

Please note that you must read the full Call document for guidance before submitting your proposal

ISCF Faraday Battery Challenge: Faraday Institution: Phase Two Full Proposals

Call type: Invitation for Full Proposals

Closing date: 16:00 on 30th May 2019

Funding Available: ~£12 Million per annum for up to Four Awards

How to apply: Multiple Stage: Only previously successful Outlines are invited to submit full proposals.

Assessment Process: Invited full proposals will be interviewed by an Interview Panel, resulting in a rank ordered list.

Key Dates:

Activity	Date
Invitations for Full Proposals	18 April 2019
Deadline for Full Proposals	30 May 2019
Interview Panel	W/C 1 July 2019
Funding decision	W/C 22 July 2019
Grant start date	1 September 2019

Additional information: Grants will be funded by Faraday Institution as part of the Industrial Strategy Challenge Fund – Faraday Battery Challenge. The duration of the projects must be 48 months. Initial funding is available until 31st March 2021 with further funding subject to the outcome of the Comprehensive Spending Review.

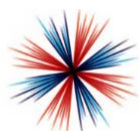
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**INDUSTRIAL
STRATEGY**

UK Research
and Innovation



**THE FARADAY
INSTITUTION**

ISCF Faraday Battery Challenge: Faraday Institution: Phase Two Full Proposals

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Closing date: 16:00 on 30th May 2019

**Related themes: Energy, Engineering, ICT, Manufacturing the future,
Mathematical sciences, Physical sciences**

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Summary

The **Faraday Institution** (<https://faraday.ac.uk/>) was established in 2017 as part of the Industrial Strategy Challenge Fund – Faraday Battery Challenge (<https://www.ukri.org/innovation/industrial-strategy-challenge-fund/faraday-battery-challenge/>).

The Faraday Institution is the UK's independent institute for electrochemical energy storage science and technology, supporting research, training, and analysis. Bringing together scientists and industry partners on research projects to reduce battery cost, weight, and volume; to improve performance and reliability; and to develop whole-life strategies from mining to recycling to second use. It is envisaged that outputs from this research will have a significant influence on technology for electrical vehicles as well as having cross sector benefits for the energy sector and consumer goods.

This call invites proposals from researcher consortia (normally of up to 5 institutions) interested in research projects in 4 challenge areas, which have been identified through a set of five regional workshops attended by ~200 people from industry, policy and academia. The 4 research topics are: 1) Next generation Li-ion cathode materials; 2) Electrode manufacturing; 3) Next generation Na-ion batteries; 4) Alternative cell chemistry beyond lithium ion batteries;

This call is expected to lead to breakthroughs which will have the effect of strengthening the UK's leading position in battery research, of making UK industry more competitive (to deliver more jobs, investment and exports), and of attracting researchers and industry to base themselves in the UK. **In short, we are looking for a revolution in battery research and a “business as usual” approach will not be deemed sufficient.**

UK industry requires the fundamental research programme to deliver improvements in energy density, power density, cost, safety, lifetime, predictability and recycling of batteries to realise the improvements necessary to mainstream new battery based technologies.

The proposals must be from multi-disciplinary consortia directed to carrying out fundamental research at scale that will “move the dial” of knowledge and understanding in addressing the specific issues within the topics defined above. It is anticipated that experts from outside the battery field will be required as part of each consortium. Each consortium must be led by a Principal Investigator who is an internationally recognised leader in the field and supported by a Project Leader with experience of delivering research and who will have daily responsibility for driving the research forward. The role of Project Leader is expected to be a minimum time commitment of 0.8 FTE. In addition, the project should include resources to provide planning and finance support required for a program of this scale.

Proposals must include appropriate administrative and financial support to manage all of the activities associated with a programme of this scale. This will include a full time project manager in addition to the PI, Project Leader and any other required management or administrative support.

Participation by international collaborators in the consortia is encouraged but funding from the Faraday Institution will only be available to UK based organisations.

Projects need to have a 48 month ambition. An amount of ~£12 Million per annum is available for the four Awards. Initial funding will be for the period to 31st March 2021, with further funding dependent on the outcome of the Comprehensive Spending Review.

Full proposals are required to be submitted by **16.00 on 30th May 2019** using the Research Councils' Joint electronic Submission (Je-S) System (<https://je-s.rcuk.ac.uk/>).

