



GREAT UK CHALLENGE FUND

General guidance for project applicants

March 2015

The GREAT UK Challenge Fund is a new merit-based initiative, operating as part of the overall GREAT campaign, which is open to eligible education, tourism, and trade and investment organisations in England, Scotland, Wales and Northern Ireland to help them capitalise on opportunities in overseas markets.

VisitEngland, the national tourist board for England, is administering the Fund and acting as the Secretariat. Funding decisions will be made by a Programme Board comprising of The Foreign & Commonwealth Office, Department for Culture, Media and Sport, British Council, UK Trade & Investment, VisitBritain, the Devolved Administrations and No10.

This guidance is designed as an introduction to the GREAT UK Challenge Fund and sets out the key requirements for applicants seeking to bid for funding. The application process has two separate stages, Expression of Interest and Full Application. Feedback will be given to applicants after the Expression of Interest Stage to assist with the development of the Full Application.

The call for projects is now open and prospective bidders are advised of the following deadlines for the submission of Expressions of Interest to the Programme Board:

- | | |
|--|-----------------------|
| ▶ 1 st call for Expressions of Interest | Friday, 17 April 2015 |
| ▶ 2 nd call for Expressions of Interest | Friday, 15 May 2015 |
| ▶ 3 rd call for Expressions of Interest | Friday, 12 June 2015 |

Arrangements for the submission of Full Applications will be given separately to those bidders who successfully proceed forward from the Expression of Interest Stage, along with initial feedback on projects from the Programme Board.

Prospective applicants are advised to apply early in order to maximise the chance of success.

If you have any informal questions about the application process and/or wish to discuss a potential project idea, then please contact the GREAT UK Challenge Fund Secretariat by email at GREAT.UKCF@visitengland.org in the first instance to arrange a telephone call.

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General Guidance for Project Applicants

Introduction

The GREAT UK Challenge Fund has been established to provide seed-funding for projects that enable city, metropolitan, regional and national organisations and also sector associations operating in partnership to exploit market opportunities overseas. The GREAT campaign (see overview in Annex A) aims to deliver significant and long-term increases in education, inward investment, trade and tourism to the United Kingdom. This Fund will support new and innovative project ideas that use the GREAT campaign to deliver across any/all of the themes and generate economic benefit at a local, regional or national level.

In 2015/16, up to £2 million has been made available to support the Fund. Projects will need to deliver measurable outcomes, such as more business wins for British companies, new leads from companies looking to invest in the UK, more inbound tourists visiting and spending here, more students applying to study at UK universities and/or improving perceptions of different areas of the UK abroad.

VisitEngland, the national tourist board for England, is administering the GREAT UK Challenge Fund and acting as the Secretariat. Funding decisions will be made by a Programme Board comprising of The Foreign & Commonwealth Office, Department for Culture, Media and Sport, British Council, UK Trade & Investment, VisitBritain, the Devolved Administrations and No10.

Who can apply?

The GREAT UK Challenge Fund is open to eligible organisations in England, Scotland, Wales and Northern Ireland. Eligible organisations by campaign strand are shown below in Table 1. Cultural and sporting organisations and private sector companies can also be included in bids.

The Programme Board is keen to support project ideas which are creative, exciting and innovative from organisations involved in the education, tourism, and trade and investment sectors in order to promote the UK offer overseas. There is no set model as projects will be developed collaboratively and draw in expertise from across the worldwide GREAT campaign delivery network.

In general, the Programme Board is encouraging two broad types of bids:

- **Partnership bids** – e.g. multiple organisations in the same destination, region or nation with interests across the campaign strands coming together to promote the overall offer of the destination in a selected overseas market(s).
- **Consortium bids** – e.g. multiple universities coming together to promote increased applications from foreign students interested in a specific sector, and/or targeting a specific overseas market.

Whilst single organisation bids covering just one campaign strand are not necessarily discounted, such applications for funding will need to demonstrate why their bid would not benefit from being part of a wider approach.

A bidding partnership/consortium is asked to identify a lead project applicant to be the point of contact for the Secretariat and act for and on behalf of the wider partnership to co-ordinate and manage delivery. We recommend that prospective applicants liaise with other organisations in their area with a potential interest in overseas campaigns (e.g. bidders in England may wish to align their activities via their Local Enterprise Partnership (LEP). LEPs may also act as the lead applicant and the accountable organisation for projects).

