
- **Probability**
- **Impact**
- **Rating**

Has a **mitigation** plan
Identifies an **owner**

Categories: internal & external
- Technical
- Management
- Commercial
- Environmental
- Legal: IPR, Legislations,
- Political

*Consider: Supply chain, HR, facilities*
Rankings

- Probability & Impact
- Qualitative (H/M/L)
- Quantitative (Cost/Time)
What to Include:

What is going to keep you awake at night?

Execution Risks
- What will stop you from conducting and or completing the project?

Performance Risks
- What will stop the idea working?
## Begin: Use 5 key tasks to build your Risk Register

<table>
<thead>
<tr>
<th>Description</th>
<th>Description Type</th>
<th>Risk Before Mitigation</th>
<th>Mitigation</th>
<th>Risk After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Package 1</td>
<td>Describe activity/task and what the associated risk is</td>
<td>External Technical?</td>
<td>M</td>
<td>Have a proof of concept as a back up</td>
</tr>
<tr>
<td></td>
<td>e.g. delay in delivery of software from the subcontractor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work Package 2</td>
<td>Can not recruit technician by month 5</td>
<td>Management</td>
<td>H</td>
<td>Contract externally</td>
</tr>
<tr>
<td></td>
<td>Do not get UK Conformity Mark approval by month 12</td>
<td>Legal</td>
<td>H</td>
<td>Work with a RA consultant</td>
</tr>
</tbody>
</table>
## Begin: Simple “Ranked” Risk Register

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Probability 1-5</th>
<th>Impact 1-5</th>
<th>Mitigation</th>
<th>Status Open/Closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delay in delivery of software from the subcontractor</td>
<td>1 = Unlikely</td>
<td>1 = No impact</td>
<td>Have a proof of concept as a back up</td>
<td></td>
</tr>
<tr>
<td>Can not recruit technician by month 5</td>
<td>2 = Possible -</td>
<td>2 = Limited</td>
<td>Contract externally</td>
<td></td>
</tr>
<tr>
<td>Do not get UK Conformity Mark approval by month 12</td>
<td>3 = Possible +</td>
<td>3 = Noticeable</td>
<td>Work with a RA consultant</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4 = Probable</td>
<td>4 = Significant</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5 = Certain</td>
<td>5 = Critical</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Build: “Detailed” Risk Register
- Part 1 Categorising Risk “Red, Amber Green”

```
<table>
<thead>
<tr>
<th>IMPACT</th>
<th>PROBABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>5</td>
<td>25</td>
</tr>
</tbody>
</table>
```

“RAG STATUS”

- Red
- Amber
- Green
## Build: “Detailed” Risk Register
- Part 2 Features

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Description</th>
<th>Impact</th>
<th>Impact Level</th>
<th>Probability</th>
<th>Priority Level</th>
<th>Mitigation</th>
<th>Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>T1.1 Commercial</td>
<td>Description</td>
<td>1-5</td>
<td>1-5</td>
<td>Impact x Probability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>T1.4 Management</td>
<td></td>
<td>5</td>
<td>5</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>T2.1 Technical</td>
<td></td>
<td>5</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>T2.4 Environmental Societal</td>
<td></td>
<td>1</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>T3.5 Legal (IP/National)</td>
<td></td>
<td>3</td>
<td>3</td>
<td>9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Build: “Detailed” Risk Register
### - Part 3 Monitoring

<table>
<thead>
<tr>
<th>ID</th>
<th>Risk Description</th>
<th>Impact</th>
<th>Impact Level</th>
<th>Probability</th>
<th>Priority Level</th>
<th>Mitigation</th>
<th>Owner</th>
<th>Status</th>
<th>Open/Closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>T1.1 Commercial</td>
<td>1-5</td>
<td>1-5</td>
<td>Impact x Probability</td>
<td>O</td>
<td>T1.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>T1.4 Management</td>
<td>5</td>
<td>5</td>
<td>25</td>
<td>O</td>
<td>T1.4</td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>T2.1 Technical</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>C</td>
<td>T2.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>T2.4 Environmental Societal</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>TAKE ACTION</td>
<td>T2.4</td>
<td></td>
<td>O</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>T3.5 Legal (IP/National)</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>O</td>
<td>T3.5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANTICIPATE ….
THE KNOWN UNKNOWNS
Small print …

… will kill you!

Scope. If in doubt, check with innovation leads at Innovate UK. Use the competition help. They are helpful.
Stand out from the Crowd!
Additional Support

Innovate UK Women in Innovation Awardee
Ying Lia Li, Founder of Zero Point Motion
Top Tips

1. Fit the Eligibility
2. Read instructions carefully
3. Be clear and concise
4. Make a realistic plan
5. Set the scene for your innovation
6. Be yourself
7. Quantify and justify assertions
8. Check all deadlines
9. Get advice and feedback
10. Don’t leave it too late to ask questions and submit
## Application Support Sessions

<table>
<thead>
<tr>
<th>#</th>
<th>Support Sessions</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Grant Writing Workshop</td>
<td>Friday 31 May</td>
<td>11am to 1pm</td>
</tr>
<tr>
<td>2</td>
<td>How to make an effective video submission</td>
<td>Wednesday 12 June</td>
<td>10am to 11am</td>
</tr>
<tr>
<td>3</td>
<td>Project Planning and Risk Management Workshop</td>
<td>Friday 28 June</td>
<td>11am to 1pm</td>
</tr>
<tr>
<td>4</td>
<td>Women in Innovation - Applicant Support Q&amp;A</td>
<td>Thursday 4 July</td>
<td>2pm to 3pm</td>
</tr>
</tbody>
</table>

Find out more and register for the support sessions [here](#).

- All sessions will be recorded and available online
Contact

Customer Support Services
0300 321 4357 (Monday to Friday 9am-12pm and 2pm-5pm)
support@iuk.ukri.org

Innovate UK
ukri.org/councils/innovate-uk

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iuk.ktn-uk.org

Innovate UK
Business Growth
innovateukedge.ukri.org
Thank you

Register for our updates: iuk.ktn-uk.org