Full proposals will be evaluated by an independent, expert panel at interview. A final recommendation for funding will be made by the CEO, Faraday Institution to the Board of Trustees.

The Faraday Institution may mandate a specific spend profile across the duration of the funded project and prior to awarding the grants. All funded projects must be prepared to undertake spend by 1st September 2019 at the latest.

Applicants will also be expected to work within the governance framework, which oversees the Faraday Institution, throughout the lifetime of the project which will include regular reporting, monitoring and project reviews. The Faraday Institution may re-direct resources as appropriate over the lifetime of the project, which may include terminating projects prior to their completion or re-deployment of resources to more promising projects within the Faraday Institution portfolio. Applicants should note that additional grant conditions will therefore be applied to successful proposals.

Background

This call for research projects in line with the ISCF Faraday Challenge forms part of the Government's Industrial Strategy Challenge Fund and was announced on 21 April 2017 (<https://www.gov.uk/government/collections/industrial-strategy-challenge-fund-joint-research-and-innovation>).

This call is one component of a wider programme to enable the UK to strengthen its economy through the establishment and growth of its world-leading capabilities in novel batteries technology. Information about the Faraday Institution Grant information is available here: <https://faraday.ac.uk/research-projects/>

The Faraday Institution has developed the scope for the call by engaging the industrial, academic and policy community through five regional workshops and other formal means. These events have provided context to the challenge as well as wider comment on opportunities for the UK. The outputs from these workshops was then refined by the HQ team, Expert Panel and signed off by the Board of Trustees using the criteria:

- Is it a fundamental research problem (TRL1-3) that, if solved, could transform batteries?
- Can the UK be world leading in the chosen research topic?
- Does the topic need to be tackled at scale and with a multi-disciplinary approach?
- Could the UK capitalize on the research benefiting industry and the UK economy?

Further details of the four specific topics are laid out below. It is important to note that these research projects are designed to deliver breakthroughs that can be further developed and used by UK-based industry to create technologies which can be scaled up and industrialised. **As this full call is following a call for outlines applications to this call are by invitation only.**

1. Next generation Li-ion cathode materials

- a. Novel and advanced cathode materials for lithium ion batteries.
- b. Research to be focused on intercalation materials based on transition metal solids, beyond existing and near term stoichiometric NMC compositions
- c. Potential research paths may include but not limited to high nickel content cathodes beyond NMC811; over-lithiated layered materials; disordered materials; gradient and core-shell structural materials; high voltage spinel cathode materials; manganese rich cathode materials and other novel transition metal oxide structures.
- d. The core material chemistry expected to be complemented by synergistic electrolyte and particle surface coating research.
- e. Research should be carried out with the aim of developing economically viable cathodes.

2. Electrode manufacturing

- a. Understand the limitations of current state of the art composite electrode structures (not their materials) – design better, smart electrode structures based on experiment supported by modelling.
- b. Develop and/or apply new manufacturing methods to achieve the new designs and explore performance gains.
- c. Focus on cost-effective, productive processes to give high reproducibility electrodes with smart structures for better performance.

3. Next generation Na-ion batteries

- a. Need for understanding of the electrode/electrolyte interface reactions to control SEI layer formation - stabilize against degradation and ensure good calendar and cycle life
- b. Discovery and optimization of anodes (included but not limited to further optimization of hard carbons or other appropriate anode materials) and cathodes (transition metal oxides)
- c. Discovery and optimisation of electrolytes
- d. Demonstration of performance as full cell system.

4. Alternative cell chemistry beyond Li-ion batteries

- a. Current alternative chemistries require fundamental advances in the cell chemistry if they are to deliver a step change in energy density beyond lithium ion, along with cyclability, power density and low cost. The most potential performance gains are likely to be met by next generation technologies such as lithium sulphur / lithium air.
- b. Research should focus on cathode and electrolyte challenges.

- c. Work should not focus on the Li anode as this is addressed within the current Faraday project, SOLBAT
- d. For rechargeable O₂ / air cathodes the research should include a fundamental understanding and development of air handling and balance of plant required for full devices.

Funding available

The funding provided to these research projects will be defined based on the scope and requirements of the proposed projects in collaboration with the Faraday Institution.