Table 1

Themes	Main partners
Education	<ul style="list-style-type: none"> • A university or coalitions of universities (working together to promote a specific academic sector and/or target a specific overseas market) • Further education colleges • EFL language schools • Organisations representing groups of HE/FE institutions
Tourism	<ul style="list-style-type: none"> • City / regional / sub-national tourism organisations • Destination organisations • Local authority tourism departments
Trade and Investment	<ul style="list-style-type: none"> • City / regional / metropolitan / national inward investment agencies • Cross-sectorial promotional agencies • Trade promotion agencies, chambers of commerce • Enterprise Zones, Local Enterprise Partnerships (LEPs)
Subsidiary Themes	Subsidiary partners
Culture and heritage	<ul style="list-style-type: none"> • Museums, art galleries, historic houses, castles
Sport	<ul style="list-style-type: none"> • Clubs and associations
Private sector	<ul style="list-style-type: none"> • Businesses, enterprises

Target overseas markets

Projects will be considered that focus on any overseas market, provided there is a robust business case to support the proposed activity. Bids are encouraged to address more than one of the themes of education, tourism, and trade and investment.

The GREAT UK Challenge Fund is unable to support projects focussed on domestic activity here in the UK.

Worldwide GREAT campaign delivery network

In bidding, applicants are signalling their agreement to form part of the GREAT campaign. The campaign is active in 144 countries and 17 UK government departments are involved. Table 2 below gives details of the respective GREAT campaign delivery partners for each of the three main themes around the world.

Table 2

Campaign strand	GREAT campaign delivery partners
Education	<ul style="list-style-type: none">British Council
Tourism	<ul style="list-style-type: none">VisitBritain
Trade and Investment	<ul style="list-style-type: none">Foreign & Commonwealth Office, UK Trade & Investment

As part of the project appraisal process at both Expression of Interest and Full Application Stages (see next section below), all bids for funding will be referred to the relevant in-market GREAT campaign delivery partner (e.g. British Embassy, British Council office, UKTI office and/or VisitBritain office) for comment and also to ensure co-ordination with any other planned activity taking place in that overseas market. The Secretariat will assist prospective bidders between the Expression of Interest and Full Application by putting you in contact with the relevant GREAT campaign delivery partner(s) in the market(s). If your bid is successful, then you can fully expect this delivery network in-market to support and promote your bid and the activities you have planned.

Two-stage application process: Expression of Interest and Full Application

Interested parties are asked to submit an Expression of Interest in the first instance. If this is approved by the Programme Board, the lead project applicant will then develop and submit a Full Application. If the Full Application is subsequently approved, the project will be contracted and the activity can begin.

The purpose of the Expression of Interest Stage is to allow new and tentative bidders to put forward project ideas without making a significant time commitment. It also allows the Programme Board to provide recommendations and/or conditions before the Full Application is submitted, such as requesting the inclusion of another geographical area or thematic partner or drawing upon the experience of the GREAT campaign delivery partners' extensive overseas network, in order to help the bidding organisation or consortium improve its project and/or address any areas of potential weakness.

The Expression of Interest is a short form allowing the Programme Board to decide whether a project proposal fits the criteria of the GREAT UK Challenge Fund, and the overall objectives of the GREAT campaign and whether the consortium partners, activities, budget and results seem realistic. It is important that some care is taken in preparing the Expression of Interest to ensure that all important information has been included.

The Full Application requires the addition of full detailed activity plans with targets, budgets and timelines, as well as technical information and funding guarantees from all organisations involved in the project consortium. The Expression of Interest is the basis for the Full Application meaning that any project which does not build on the original proposal, as approved by the Programme Board, will not be accepted.

Deadlines for Expressions of Interest and Full Applications

In 2015/16, up to £2 million has been made available initially to support the Fund. The Programme Board is keen to ensure that all available funding is fully and contractually committed to projects by 30 September 2015 in order to give successful applicants sufficient time to plan and deliver campaign activities before the programme and financial completion deadline of 31 March 2016. Any awarded, unspent project funds cannot be carried forward to 2016/17.

