Data-Driven Innovation Small Grants Funding Call Guidance

COVID-19 Response & Accelerating Recovery in Edinburgh & South East Scotland

SHOULD I APPLY? – CHECKLIST

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Are you <strong>staff or a postgraduate student</strong> at the University of Edinburgh?</td>
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<tr>
<td>Do you want to start a project in response to an aspect of the <strong>COVID-19 pandemic</strong> and short or longer term societal, environmental or economic impacts?</td>
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<td>Is your proposed project <strong>data-driven</strong>?</td>
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<td>Would your project benefit the <strong>Edinburgh &amp; South East Scotland City Region</strong>?</td>
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<td>Can you start a project and undertake activity <strong>before the end of July 2020</strong>?</td>
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1. INTRODUCTION

We are in the midst of an unprecedented crisis. As one part of our response, the DDI Programme has allocated up to £100,000 to be released as small grants to enable staff and students at the University of Edinburgh to apply data-driven-innovation ideas in support of communities, services and businesses in the Edinburgh and South-East Scotland Region. We anticipate funding projects in the range of **£1,000 to £25,000**.

We are aware that many of our colleagues from across the University of Edinburgh are working on the front-line in our hospitals or undertaking globally-important research on COVID-19. We want this funding to enable a wider cohort of staff and students to respond and accelerate our recovery from this crisis through data-driven innovation.

In recognition of the urgency of the situation, this call has been designed to be quick, flexible and light on bureaucracy. It is a rolling call, with funds evaluated and awarded on a regular weekly basis. The decision of the reviewing panel is final without calls for dispute, however, projects can be resubmitted with amendments and changes.

Members of staff and students are committing a substantial amount of time and energy in adapting how the University works in response to the pandemic, often at the same time as managing increased family commitments. We appreciate that in these new circumstances, you may not have the time to apply for this funding or deliver new work.

This funding call is also a pilot. We will learn from it to improve our future Data-Driven Innovation funding calls. We welcome any and all feedback or ideas that you have to improve our processes.

2. WHO CAN APPLY FOR FUNDING?

To apply for funding, you must be either a member of academic or professional staff or a post-graduate student at the University of Edinburgh.

Some of you will need approval from your supervisor and/or course director to (1) apply for funding, (2) for the associated time to carry out the work and, (3) ethical guidance.
3. WHAT WILL WE FUND?

For an idea or project to be eligible for this funding, it must meet all five of the selection criteria below:

a. Meet our urgent need and/or accelerating our recovery
   
   It must be a positive response to the COVID-19 pandemic.
   
   We want this funding to be useful so we will prioritise funding for projects in areas of response and recovery to the COVID-19 pandemic that are less well-covered by other existing large grant funding programmes.

b. Data-Driven Innovation
   
   It must use a data-driven approach.
   
   We define “data-driven” as involving an intervention from any social or scientific perspective at any point along the linear process of:
   
   DATA CREATION › DATA COLLECTION › DATA PREPARATION › DATA ANALYSIS › INSIGHT › ACTION

c. Regional
   
   It must be focused on supporting the people, communities, public services and businesses of the Edinburgh & South East Scotland City Region Deal.
   
   International, UK, or Scotland-wide projects are eligible as long as they can demonstrate positive impact in our region.

d. Timely & Feasible
   
   It must start immediately with work taking place over the next three months.
   
   Your project should be completed without the need for any face to face contact. Projects that are ‘ready to go’ will be favoured. Recruitment and data-sharing can take a long-time and may delay the start of your project.

e. Ethical & Responsible
   
   It must undertake work and use data in a secure and ethical way.
   
   We encourage you to think about the unintended consequences of your work.
4. WHAT COULD THIS FUNDING BE USED FOR?

Your **existing work** might be capable of being re-purposed to apply to the COVID-19 pandemic, and the funds could be used to adjust your focus to reapply it to the current situation.

Alternatively, you may have a **novel idea**, or you may understand a clear need from a **partner organisation** that you are able to respond to with seed funding.