In preparing the full proposals, the successful applicants will be required to work with the Faraday Institution team to refine their project, the work packages and project plan, including a year 1 plan. Universities and applicants should note that successful proposals through this call will be bound to certain expectations specific to this call such as:

- Facilitate the work of the Institution by allowing participating staff the freedom to work solely on the work of the institution i.e. allow participating staff on occasion to work at the headquarters of the institution and to free up staff time to focus on specific Institution projects, where relevant.
- Accept that as per the terms and conditions of this call that the Institution has the rights to re-deploy staff and funding to other projects upon advice from relevant governance structures.
- Provide access to facilities to other Institutions if funded by the Faraday Institution.
- Work with others in the innovation chain, specifically across innovation and scale up activities.
- Be prepared to work with the Faraday Institution HQ and to be directed by the overarching governance structure on the research challenges to be focused on.
- All applying universities must acknowledge acceptance of being bound by the terms and conditions of the Faraday Institution within their application.
- Conditions specifically relating to the management of the outputs from these research projects such as intellectual property etc. Applicants will be expected to agree to such terms and conditions as part of the funding process.

Equality, Diversity and Inclusion

The long term strength of the UK research base depends on harnessing all the available talent and the Research Councils have together developed the ambitious UK Research and Innovation Equality, Diversity and Inclusion Action Plan <https://www.ukri.org/files/legacy/skills/action-plan-edi-2016/>

In line with the UK Research and Innovation Diversity Principles, EPSRC expects that equality and diversity is embedded at all levels and in all aspects of research practice. We are committed to supporting the research community in the diverse ways a research career can be built with our investments. This includes career breaks, support for people with caring responsibilities, flexible working and alternative working patterns. With this in mind, we welcomes applications from academics who job share, have a part-time contract, need flexible working arrangements or those currently committed to other longer, large existing grants. Please see our Equality and Diversity webpages <https://epsrc.ukri.org/funding/equalitydiversity/> for further information.

Equipment

Where possible, researchers are asked to make use of existing facilities and equipment, including those hosted at other universities. Should equipment in addition to that already available to the research consortium within their own organisation or within other FI funded projects be required individual items of equipment over £10,000 in value can be included on research proposals submitted through this call, but research organisations will be expected to make a contribution to the cost.

Faraday Institution has allocated a restricted capital budget to this call which will be used to support equipment requests over £10K. The capital budget will be allocated to successful full proposals based on the advice of peer review and discussions with the applicants and partners.

Requests for equipment over threshold for EPSRC Strategic Equipment will **not** need to go through the separate Strategic Equipment Process but will be considered as part of the assessment of proposals. Please note: This call is not for the creation of a national equipment facility or service.

For more information on equipment funding, please see: <https://www.epsrc.ac.uk/research/facilities/equipment/>.

Eligibility

Please ensure sufficient time to create Je-S accounts for Investigators who do not currently have one.

For information on the eligibility of organisations and individuals to receive EPSRC funding, see the EPSRC Funding Guide: <https://epsrc.ukri.org/funding/applicationprocess/fundingguide/>

A list of eligible organisations to apply to EPSRC is provided at: <https://www.ukri.org/funding/how-to-apply/eligibility/>

How to apply

Submitting an application

You should prepare and submit your proposal using the Research Councils' Joint electronic Submission (Je-S) System (<https://je-s.rcuk.ac.uk/>).

When adding a new proposal, you should select:

- Council 'EPSRC'
- Document type 'Standard Proposal'
- Scheme 'Standard'
- On the Project Details page you should select the 'Faraday Institution: Phase Two Full Proposals' call.

Note that clicking 'submit document' on your proposal form in Je-S initially submits the proposal to your host organisation's administration, not to EPSRC. Please allow sufficient time for your organisation's submission process between submitting your proposal to them and the call closing date. EPSRC must receive your application by **16:00 on 30th May 2019**.

Guidance on the types of support that may be sought and advice on the completion of the research proposal forms are given on the EPSRC website (<https://epsrc.ukri.org/funding/applicationprocess/>) which should be consulted when preparing all proposals.

Full proposals invited following a successful outline stage must have the 'Related Grant' field completed in Je-S. Please use the option 'Successful Outline'.