The key dates for the consideration of bids to the GREAT UK Challenge Fund are, as follows:

- Launch of the application process Monday, 23 March 2015
- Deadline for the first call for Expressions of Interest Friday, 17 April 2015
- Deadline for the second call for Expressions of Interest Friday, 15 May 2015
- Deadline for the third call for Expressions of Interest Friday, 12 June 2016
- Deadline for the submission of Full Applications to be confirmed
- Deadline for the completion of all funded activities 31 March 2016

Prospective bidders are recommended to apply early in order to maximise your chance of success.

What kind of projects will the GREAT UK Challenge Fund support?

The GREAT UK Challenge Fund is an opportunity-driven initiative designed to promote the education, tourism, trade and investment offers of UK cities, regions or nations in target overseas markets around the world. This fund is new. It is designed to encourage innovative thinking to promote the UK abroad and projects that really deliver economic benefit at home, but it is left to applicants to propose the most effective means of doing so.

Projects will combine a mix of activity (no single events in isolation) and delivered over time by a range of partners involved.

The best ideas will demonstrate how different organisations working together can achieve outcomes greater than the sum of their individual parts. This might mean:

- Using local or national events (e.g. Rugby World Cup 2015, Shakespeare's Anniversary) as hooks to engage audiences and deliver multiple strands of activity;

- Working in partnership with cultural organisations to combine a business and a cultural destination message (e.g. running trade/investment missions in partnership with touring cultural productions overseas);
- Encouraging partnership and an attitude of win-win to forge new relationships and generate in-kind support (e.g. partnerships with airports and airlines to increase the reach of tourism campaigns);
- Using existing platforms, but expanding them to bring in more partners and multiply their impact (e.g. using a pre-planned food and drink roadshow in selected European cities to promote local universities, as well as local producers); and,
- Drawing on the resources of multiple partners (culture, education, trade and investment, tourism) to combine events, PR, digital, inward/outward mission, engagement with influencers, and highlight activations over a sustained period in a specific target city to increase awareness of full city-wide offer.

Prospective bidders are advised to refer to the website of the GREAT campaign, www.greatbritaincampaign.com for more information on its aims and objectives. Prospective bidders can also apply for access to the GREAT campaign's asset library, which contains its branding guidelines and other useful resources, via the same address.

Project appraisal criteria

As a minimum, project proposals to the Fund must:

- Respond to a demonstrable opportunity in an overseas market, with potential economic benefit to the bidding UK destination;
- Deliver measurable economic and/or reputational return on investment;
- Secure co-financing contributions in cash and monetised in-kind support from project partners and third party organisations to multiply the overall impact of a project and offset its costs;
- Propose activities that are additional or incremental. Funds will not be provided to cover business as usual costs;
- Use the GREAT campaign branding; and,
- Have a clear evaluation plan with key metrics to capture economic performance.

Priority will be given to projects which:

- Represent a consortium of different organisations active in the same campaign strand which are keen to promote a specific sector and/or target specific overseas markets.
- Represent a partnership of various organisations in the same destination, region or nation with interests across the campaign strands coming together to promote their overall offer overseas.
- Demonstrate true cross-partner working at the local level and private-public sector partnership;
- Deliver a focused campaign of activity over time rather than one-off events;
- Use GREAT campaign branding in an innovative way; and,
- Have a clear communications and media plan.

The Fund's detailed project appraisal criteria are attached at Annex B.

Project outputs and outcomes demonstrating economic benefit

The GREAT UK Challenge Fund places a strong emphasis on measuring the economic benefit generated by the projects it supports. All approved projects will need to explain clearly how they will approach evaluating their activity. As far as possible projects should use standard methodologies for doing so, so that results are quantifiable and comparable. The following paragraphs explain the core elements of the GREAT campaign's approach. Bidders should consider how they can track metrics that demonstrate the impact of their activities, such that they can contribute to these overall calculations. The cost of gathering, collating and interpreting this data should be incorporated in project plans.

Education

The education strand relates to the promotion of the UK as an inbound destination for overseas students wishing to study at British higher and further education institutions. Working in conjunction with the British Council, the respective worldwide GREAT campaign delivery partner, the primary measurement of success should be an increase in the number of prospective, high-quality international students rating the UK as their number one choice for future study, and ultimately an increase in the number of international students applying and studying in the UK. The British Council uses this information to calculate the broader economic impact of this increase. If bidding under this strand, applicants should consider how they can collect robust data that can demonstrate the impact of their activities and feed into these calculations.