Here are **some of our ideas**. This is a non-exhaustive list and we are open to any of ideas that you have as long as you can demonstrate a clear benefit to the region:

- Working with Government bodies or organisations to meet **new analytical needs** and requirements
- Preparatory work for **larger funding grants and opportunities** relating to COVID-19
- Supply chain and **logistics** management
- Connecting our **vulnerable people** with the support they need
- Managing business and personal **finances** during uncertain times
- New data-centric **business model** development for at-risk industries
- Support our **tourism, festivals and hospitality** sector business (restaurants & hotels)
- Data collection for longer-term research in emergency and **pandemic preparedness**
- Using **existing data** to understand COVID-19
- **Crowdsourcing expertise** to address COVID-19 challenges
- Combating **misinformation** and fake news
- **Citizen data science** including personal health tracking
- Data science education / **data-literacy** in epidemiology
- Enabling our **creative industries** to reach remote audiences
- Interrogating the **ethics** effects of increased surveillance measures
- **Testing** new systems through the Edinburgh Parallel Computing Centre supercomputing facility
- Pandemic response and **climate change** or carbon emissions
- Linking, connecting and **integrating** datasets
- **Engaging industry** in working with the university to resolve pandemic-related problems
- The use of data alongside **behavioural interventions**
Eligible costs could include (but are not limited to):

- Extending staff contracts to undertake new or existing relevant work
- Offering additional work on top of an existing non-full-time contract
- Paying someone on an ad-hoc basis
- Creation, collection or acquiring datasets
- Additional administrative support
- Short-term secondments (into the University or into an external organisation)
- Equipment or subscription to specific services *(If feasible in the short-term)*
- Commissioning external organisations to undertake specific tasks
- Partner time and expenditure
- Designing, developing and publishing new communication materials or toolkits
- Running a virtual hackathon or event
- Accessing datasets *(Data-sharing can take a long time and is likely to significantly delay the start of a project)*
- Hiring undergraduate, postgraduate or doctoral interns *(Recruitment can take a long time and is likely to significantly delay the start of a project)*

5. WHAT WON’T WE FUND?

We will not support projects that have no potential benefit to Edinburgh and South-East Scotland.

However, as this is a global pandemic we acknowledge that activity focused on an international response is likely to bring benefits to our region.

We will not support projects that are not data-driven.

We know that data-driven innovation cannot and will not solve everything. However, our team’s remit is restricted to the development of data-driven innovation so we are unable to allocate funds beyond this purpose.

We will NOT support projects that are already the focus of larger, more intensive funding activity.

There are significant programmes of work and many other, larger funding calls dedicated to the development of new diagnostic tests, vaccines, and modelling the COVID-19 virus. To fund activity in these areas of work you would need to clearly demonstrate why a small grant would enable, accelerate, or be additional to this work.

We have provided some examples of currently ongoing projects and other funding programmes in Section 11 of this document.

6. HOW MUCH WILL WE FUND?

The total value of the fund is **£100,000**. We will be flexible on the value of each award depending on the project’s needs and potential impact.

There is no maximum amount that can be requested, however as a guide we anticipate funding projects in the range of £1,000 to £25,000. Funding for projects above this value would be by exception.

Awarded funds must be spent by successful projects by the end of July 2020.
7. TIMELINE

So that we are responsive to changing needs of this crisis, there will be a weekly rolling call for funds. The call will continue until all funding has been allocated or until May 31st 2020.

8. APPLICATION PROCESS

a. Before you submit an application:

Please **contact us to share your idea with us before you submit an application form.** You can contact Joshua Ryan-Saha or Ailsa Falconer through Microsoft Teams or by email. This is so we can check to see if your idea is eligible, feasible, with partners on board and data available before you spend time completing the application form. We can also highlight where certain activities are likely to take a while to set up e.g. hiring new staff or sharing data.

Can you also please **contact your relevant finance, research and HR offices** before you submit an application form so that they plan ahead to prepare for how they could receive funding and managing any other administrative requirements. We know that all staff are having to change the way they work and often have to manage their other family commitments alongside work. We don't want this funding programme to add an additional burden on staff.

b. How can we submit an application?

All applications must be made through submission of an online application:

**APPLICATION FORM**

Every submission must include a completed **project finance table.** The template in Appendix A of this document should be completed and uploaded as part of the application.

An application can be submitted at any time and they will be reviewed the following week.
c. **Award Criteria**

Projects that meet the eligibility criteria in #3. WHAT WILL WE FUND will then be scored in terms of:

**IMPACT [1-5 points]**

The potential route to a positive impact in the Edinburgh and South East Scotland City Region relating to a real demonstrable need in response to the COVID-19 pandemic. The project needs, approach and plans to realise impacts must be clearly defined with the expected impacts detailed in the application.