Guidance on writing an application

In addition to the proposal details that you need to complete in Je-S (including outline costs and a non-technical summary of the proposal), you will also need to prepare the following attachments:

- **Case for Support** - up to 10 A4 sides (plus annexe)
- **Justification of Resources** - up to two A4 sides
- **Work Plan** – up to one A4 sides
- **Pathways to Impact** - up to one A4 sides

Where appropriate you may also need to submit the below documents:

- **Researcher CVs** – optional, up to two A4 sides each, for named research staff (including Researcher Co-Investigators), or visiting researchers. CVs are not required for Principal or Co-Investigators on standard proposals
- **Project Partner Letters of Support** - where applicable, for all named project partners and no page limit
- **Institutional Letters of Support** - where applicable, no page limit
- **Equipment Quotes** – optional, and where applicable with no page limit
- **Equipment Business Case** - is required for any items or combined assets with a value above £138,000 - maximum of one A4 sides.

Do not upload any other attachments. If submitted, they will not be put forward for peer review.

Case for Support

Following collaboration with the Research Institute team to scope their project ideas to align with the Institute objectives, applicants should submit a full proposal covering the following headings. This proposal should be submitted as a **Case for Support** and should be a **maximum of 10 pages of A4** (up to Three pages for Track Record and International Benchmarking, up to 7 pages on Research programme vision and ambition, Management and other areas under the following headings). The host organisation statement should be included here as an additional annexe further to the 10 page limit.

1) Track record and international benchmarking

The track record (including current research grant funding) and current international standing of the main researchers must be articulated. This benchmarking needs to be illustrative in context. Just listing the number of publications or esteem factors is not sufficient; their significance needs to be judged in an international context. An important element of the call is to bring together the best experts inside and outside battery research with relevant expertise. Their track records should explain what important skills and expertise they bring to the project.

These projects are intended to create an environment where early career researchers are supported and provided with the opportunities to develop their skills by working with the best principal investigators (PI) available. The PI may seek additional support of a project administrator across the lifetime of the project to support the daily running of each work stream. The PI and relevant Co-I's will be bound by the Research Institution monitoring and evaluation requirements, and as such, will be expected to frequently engage with the Research Institute and relevant governance structures. This will permit interaction with the best researchers in the country and ensure that the most informed guidance available can influence the project. Therefore, the PI and Co-I(s) of this project should actively reflect these considerations when justifying the time contributed to this research project.

2) Research programme vision and ambition

The overall research programme vision and ambition should be articulated in one to two sentences. The vision should be an ambitious but realistic target of what the team seek to achieve during the project and should directly link to achieving outputs to drive UK industry in this area.

As the projects will be monitored throughout their lifetime and managed through the Faraday Institution, then there is an expectation that the vision and ambition of this project will evolve over the project lifetime. Therefore, instead of providing a specific project plan for the lifetime of the grant, applicants are asked to outline the key research challenges and milestones for the first 12 - 24 months of the project, with the understanding that these are subject to change.

Applicants must state how their research programme is an ambitious, transformative approach to addressing one of the challenges outlined in this call document.

3) National importance

By definition the Faraday Institution funded research programme projects are in areas of National Importance. In this case the following should be addressed: how the project will ultimately contribute to the competitiveness of UK industry. This must include an understanding of the economic considerations of the technology breakthrough envisaged (especially, what will it do to reduce the cost for UK industry and to improve the performance of a part of UK industry).

The definition of National Importance and further details can be found at preparing new proposals to include National Importance (<https://www.epsrc.ac.uk/funding/howtoapply/preparing/includingsnationalimportance/>).

4) Management and monitoring

As the project management must fit with the governance structure of the Faraday Battery Challenge and the Faraday Institution, your response under this heading should focus on establishing how the PI, the Project Leader, the project management and administrative support as well as the Co-I team will work together, how they will work with the Faraday Challenge Research Institute and how they will manage the development of PDRAs and PhD students associated with this project.

Annexe: Lead University Statement

A statement should be provided by the host organisation for the lead principal investigator which outlines the support and contribution the university will provide to ensure that the list of expectations outlined above are accepted and successfully achieved. This statement must be both signed and dated.

Proposals are advised to restrict their **Case for Support** to no longer than **ten pages (plus the annexe)** and to follow the above headings format or risk that the proposal may not be considered further.

Justification of Resources

You should define the resources required to deliver the project, including the percentage of time dedicated to managing the project, the time the principal and co-investigators will dedicate to the project, and the size, tenure and composition of the research team. You should also describe the role of each of the co-investigators.