Supporting measures might include quantifiable outputs from activities such as face-to-face interactions, digital and media reach.

For more information on the British Council's Education UK Programme, see www.educationuk.org/global

Tourism

The tourism strand relates to the promotion of the UK as an inbound destination for both leisure and business visitors. VisitBritain, the national tourist agency and respective GREAT campaign delivery partner, is responsible for promoting Britain around the world. Its mission is to grow the value of inbound tourism to Britain, working with a wide range of partners in both the UK and overseas.

VisitBritain uses an evaluation process that measures the level of incremental visitor expenditure generated as a direct consequence of marketing activity targeting specific audience to affect their intention to visit the UK. This process requires data capture of consumer contacts (email), permission to be survey contacts and a sufficiently sized database of over 2,000+ opted-in contacts. Using average daily visitor expenditure figures derived from the latest International Passenger Survey (IPS) compiled by the Office of National Statistics, it is possible to calculate the incremental visitor expenditure and number of visitor nights that can directly be attributed to the relevant campaign activity.

For more information on the activities of VisitBritain, see www.visitbritain.org

Trade and Investment

The trade and investment strand relates to attracting foreign direct investment and securing export-led sales for the United Kingdom. UK Trade & Investment, working closely with the overseas posts of the Foreign & Commonwealth Office, is the respective GREAT campaign delivery partner. The Programme Board is looking for activities which help to secure high-value opportunities and investment for the UK.

The key metrics from the trade and investment activity are:

- The number and value of business wins for UK exporting companies; and,
- The number and value of landed foreign direct investment projects into the UK.

Supporting metrics to achieve the above could include:

- The number of 'service deliveries' (using the standard UKTI definition) for UK companies;
- The number of new foreign direct investment enquiries;
- The number of people who had the opportunity to see or hear the campaign activity, including the number and profile of attendees at events;
- The immediate effect on the target audience, including changes in perception and customer satisfaction of event attendees; and,
- Information on what the target audience did as a result of the activity, for example number of website visits, click-through and downloads.

For more information on the activities of UK Trade & Investment, see <https://www.gov.uk/government/organisations/uk-trade-investment>

Culture and Sport

The impact of cultural and sporting projects – or those elements within broader projects - can be measured using different metrics depending on the individual objectives of the project. It may be that prospective applicants wish to deliver either a cultural or sporting project component if it will help them achieve wider goals. If that is the case the standard trade and investment metrics will apply around business wins. Alternatively, applicants may wish to deliver either a cultural or sporting project in order to achieve wider 'soft power' objectives in terms of promoting the UK overseas.

Metrics may include:

- Business wins arising from the cultural and/or sporting activity;
- Increased profile and improved reputation of UK arts, culture and sport in the target overseas market (i.e. measured media mentions);
- Significantly enhanced reach / profile / impact of the cultural or sporting activity involved;
- New connections and partnerships established for UK cultural and sporting organisations.

Where the British Council is represented and active in the arts, it is anticipated that they will be integrally involved in any cultural project supported through the GREAT UK Challenge Fund. This will enable the project to be measured using the British Council's own measurements of success.

Soft power¹

Projects with 'soft power' objectives should clearly set out the target audiences (e.g. individuals, organisations) that the activity will seek to influence, how that influence will lead to a beneficial change in perception (and possibly behaviours), how an economic return will be generated from the activity and how this will be measured over the short, medium and long term.

Applicants whose projects have soft power objectives in their bids will receive feedback on them after the Expression of Interest Stage with regard to the most appropriate metrics.

Proposed metrics may include the following:

- PR and social media metrics (e.g. AVE, tonality, opportunities to see); and,
- Attendance metrics (e.g. numbers attending vs numbers invited, influence of those attending).

Other measurement metrics

As explained earlier, the Programme Board is keen to receive project ideas covering the campaign strands which are creative, exciting and innovative in order to promote what the UK has to offer overseas. Whilst all funded activity should lead to measurable outcomes and aim to contribute to delivering increased levels of investment, trade, tourism and high-quality students and/or improving perceptions of the UK, the Programme Board recognises the need for flexibility on the precise means of measurement. Consequently, bidders are encouraged to give their own suggestions, when completing the Expression of Interest Form, as to how best the economic impact of their project idea may be measured.