**TECHNICAL FEASIBILITY [1-3 points]**

The feasibility of the project from a technical perspective should be outlined, including how project risks will be overcome to deliver the anticipated impact.

**ADMINISTRATIVE FEASIBILITY [1-3 points]**

The likelihood that the project can get started quickly, using allocated funds within the next three months.

d. **How will funding decisions be made?**

Applications will be scored and ranked by a small team of reviewers. Projects achieving an average of **9 points+** from reviewers will be selected for a 30 minute online due diligence discussion the following week.

The reviewing panel will meet each week and will be made up of a pool of staff at the Data-Driven Innovation Programme team. Where consensus is not reached across the panel, the final decision will be taken by the DDI Programme Director, Jarmo Eskelinen.

The decision of the reviewing panel is final without calls for dispute, however projects can be resubmitted with amendments and changes.

e. **When will I know if I’m successful?**

The outcome of your application will be communicated to you by email and/or phone the Tuesday after each weekly reviewing panel.
9. POST-AWARD

a. Financial Management

You must liaise with your school or department’s finance, research, and HR offices to quickly set up the financial administrative arrangements required to start the project. Please contact your department’s research, and finance offices before submitting your application.

The full award will be transferred to your relevant school or department to a specific code for this project. School research offices can support costing and budget monitoring using tools including Worktribe. This funding does not follow the same principles as research funding. As it is internal UoE funding, no overheads or indirect costs (Full Economic Costing or otherwise) will be funded.

b. Reporting

You must submit a short online reporting form every two weeks from the project kick-off.

This report will cover both project progress, key outputs and spend. Once this has been received we will arrange a 30-minute catch up call with a member of the DDI programme team. The purpose of this is to identify any blockages in delivery and to help you in overcoming them.

You will need to highlight any problems or issues that arise during the course of the project as soon as you can. This includes identified underspend. This is important as these funds need to be reallocated. If the project delivery is falling behind schedule or cannot be completed, the DDI programme team will close the project and reclaim/redistribute allocated funds to other projects with one weeks’ notice.

10. INFORMATION & CONTACT DETAILS

If you have any questions relating to this call please contact ddi.admin@ed.ac.uk. We will get back to you within two working days of receiving your email.

We are happy to discuss your application with you in advance of submission.
11. OTHER RELATED FUNDING OR VOLUNTEER CALLS & OPPORTUNITIES

This is a non-exhaustive list of funding or volunteer opportunities. Please make us aware of any other opportunities that we can share with the Data-Driven Innovation community:

**UKRI open call for research and innovation ideas to address COVID-19**
- There is no closing date – proposals can be submitted at any time.
- UKRI will support excellent proposals of up to 18 months duration which meet at least one of the following:
  - New research or innovation with a clear impact pathway that has the potential (within the period of the award) to deliver a significant contribution to the understanding of, and response to, the COVID-19 pandemic and its impacts.
  - Supports the manufacture and/or wide scale adoption of an intervention with significant potential.
  - Gathers critical data and resources quickly for future research use.
- More information

**BSAC Funding Programme (deadline 17 April 2020)**
- The COVID-19 funding call is to support researchers in better understanding and addressing COVID-19 outbreak. Details as follows:
  - Grants of up to £25,000 to support research projects. Exceptional grants in excess of £25,000 will be considered. Applications are open to all organisations and will be subject to a rapid peer review process.
- More information

**HRB COVID-19 Pandemic Rapid Response Funding Call (deadline 7 April 2020)**
- In response to the fast evolving COVID-19 pandemic, HRB in cooperation with the IRC, are launching a rapid response mechanism to fund research that will provide evidence for the national and global efforts to deal with the virus outbreak.
- The research priorities of this call are aligned with the WHO R&D Blueprint and informed by the Global Infectious Disease Collaboration for International Disease Preparedness (GloPID-R).
- The scope of this funding call covers medical countermeasures, health service readiness, and social and policy countermeasures to COVID-19.
- The call is addressed to mid-career and senior researchers.
- More information