The Justification of Resources, taking up to two A4 sides, should explain the necessity of your requested resources to your research project, including implementing Impact. This helps reviewers make informed judgements about whether the resources requested are appropriate for the research proposed. So nothing is missed, EPSRC recommend that you follow the 'Cost to the Proposal' headings used in the application form. For more information on what to do, see how to write a Justification of Resources.

<https://epsrc.ukri.org/funding/applicationprocess/preparing/writing/jor/>

Pathways to Impact

In the Pathways to Impact attachment on Je-S, use a maximum of one A4 side. Translation and innovation will be managed with the Research Institution technology transfer manager. The application needs to make a clear commitment to work with the Research Institution team to deliver innovation. The proposal should explain how the approach outlined above will deliver a breakthrough that previous research projects in the UK and elsewhere have so far failed to deliver. What novel approaches, new skills, or ways of working will be used? And how can we be sure that we are maximising the chances of success?

Work Plan

It is expected to include a comprehensive plan for the start of the project and then to relate to the management strategy to give appropriate milestones for when important decisions on the direction of the research will be taken. An initial high level gantt chart would be preferred.

Curricula vitae (CVs)

(Optional) CVs, not exceeding two A4 sides each, may be submitted as a separate attachments using Attachment Type 'CV' in Je-S, and are only required for named research staff or visiting researchers. For visiting researchers, include details of previous visits or collaborations with overseas researchers. CVs are not required for the Principal or Co-Investigators.

Project partners letter of support

As part of the impact assessment, reviewers comment on whether a collaboration is appropriate; therefore, a good Project Partner Letter of Support shows that the collaboration is genuine, and explains why the project partner supports the project.

The Faraday Institution would request that a project only obtain a small number of Partner Letters of Support from key and strategic partners, specific to that project. Support must be substantive, material or in-direct and/or that potential partner being willing to form part of a Project Industry Steering Group. Faraday institution will contact key industry stakeholders to confirm their participation prior to project commencement.

A Project Partner Letter of Support, from each project partner listed, must be included as an attachment. Letters should be project relevant, written by project partners when the proposal is being prepared, and dated within six months of the proposal submission date. Standard letters declaring general support for a project are often criticised by reviewers. For more information, see guidance on what makes a good project partner letter of support.

<https://epsrc.ukri.org/funding/applicationprocess/preparing/writing/lettersofsupport/>

Letters of support

In exceptional circumstances, The Faraday Institution and EPSRC accepts Letters of Support that do not meet the requirements for Project Partner Letters of

Support. This occurs when an organisation cannot be listed as a project partner, for example when an institution wants to detail a proposed contribution to the cost of the equipment. However, unless there are exceptional reasons why an organisation cannot meet the requirements to be a project partner, EPSRC will not accept Letters of Support. There is no page limit for the Je-S attachment, but a maximum of **three** letters is permitted and letters should be on headed paper, and be signed and dated within six months of the proposal submission date.

Equipment quotes

Quotations are optional but preferred for any equipment costing more than £25,000 and may accompany the proposal. For equipment in the range £25,000 to £138,000, quotations obtained verbally are acceptable and should be detailed in the proposal. Three written quotations are preferred, but optional, for single items of equipment costing more than £138,000 and must accompany the proposal. Quotes should include VAT, delivery charges and incorporate any standard academic discounts. For any items or combined assets with a value above £138,000 a one-page Equipment Business Case must be included in the proposal documentation.

Where you believe that there are less than three potential suppliers for an item you should explain this in the Justification of Resources.

Applicants should use the Ethical Information section on the Je-S form to demonstrate to peer reviewers that they have fully considered any ethical issues concerning the material they intend to use, the nature and choice, current public perceptions and attitudes towards the subject matter or research area. EPSRC will not fund a project if it believes that there are ethical concerns that have been overlooked or not appropriately accounted for. All relevant parts of the Ethical Information section must be completed. If the research will involve human participation or the use of animals covered by the Animals (Scientific Procedures) Act 1986 it is recommended that applicants pay particular attention to the guidance highlighted below. EPSRC reserves the right to reject applications prior to peer review if the Ethical Information sections are not completed correctly.

Further guidance on completing the Je-S form can be found at <https://je-s.rcuk.ac.uk/Handbook/pages/GuidanceonCompletingaStandardG/EthicalInformation.htm>. Other relevant guidance includes: EPSRC's policy on animal use in research (<https://www.epsrc.ukri.org/about/standards/animalresearchpolicy/>) and the Responsible Innovation Framework (<https://epsrc.ukri.org/research/framework/>).

