

# Grant Funding and Bid Writing Toolkit



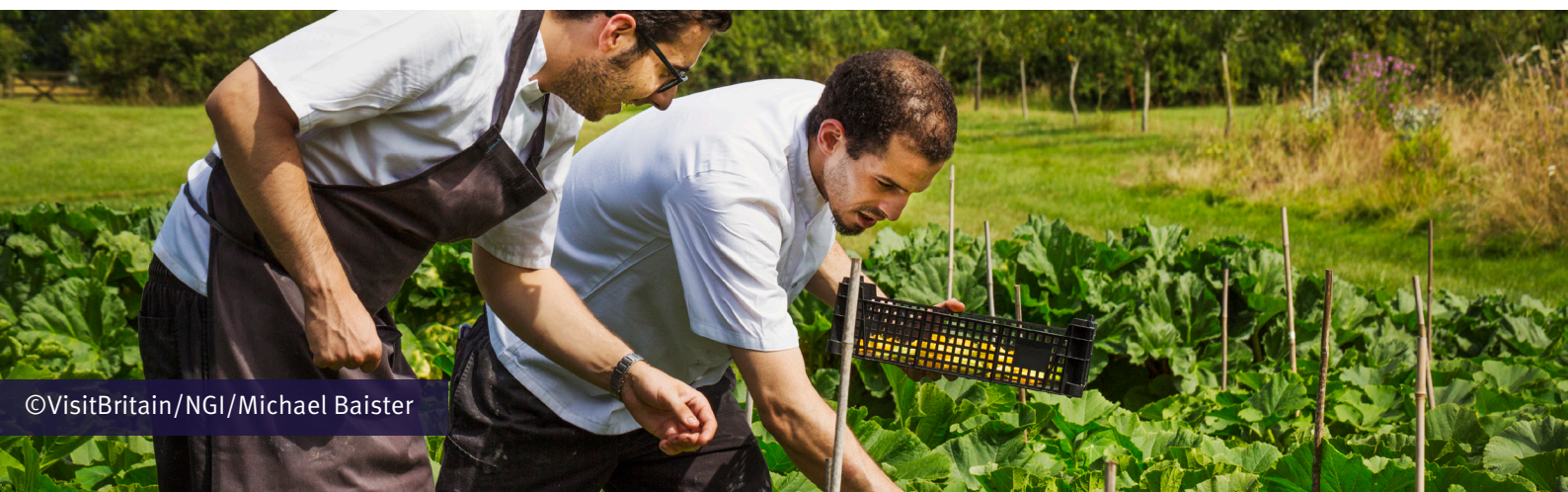
VisitEngland™



# Welcome to the **VisitEngland** Grant Funding and Bid Writing Toolkit

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## Section 1

# Introduction

This toolkit is for Local Visitor Economy Partnerships (LVEPs) who are looking for help and support to secure funding to run their organisations, deliver projects and develop their destinations.

It contains advice and resources for people who are less experienced or new to the task and serves as a refresher for those that are more experienced.

The toolkit can be used to secure funding from all sources that require an application or bid or proposal of some kind. It can be characterised, in accounting terms, as external funding. The toolkit does not provide advice on income generation such as commercial activity, membership and sponsorship or income secured via tourism taxes or levies (TBIDs).

The toolkit is divided into sections: -

Sections 1-3 are about preparation; section 4 is about process and sections 5-7 provide practical resources or signpost users to additional resources and information.

1. [Finding funding](#) summarises the types of grant funding that are generally available to LVEPs, suggests how to choose what to apply for and includes an opportunities database, a searchable document that identifies funding opportunities now and in the short-term future.
2. [Groundwork](#) outlines what it is useful to think through and prepare well in advance of putting pen to paper.
3. [Funding fundamentals](#) unpicks concepts that are commonly used by funders but are often misunderstood or open to interpretation.
4. [Applying for funding](#) provides a step-by-step process that can be followed to help organise tasks and resources. Top tips from successful applicants and funders gives insights into their own experience of submitting and assessing funding applications and proposals.
5. [Tools and templates](#) give applicants a starting point for compiling commonly required information and examples to adapt and follow.
6. [Information sources](#) are links to up to date information on markets, visitors, consumer trends, technology developments etc.
7. [The jargon buster](#) explains terminology commonly found in funding programmes, grant application forms and bid documents.

### Notes on using the toolkit

The main document contains internal links to sections indicated by blue text underlined and external links to further sources of information indicated by red text underlined. If you click on a blue underlined word it will take you to the jargon buster.

The opportunities database and the tools and templates listed in section 5 are provided as separate documents.

## Section 2

# Finding Funding

*“When we are lost in the woods, the sight of a signpost is a great matter” - C.S. Lewis*

Funding for Local Visitor Economy Partnerships (LVEPs) can be sourced from: central government, local government, arms-length bodies of government (ALBs), international funding programmes, foundations and charities.

Creating a pipeline of funding opportunities involves putting aside time to engage with funders, creating alerts from funding organisations and utilising your network contacts to understand what might be on the horizon. A proactive approach will help to prepare for, or even influence, the scope of future funds.

LVEPs looking for funding now and over the next 6-12 months can check the opportunities database (Excel). It is searchable and contains a guide on how to use it. Additional worksheets provide information on main funding sources, future opportunities to look out for and additional funding search services, including those that are relevant for SMEs.

Of particular note is a new government service, [Find a Grant](https://www.find-government-grants.service.gov.uk/)<sup>1</sup> that will bring together all government departments and public authorities' grants schemes in one place; LVEPs are recommended to identify a person in the organisation to register online to check the database regularly and to receive automatic alerts of new opportunities relevant to their organisations. Some opportunities will be available only to certain types of LVEPs such as those constituted as Community Interest Companies.