**CSO Covid-19 Research funding proposal (deadline 20 April)**
- The Scottish Government is making funding available for research aimed at tackling the challenges posed by the current Covid-19 pandemic in Scotland.
- The Chief Scientist Office (CSO) will manage this resource to fund studies that allow fundamental science being conducted in Scottish Academic Institutions to be applied to issues arising from the Covid-19 pandemic. The research will draw on the very best science and methodologies in Scotland to address specific issues, with the expectation that studies can start immediately on award of funding and will be completed within 3 – 6 months.
- CSO can work with successful applicants to help expedite the necessary research governance reviews and to approve fast track ethical opinion to ensure rapid study start-up.
- Studies will address specific hypotheses through a range of research approaches, including experimental medicine, data science or social science. Examples include: novel diagnostic and therapeutic approaches, new surveillance approaches that can be implemented rapidly, novel

interventions to help prevent infection, long term impact on the population, as well as supporting the resilience and mental health of front line health and care staff including those who returned to the NHS or came early from nursing or medical schools into the workforce.

- More information

LifeArc’s COVID-19 Fund (deadline 6 April 2020)

- LifeArc has made available an initial £10M for the identification of therapeutics that can be rapidly deployed to treat COVID-19. The aim is to run trials in patients during the current epidemic. It is anticipated that applications will be for funding to repurpose one or more drugs that are generic, already licensed, or are in late stage development for another indication.
- LifeArc is calling for applications from academics, NHS employees or companies that have therapeutics that could be repurposed or repositioned for use in COVID-19 patients.
- The primary purpose is to accelerate availability of treatments for patients and it is therefore expected that applicants will already have material available for testing and a plan for rapid scale up of clinical material. Priority will be given to projects that have a clear path and availability for patients in a 6-12 month timeframe.
- More information

Wellcome ISSF COVID-19 call (deadline 20 April 2020)

- Institutional Strategic Support Fund (ISSF) 2019/20 Round 2 deadline extension for Covid-19 related research applications
- More information

The Wellcome iTPA accelerator fund (up to £20K, deadline 21 May 2020)

- High potential translational projects will be considered for an award of up to a maximum of £20,000.
- The funds may be used on a broad range of activities aimed at stimulating future translation of specific early stage research projects. The award will support direct costs only, and be associated with a range of activities including but not limited to: skills development, industry secondments, placements, laboratory studies (proof of principle/concept/repurposing), Regulatory guidance, Data-drive approaches and development of policy.
- More information

Alan Turing Institute - Call for COVID-19 rapid response data science taskforce

- DECOVID is an emerging collaboration between The Alan Turing Institute, HDR UK and founding Trusts and academic partners
- DECOVID aims to address urgent questions defined by clinical staff in order to produce rapid insights which are actionable on the frontline at a local level. This will support proactive care and management during the COVID-19 pandemic, with learning facilitated across the NHS through the insights of robust data science modelling, without placing a burden on front line staff
- More information
Merck’s 2020 Research Grants (deadline 31 August 2020)
- In 2020, Merck is offering a series of research grants to stimulate innovative research in challenging areas of future importance. Grants of 100,000 EUR - 500,000 EUR per year for up to 3 years are available in areas including pandemic preparedness & fighting new emerging viral infectious disease.
- More information

The Wellcome iTPA translational innovation prize (open, in response mode)
- Up to £1K to support the validation of early stage translational projects
- More information

There is also an upcoming initiative from the Bill & Melinda Gates Foundation (details and deadline TBC, more information).

CoronaHack - AI vs. COVID-19: Saturday 18 April 2020, 9:00 am - Sunday 19 April 2020, 8:00 pm
- A high profile hackathon designed to accelerate approaches to monitoring, diagnosing and controlling the COVID-19.
- This event will shortly go virtual through a platform with full access to COVID-19 datasets and other technology.
- You will work collaboratively with top data scientists, biomedical researchers, vaccine specialists, startup founders and investors to developing innovative approaches to the current crisis.
- More information

Barclay's HealthTech Response (ongoing)
- Barclays Ventures and Eagle Labs are proud to partner with organisations who share our belief in open collaboration.
- Do you have a tech solution or innovative idea on how to address one or more of the following key challenges? If so, the partnership could help fast track deployment.
- Challenges: Slowing the Spread of COVID-19, Enabling Home-based Care, Supporting the wellbeing and morale of NHS workforce, Assistance for those who are most Vulnerable and in Self Isolation.
- More information