Please note that on submission to EPSRC **all** non-PDF documents uploaded onto Je-S are converted to PDF, the use of non-standard fonts may result in errors or font conversion, which could affect the overall length of the document.

For advice on writing proposals see:

<https://epsrc.ukri.org/funding/howtoapply/preparing/>

Assessment

Assessment process

A two-stage assessment process has been used of which this call is the second stage. Only applications that were successful at the initial outline stage will be invited to submit full proposals via this call. Any uninvited submissions will be automatically rejected without further consideration.

Stage 2: Full Proposal

Following collaboration with the Faraday Institution to scope and finalise the project details, full proposals should be submitted and will be subject to peer review. The final recommendations for funding will be made by a Panel of experts following interviews conducted with representatives of the bidding projects. Proposals will be measured against the criteria listed below.

Assessment criteria

Full Proposal

At the interview assessment stage the panel will score and rank the proposals according to the following criteria:

Quality (Joint Primary)

- The likelihood that the project will deliver step-change in knowledge and understanding of the topic
- The innovative approach, relationship to the context and timeliness
- The ambition, adventure, and transformative aspects identified
- The appropriateness of the proposed methodology

Applicants' ability to deliver the proposed research (Joint Primary)

- The standing of the applicants as demonstrated by their track record.
- The appropriateness of their expertise to the proposed research

National Importance

- National importance of this research on a 10-50 year timescale
- Contribution to other research areas, societal challenges, success of the UK economy, emerging industries

Impact

- Potential of the research to advance the commercial application of battery technology
- The relevance and appropriateness of beneficiaries identified and collaborators proposed
- The understanding of how a breakthrough will contribute to the competitiveness of UK industry

Resources and management

- The effectiveness of the proposed planning and management, including management of risk
- Appropriateness of the estimated resources to be requested

Fit to the call

- Proposals must be within the range of the four topics, as noted above. We reserve the right to reject proposals deemed to be outside the scope of the call.

Guidance for reviewers

Information about the EPSRC peer review process and guidance for reviewers can be found at: <https://epsrc.ukri.org/funding/assessmentprocess/review/>

Guidance for reviewing standard grants can be found here:

<https://epsrc.ukri.org/funding/assessmentprocess/review/formsandguidancenotes/standardgrants/>

Key dates

Activity	Date
Invitations for Full Proposals	18 April 2019
Deadline for Full Proposals	30 May 2019 at 16:00
Interview Panel	W/C 1 July 2019
Funding decision	W/C 22 July 2019
Grant start date	1 September 2019

*EPSRC aims to adhere to the key dates as published, however there may be exceptions due to panel member availability.

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If you have any questions about preparing and submitting your proposal using Je-S, please contact the Je-S helpdesk (JeSHelp@rcuk.ac.uk, 01793 444164). Your Research Administration should also be able to offer advice about costing and writing your proposal and the Je-S system. Please allow enough time before the closing date for your organisation's submission process.

Change log

Name	Date	Version	Change
Bill McAlister	01/04/19	1.0	N/A
Bill McAlister	26/04/19	2.0	Modification of 'Guidance on writing an application', 'Assessment Criteria' and 'JeS attachments check list'. Modification of Letters of Support, Equipment and Annex document requirements.

Appendices (includes Attachment Checklist and Fund Headings)

Je-S attachments Check List

Attachment type	Maximum page length	Mandatory/Optional	Extra Guidance
Case for Support	10 pages (+ Host organisation statement).	Mandatory	3 x A4 for Track Record, 4 x A4 for Research, 3 x A4 or other areas. Host organisation statement included as an annexe.
Justification of Resources	Two pages	Mandatory	
Work Plan	One page	Mandatory	
Pathways to Impact	Pathways to Impact - up to two A4 sides	Mandatory	
CVs	Two pages	Optional	For named and visiting only
Project Partner Letters	-	Optional	
Institutional Letters	-	Optional	
Equipment Quotes	-	Optional	One page Equipment Business Case for items >£138k.

Please ensure you adhere to the above attachment requirements when submitting your proposal. Any missing, over length or unnecessary attachments may result in your proposal being rejected.