¹ 'Soft power' is an international relations concept used to describe the ability to attract and co-opt rather than coerce, use force or give money as a means of persuasion.

How should project partnerships work together?

All project partners, whether consortium or partnership, must co-operate on the joint development and implementation of the project.

Project partners should co-operate in the staffing and/or financing of the project. When completing the two-stage application form, bidders are therefore asked to explain how staff across the entire partnership will work together on delivering the project and what assistance they will require from the relevant GREAT campaign delivery partner(s) (i.e. British Council, UKTI/FCO and/or VisitBritain) in their target overseas market(s).

The need for local co-operation needs to be reflected in the way that project activities are planned and implemented. It is not enough for each consortium partner to act independently and then exchange results. Project partners should help each other to design, implement and communicate new solutions.

It is also important to involve the right partners in the proposed project – meaning those with the required expertise and contacts. The partnership will be assessed on whether it has the right skills and knowledge in place in each bidding destination area.

The partnership also needs to be viable, which means that all partners should have a clear role in the project and be committed for the entire lifetime of the project and also committed to support activities after the lifetime of the project, such as any post-completion final evaluation work.

What is the role of the lead bidding organisation?

The bidding organisation leads the project and ensures that all consortium partners deliver what has been promised and is also the contact point between the project and the Fund Secretariat. Every project supported by Fund must have a lead bidding organisation agreed by the partnership. In particular, the bidding organisation will:

- Prepare and submit the application (in co-operation with the rest of the project partnership);
- Be responsible for all aspects of financial and project management relating to the approved project.
- Prepare and submit all progress reports and requests for payment based on inputs from other partners;
- Ensure that information from or to the Fund is communicated on time and in full; and,
- Receive all payments from the Fund and distribute the amounts owed to suppliers.

Size of bids and reimbursement of actual project costs

Applicants are encouraged to bid for up to £100,000 from the GREAT UK Challenge Fund to help deliver their project. The overall value of projects should be significantly higher when project partners' and/or third organisations' co-financing contributions, whether in cash and/or monetised in-kind support, are taken into account.

Higher value bids in excess of the £100,000 limit will not necessarily be discounted at the Expression of Interest Stage but such a contribution would need to demonstrate an exceptional impact, either in terms of results generated or the partners involved.

How the funding will work

Once the Secretariat has a detailed understanding as to how your proposed project will work, then it will be able to determine in discussion with the lead applicant how the campaign activities will be resourced from the GREAT UK Challenge Fund. This discussion will take place between the Expression of Interest and Full Application Stage, at the same time that co-financing contributions from project partners and third parties are confirmed. It is envisaged that funds to cover the cost of your campaign activities will potentially follow two routes:

- Reimbursement of actual project costs direct to lead project applicant – where the lead project applicant incurs direct costs, (e.g. an exhibitor's fee at an overseas event) then the Fund will make a direct reimbursement based on the actual costs the project has incurred.
- Direct funding transfer to the relevant GREAT campaign delivery partner(s) - In some cases, bidders/Programme Board may decide that proposed activity be carried out in market by GREAT campaign delivery partners directly (e.g. to achieve economies of scale on the cost of overseas media purchases).

The lead project applicant will also submit project monitoring reports to the Fund's Secretariat which will be used for the purposes of reporting progress and achievements to the Programme Board and other key stakeholder audiences. The frequency and number of these claims and reports will be agreed with the bidding organisation at the time of contracting and stated in Project Partnership Funding Agreement.

Cross-cutting issues

Co-operation

This should be reflected in a project plan based on joint efforts to develop and implement new solutions. Co-operation should also be understood as bringing together different sectors (sometimes called 'horizontal co-operation') and different levels of administration from local to regional (sometimes called 'vertical co-operation'). The goal should be to multiply impact, and utilise specific capabilities for the wider benefit of all those involved. The need for co-operation should be balanced against the need to ensure that the partnership remains manageable and focused on core stakeholders.

Innovation

GREAT campaign projects should be seen as an opportunity to be ambitious, test new approaches and work with new partners. Applications should clearly set out the innovative aspects of the projects and how they differ from existing norms and practices in the target areas / organisations.