COVID Accelerator (ongoing)
- A 2-week accelerator that brings together people and ideas with resources to move forward.
- Join doctors on the frontlines, engineers, and designers, all working toward a common goal.
- No technical background? Not a problem. Everyone's got something to add.
- More information

#BuildforCOVID19 Global Online Hackathon (deadline for project submission 30 March 2020)
- A hackathon backed by WHO, Microsoft, Facebook and Twitter
- Address and scale a range of health initiatives, including preventative/hygiene behaviours (especially for at-risk countries and populations), supporting frontline health workers, scaling telemedicine, contact tracing/containment strategies, treatment and diagnosis development.
- More information
Chief Scientist Office, Scotland - Rapid Research in Covid-19 (RARC-19) Funding Call - here

Edinburgh Research Office Funding Information - here

Horizon Europe Societal Challenge 1 (Health section) - here

Covid-19 testing specific expertise
A joint NHS/academic taskforce is now looking to establish how the Scottish academic community can support NHS labs during the COVID-19 pandemic. NHS Scotland Laboratory Medicine wishes to establish a comprehensive list of academic colleagues prepared to volunteer themselves to be at NHS’ disposal, together with an overview of their relevant skills. This call is coordinated by Prof Andrew Jackson at the MRC Institute of Genetics and Molecular Medicine (University of Edinburgh) in partnership with NHS Scotland National Laboratory Medicine Programme (NLP), Health Protection Scotland (HPS), and St Andrews University. If you would like to contribute please complete the survey.

Estimate of the number of cases with COVID-19 symptoms in the UK
Working with an international team of scientists on estimating the number of cases with COVID-19 symptoms in different countries, and how this evolves over time. Why is this useful? Largely because testing is insufficient and the official numbers are not painting an accurate picture. Please complete this short survey.

COVID-19 Outbreak Expert Database
In this rapidly evolving situation, Parliament needs quick access to researchers who can provide expert insights relating to both Coronavirus and its impacts. Parliament and Parliamentarians use these insights to help carry out their function effectively; that is to say, to represent the people, scrutinise the Government, debate important and pressing issues and pass legislation. To speed up the process of Parliament accessing relevant research expertise, Parliament’s Knowledge Exchange Unit (KEU) are creating a COVID-19 Outbreak Expert Database. If you feel you have any expertise relating to the COVID-19 outbreak or its impacts, the KEU would be very grateful if you would sign up to the database. Signing up does not commit you to contributing in anyway, it’s simply so that Parliament has your details to hand and can contact you very rapidly; if they contact you and you aren’t able to respond, they will fully understand. Sign up here.

NHSX TechForce
NHSX is calling on all innovators who can support the elderly, vulnerable and self-isolating during COVID-19 to apply for government funding of up to £25,000 to test their solution: https://techforce19.uk/

Healing Solutions for Tourism Challenge

Mindstream.ai: CoronaHack - AI vs. Covid-19
A virtual hackathon bringing together Biomedical and data scientists to explore ways to combat CoronaVirus. Sign-up here.

Knowledge Transfer Network – COVID Response - here

Observatory of Public Sector Innovation - Call for Innovative Government Solutions to COVID-19 - here
BMA Foundation COVID-19 Grant – here
RAAIS Open Source COVID-19 Fellowship – here
Royal Society - Urgent call for modellers to support epidemic modelling - here
University of Surrey, Hospitality, Tech and COVID-19 - Hack Hospitality at Home - here
ELRHA - RESEARCH TO SUPPORT COVID-19 RESPONSE IN HUMANITARIAN SETTINGS - here
IBM 2020 CALL FOR CODE® GLOBAL CHALLENGE COVID-19 - here

The BBSRC impact acceleration account (deadline 30 March 2020 – now passed)
- For translational projects linked to BBSRC funding
- Proof of principle or proof of concept studies (up to £30,000)
- Market research (up to £10,000)
- Secondments, placements and people exchange (up to £5,000)
- More information

Innovative Medicines Initiative (deadline 31 March 2020 – now passed)
- Funding the development of: antivirals & therapeutics (for the current and/or future coronavirus outbreaks), diagnostics (ensuring rapid evaluation of candidates based on existing technologies), as well as fast and reliable tools that go beyond the state of the art for detection of COVID-19 carriers and symptomatic individuals.
- Preventive vaccines are specifically excluded from the scope of the Call.
- More information
12. USEFUL READING & EXAMPLES

Below is a list of articles that may be useful. This is not an endorsement of their content or opinions.

Nature - On the responsible use of digital data to tackle the COVID-19 pandemic
https://www.nature.com/articles/s41591-020-0832-5

GovLab - #Data4COVID19: Data Collaboratives in Response to COVID19
Repository for data collaboratives seeking to address the spread of COVID-19 and its secondary effects including ongoing data collaborative projects, requests for data and expertise, data competitions, challenges, and calls for proposals:
https://docs.google.com/document/d/1JWeD1Aa1GKMPry_EN8GjZqwX4j4KLQIAqP09exZ-ENI/edit

COVID-19 MyDataCommonS
https://mydata-global.org/covid19-mydata-commons

Oxford COVID-19 Government Response Tracker (OxCGRT)

Andy McMahon: Whoa There! The Data Community and Covid-19

Covid Credit
A proof of concept helping self-employed workers demonstrate loss of income from COVID-19 to HMRC:
https://covidcredit.uk/

UCL Call for Data Scientists
https://mailchi.mp/a3de1e5e342b/funding-training-opportunities-vacancies-4820953

COVID-19 Mobility Monitoring project
https://covid19mm.github.io/in-progress/2020/03/25/second-report.html

C-19 COVID Symptom Tracker
https://covid.joinzoe.com/

Cuebiq: COVID-19 & Mobility Insights
https://www.cuebiq.com/visitation-insights-covid19/

Data Stewards: A Call to Action
https://medium.com/data-stewards-network/a-call-for-action-813669f32244

UCL: Covid-19 Social Study
A research project about the psychological and social experiences during the coronavirus pandemic.
https://redcap.idhs.ucl.ac.uk/surveys/?s=TTXKND8JMK

Summary of Government Responses to COVID-19
https://docs.google.com/spreadsheets/d/1dg8RBuTpzyL0Ag7IQ_FlYZaN6Rltc0T7x6ppj7MuNDQ/edit#gid=0

Benevolent.ai - knowledge graph to find approved drugs that could help treat COVID-19:

The Economist: Countries are using apps and data networks to keep tabs on the pandemic
EU Datathon – Coronavirus Pandemic

Geoff Mulgan, How to not waste a crisis

Foreign Affairs: How Civic Technology Can Help Stop a Pandemic

Seoul – Corona Status
http://www.seoul.go.kr/coronaV/coronaStatus.do

Gov.uk – The Power of Data in a Pandemic

GovInsider - Singapore launches community Coronavirus tracing app

N Future - Confronting Covid-19 with human data opens the door for a new commodity market

Future of Good - COMMUNITY-BASED COVID-19 RELIEF COULD BE MORE EFFECTIVE. HERE'S HOW.

Center for Data Innovation - How Can the European AI Community Respond to the COVID-19 Crisis?

Creative Industries Policy and Evidence Centre: The impact of COVID-19 on arts and cultural charities

University of Oxford, Government Outcomes Lab: Useful Resources
https://golab.bsg.ox.ac.uk/community/covid-19-resource-hub/browse-useful-resources/

Nature, Correspondence - Share mobile and social-media data to curb COVID-19
https://www.nature.com/articles/d41586-020-00908-6

Code4Covid

Govinsider – Indonesia using GPS to share COVID-19 Data

International Survey on Coronavirus #covid19study
https://covid19-survey.org/results.html

ODI Leeds – COVID-19 in England
# APPENDIX A – PROJECT FINANCE TABLE

## FUNDS REQUESTED

<table>
<thead>
<tr>
<th>Resources</th>
<th>Explanation &amp; Justification of Resources</th>
<th>Total Cost to DDI (£)</th>
<th>Any match or in-kind contributions* (£)</th>
</tr>
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<tbody>
<tr>
<td><em>E.g. staff time (total days + cost per day), prototypes, materials</em></td>
<td>Example</td>
<td>£x</td>
<td>£x</td>
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<tr>
<td>Totals</td>
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*If a non-academic organisation is contributing resources ‘in kind’ (e.g. providing resources or staff time)*