Additionality

Project funds from the GREAT UK Challenge Fund cannot be used to fund the regular activities of partner organisations. The activities carried out in the project should be additional to the normal work of consortium partners and funds will only cover the costs for this additional work.

Equal opportunities

All organisations involved with the GREAT UK Challenge Fund must contribute to a positive environment for the active pursuit of equal opportunities and the prevention of exclusion and discrimination in all forms.

How to apply for funding

All information relating to the GREAT UK Challenge Fund, including the two-stage application forms (Expression of Interest and Full Application) and general guidance notes, are available to download from the website, www.greatukchallengefund.com

Project partners must identify a lead applicant to front their bid to the Fund. The lead applicant is also responsible for co-ordinating the proposed activities amongst all the partners, whether consortium or destination partnership bids. There is no prescription of the appropriate organisation to fulfil this role, however it may be that entities that play a natural coordinator role as part of their function (such as LEPs in England), will be best placed to do so.

Once completed, please send your Expression of Interest Form or Full Application, if applicable, by email to GREAT.UKCF@visitengland.org. All documentation is electronic so there is no need to send any paper copies to the Secretariat unless otherwise requested. All partners involved in a project bid need to submit Letters of Intent with the Full Application Form.

Requesting an informal discussion with the Fund's Secretariat

If you would like to discuss informally your project idea and/or seek further guidance on the completion of the two-stage project application form, then please send an email to the Fund's Secretariat (GREAT.UKCF@visitengland.org) requesting a telephone call with details of your enquiry.

How to prepare a good application

Assessments are based on the information provided in the application forms only. You should not rely on assumed knowledge or arguments about, for example, the general need for destination marketing or higher admission levels of overseas students but instead must relate these to the specific circumstances of the project partnership and the programme area. In particular, you must make sure that you clearly explain:

- The need for your project and how it differs from current norms and practices;
- The benefit of partnership co-operation between organisations in each of the three thematic objective areas;
- The role of each consortium partner;
- The important outputs and results that will be delivered and how these will be measured; and,
- How you will ensure that the project has an impact beyond the project partnership.

Assessments of Expressions of Interest and Full Applications

Once your completed Expression of Interest has been received by the Fund Secretariat, it will go through an eligibility check. The purpose of this check is to ensure that the proposed project meets minimum requirements, and that there are no obvious errors with the budget and/or eligible project scope.

The assessment of both the completed Expression of Interest and Full Application is based on the Fund's selection criteria (see Annex A). For the Expression of Interest, a limited set of criteria is used to assess the degree to which a potential project will match the Fund's objectives and envisaged results. Assessment of the Full Application goes further and focuses on how the project will be delivered. The Programme Board decides whether to approve or reject the project based on the Secretariat's assessment, and sets any conditions that need to be met before contracting.

What happens after approval in running your project?

If the project is approved for funding by the Programme Board, then the Secretariat will prepare a Project Partnership Agreement. Project expenditure is eligible from the commencement date of the signed funding agreement.

All projects must be implemented in accordance with the approved proposal and any additional conditions stipulated by the Programme Board.

All projects have to submit a combined grant claim and project monitoring progress report at least every three months. The frequency of this report will depend upon the duration of your approved project. Once authorised, the Fund Secretariat will make payment for the reimbursement of actual project costs incurred using the relevant intervention rate stated in the Project Partnership Agreement.

Every approved project is assigned to an advisor in the Fund's Secretariat. Your advisor can clarify the rules and procedures of the Fund, as well as advising on general project implementation issues.

If required, the Secretariat may run events for approved projects to explain issues that seem to be causing problems, provide information and guidance on the latest developments for the Fund, and allow you to meet and exchange views with other projects.

Changes to your projects

You have to implement the project as it is described in the approved application. This means that if there are important changes, you will need to get approval from the Fund before going ahead. This may mean that your new proposal will have to be re-assessed by the Programme Board, which of course could take time. Requests for changes should only be made when there are unavoidable and unforeseeable changes in your project's operating environment.

Agreeing to be part of a project should be seen as a commitment until the end of the project. If beneficiaries leave, the project may be terminated. Funds already paid to the lead beneficiary may have to be repaid to the Fund if the leaving beneficiary has not delivered on its commitments in the Full Application Form.

Keeping records

It is important for all consortium partners to keep good records of the project's work and for the lead bidding organisation to ensure that all project records are kept up to date in the event of an external audit by either the Fund Secretariat or its representatives. Your Project Partnership Agreement will contain a full list of essential documents for the audit trail but as a general rule you should be able to document exactly why you claimed every amount, why it was necessary for the project, and what steps you took to abide by other rules like providing value for money. In the event of an audit, failure to keep good records may result in a demand to pay back either some or part of the awarded grant.

Control and audit

The bidding organisation must check and confirm that (i) all the costs claimed arise from implementing the project, (ii) that only activities agreed by the whole partnership are included in the claim and (iii) that all of these activities comply with the funding agreement and the approved application. This is a check that each beneficiary only claims for work which has been agreed as necessary by the whole project partnership.

Communications

Communication is an essential part of all project activities. Activities should not occur in isolation and bids should demonstrate both a robust approach to external communication (to extend reach and impact and communicate outcomes), but also internal communications (so relevant stakeholders and partners are involved and up to date with progress). This is an ongoing requirement and not limited to the completion of a project.

The Project Partnership Agreement will set out communications guidelines. All projects will need use the GREAT campaign branding and incorporate the GREAT campaign assets into communications plans.

The application form includes a separate section for communications and this issue is part of the assessment of the full application. Even good project proposals can be rejected if communication activities are too weak to achieve the target activities.

It is a requirement that every project partner must disseminate the results it produces as early as possible.

Annex A: Overview of the GREAT campaign

The GREAT campaign is HM Government's most ambitious international marketing campaign ever and showcases the very best of what Britain has to offer in order to encourage the world to visit, study and do business with the UK. The campaign is active in over 144 countries around the world and involves some 17 government departments.

Unifying the international growth promotion efforts of the British Council, UK Trade & Investment, VisitBritain, No10, Foreign & Commonwealth Office and a number of other government departments, GREAT aims to deliver significant and long-term increases in education, tourism, trade and inward investment in support of the Government's prosperity and growth agenda.

GREAT delivers

The campaign has already delivered a direct return to the economy of over £1 billion and is supporting the UK's ambitious trillion pound export plan. Recent research shows that the campaign has had a positive impact on the buying actions of the UK's international target customers, including:

- A +16% uplift in intention to invest in the UK amongst international companies that recognise the GREAT brand;
- A +12% uplift in intention to procure UK products and services amongst international companies that recognise the GREAT brand;
- A +16% uplift in intention to visit the UK over the next 12 months from tourists who see the GREAT brand; and
- A positive uplift in intention to study in the UK amongst international students who have seen the GREAT brand in target markets, for example +16% in Hong Kong, +7% in Brazil and +6% in India.

The brand is also an increasingly valuable asset to the UK. A recent independent assessment by external valuation experts Brand Finance showed that the GREAT brand has a current value of £158 million, with the potential, within five years, to be worth £1.73 billion and be ranked within the UK's top 50 brands.

Over 300 businesses and high-profile individuals are backing the brand with joint funding, sponsored activity and active support. Over £50 million of value in cash and in-kind has been generated to date.

The GREAT campaign is a proven mechanism for generating high quality return on investment as well as maintaining a strong British profile in the world.

Annex B: GREAT UK Challenge Fund Criteria

Primary Criteria	Rationale / Explanation
Innovative, incremental activity focused on carefully defined overseas market opportunities. Not business as usual.	The Programme Board is looking for exceptional ideas and new thinking. GREAT UK Challenge Fund resources should not act as a supplement or replacement for funding from other sources for existing activities. It should be used only when projects would not happen without it. The GREAT campaign should act as a catalyst that encourages wider participation and partnerships. Focus should be on new campaigns, new/additional markets, sectors etc.
Uses the GREAT campaign branding and is consistent with campaign structure, evaluation and values.	<p>The GREAT campaign branding must be prominent (primary or secondary) throughout the creative collateral. Use of existing collateral is encouraged to aid value for money.</p> <p>Projects should be innovative, build collaboration and broaden the reach of the GREAT campaign, be executed to the highest standards, be evaluated robustly, generate jobs and economic growth.</p>
Robust, evidence-backed argument justifies proposed activity.	Market opportunity must be clearly argued using reputable, appropriate data and market and sector insight.
Proposed activity will deliver strong economic returns for the UK bidding destination area.	<p>Bids must include a clearly argued case that the activity proposed will generate jobs and economic growth for Britain. Projects should:</p> <ul style="list-style-type: none"> ▪ Generate new inward investment leads; and/or ▪ Increase British exports in a specific sector; and/or ▪ Increase overseas student applications to UK universities / higher education bodies; and/or ▪ Lead to overseas tourism visits. <p>and/or:</p> <ul style="list-style-type: none"> ▪ Change measurably perceptions leading to active consideration of the attractiveness of the city/region. <p>Alternative metrics will be considered on a case by case basis but only if a robust evaluation plan is included.</p>
Evaluation plan (measurement of return on investment) is robust and approved by an independent assessor.	The most important part of the business case. The evaluation plan must clearly state the metrics that will be used and how they will be measured. These metrics must demonstrably prove the business case, i.e. show how the project delivers jobs and growth for the UK. An independent organisation will assess (and work to improve, as appropriate) evaluation plans.
Financial resources from the GREAT UK Challenge Fund acts as seed funding to recruit other partners, preferably from the private sector.	The value of bids for project funding should be up to £100,000. The overall value of projects should be considerably higher and take into account co-financing contributions from project partners and third parties, whether in cash and/or in-kind support.

Deliver a campaign of activity over time.	The value of bids for project funding should be up to £100,000. The overall value of projects should be considerably higher and take into account co-financing contributions from project partners and third parties, whether in cash and/or in-kind support.
Consistent with the wider in-market campaign plans of the GREAT campaign delivery partners. Education British Council Tourism VisitBritain Trade and Investment UKTI / FCO	As part of the appraisal process, all received project applications will be referred for comment to the relevant in-market GREAT campaign delivery partner to ensure alignment and co-ordination with existing planned activity.
Secondary Criteria / Considerations	Rationale / Explanation
The value of bids for project funding from the GREAT UK Challenge Fund should be up to £100,000. Higher bids for project funding will be considered if an exceptional justification is given.	The GREAT UK Challenge Fund is designed as a seed fund for innovative projects. It should act as a catalyst to bring partners together or test new ideas, rather than as an alternative funding option for business as usual activity.
Bids that encompass more than one strand of the campaign are preferred.	Projects that deliver results across campaign themes and involve (including with funds) multiple campaign partners multiply impact.
Consortia bids from more than one city / region will be considered.	Especially where this would make a more attractive proposition to both customer appetite and needs and also private sponsorship.
Choice of target overseas market	Activity may be undertaken in any overseas market where there is an evidence-based case for a project, and the proposed activity is complementary to existing GREAT campaign activity in market.
Enhance existing opportunities, the GREAT campaign in overseas markets and other events.	Goal is to amplify impact. Domestic events could act as a viable hook for cross-sector bids and overseas activity, such as England Rugby World Cup 2015, The America's Cup 2015 and Shakespeare's 2016 Anniversary.


Annex C: Local Enterprise Partnerships (England only)

Map of the administrative areas of Local Enterprise Partnerships (LEPs) in England, August 2013.



Local Enterprise Partnerships

1. Black Country
2. Buckinghamshire Thames Valley
3. Cheshire & Warrington
4. Coast to Capital
5. Cornwall & the Isles of Scilly
6. Coventry & Warwickshire
7. Cumbria
8. Derby, Derbyshire, Nottingham & Nottinghamshire
9. Dorset
10. Enterprise M3
11. Gloucestershire
12. Greater Birmingham & Solihull
13. Greater Cambridge & Peterborough
14. Greater Lincolnshire
15. Greater Manchester
16. Heart of the South West
17. Hertfordshire
18. Humber
19. Lancashire
20. Leeds City Region
21. Leicester & Leicestershire
22. Liverpool City Region
23. London
24. New Anglia
25. North Eastern
26. Northamptonshire
27. Oxfordshire
28. Sheffield City Region
29. Solent
30. South East
31. South East Midlands
32. Stoke-on-Trent & Staffordshire
33. Swindon & Wiltshire
34. Tees Valley
35. Thames Valley Berkshire
36. The Marches
37. West of England
38. Worcestershire
39. York & North Yorkshire

 Local Authorities in more than one LEP