## Types of funding

The diagram below summarises the important functions that need to be carried out to achieve successfully the aims and objectives of destination management and are usually included in the role and remit of an LVEP. They can be broadly divided into core functions and enabling functions that support effective delivery of functions that are about managing and developing the destination.

<sup>1</sup> See <https://www.find-government-grants.service.gov.uk/>





**Table 1 - Sources of Funding** (Including for illustration purposes examples of relevant past sources of funding)

LVEPs' Functions	Examples of funding sources
<p>Core Functions:</p> <ul style="list-style-type: none"> <li>- Strategic and operational planning</li> <li>- Research &amp; intelligence.</li> </ul> <p>Enabling Functions:</p> <ul style="list-style-type: none"> <li>- Partner and stakeholder engagement</li> <li>- Advocacy and corporate/industry communication</li> <li>- Fundraising and financial management</li> <li>- Performance management</li> <li>- Application of digital systems.</li> </ul>	<p>Core and enabling functions are <b>most likely</b> to be funded through public investment at the local level and/or a range of income generating activities. For example:</p> <ul style="list-style-type: none"> <li>- Local Authority funding</li> <li>- Commercial activity</li> <li>- Membership</li> <li>- Tourism tax/levies</li> </ul>
<p>Management/development Functions:</p> <ul style="list-style-type: none"> <li>- Product and experience development</li> <li>- Destination marketing and sales</li> <li>- Visitor and destination services</li> <li>- Events development</li> <li>- Skills development.</li> </ul>	<p>Those functions are <b>most likely</b> to be funded through <u>project funding</u>. For example:</p> <ul style="list-style-type: none"> <li>- Charities / Foundation Grants</li> <li>- Cultural Development Fund</li> <li>- Discover England Fund</li> <li>- Gateway Innovation Fund</li> <li>- National Lottery Community Fund</li> <li>- National Lottery Grants for Heritage</li> <li>- Levelling Up Fund</li> <li>- VB Business Events Growth Programme.</li> </ul>

The most likely source of external funding for LVEPs is local authorities. The amount of funding varies widely and often depends on whether or not the LVEP is embedded in the authority or an external organisation. Those that are embedded are most likely to have overheads and staffing covered out of the authority's core budget. Those that are external may enjoy strong support but often the funding is not enough to cover the basics.

LVEPs that are internal to a local authority will need to articulate, through business or service planning, how they are helping to deliver the objectives of the authority in order to maintain their budget allocation. LVEPs that are external will be asked to apply, or provide a business case, to secure investment and may have to develop a service level agreement. A good destination management plan that is supported by the local authority is an essential tool for both embedded and external LVEPs to demonstrate the value that they deliver and provide reasons why they should be funded.

However, funding is not statutory for the functions that an LVEP routinely carries out and is therefore not guaranteed. Even high performing LVEPs will not necessarily secure funding if the local authority does not prioritise visitor economy or if budget pressures are severe enough. Statutory services will always take precedence. Many LVEPs have to rely on a variety of sources and income activity to fund part or the whole of their operation.

In the future LVEPs may be able to access central government funding through a new mechanism, Destination Development Partnerships (DDPs). The concept brings together a cluster of LVEPs to agree how the visitor economy in their area should be developed. Central government funding, administered by VisitEngland in the form of a non-competitive (uncompeted) grant, is then provided to the DDP to deliver agreed priorities. The concept is being piloted in North East England currently (March 2023). It is not yet clear whether DDP funding will become a regular source of funding for LVEPs.

## Project and programme funding

The most likely source of funding for ‘management/development functions’ are grants for projects and programmes. Those accessible to LVEPs are most likely to be provided by central government through an Arms Length Body (ALB) and possibly a combined authority (although this is too early to know at the time of writing) or another development body such as a Local Economic Partnership (LEP). They are less likely to secure grants from local public authorities, foundations and charities because the beneficiaries are usually private sector businesses or individuals.

**Table 2 - Government Departments and ALBs Most Relevant to LVEPs**

Government Departments most relevant to LVEPs and their funds	Most relevant ALBs and examples of the funds they have administered
<b><u>DSIT – Department for Science, Innovation &amp; Technology</u></b>  <u>Finance and support for your business</u>	<u>Innovate UK</u> – Innovation competitions <u>UKRI</u> – Research and Innovation funding
<b><u>DCMS – Department for Digital, Culture, Media &amp; Sport</u></b>  <u>Growth Fund</u> <u>Project Gigabit - Gigabit Broadband Voucher Scheme</u>	<u>VisitBritain/VisitEngland</u> – Business Events Growth Programme; Discover England Fund; DMC and Inbound Tour Operator Amplification & Distribution Fund; Gateway Innovation Fund; Tourism Growth Funds. <u>Arts Council England</u> – Culture Recovery Fund - <u>National Lottery Heritage Fund</u> – Culture Recovery Fund; National Lottery Community Fund <u>Historic England</u> – Culture Recovery Fund; Historic England Grant Schemes <u>BFI</u> – Culture Recovery Fund <u>NHMF</u> – National Heritage Memorial Fund
<b><u>DEFRA – Department for Environment, Food and Rural Affairs</u></b>  <u>Farming in Protected Landscapes Fund for National Parks</u> <u>Farming in Protected Landscape Scheme</u> <u>Landscape Recovery Scheme</u>	<u>The National Forest Company</u>
<b><u>DBT – Department for Business and Trade</u></b>  <u>Finance and support for your business</u>	
<b><u>DLUHC – Department for Levelling Up, Housing and Communities</u></b>  <u>Coastal Communities Fund</u> <u>Levelling up and community investments</u> <u>Towns Fund</u>	
<b><u>Department for Transport</u></b>	

See more details in the ‘Key Funding Sources’ tab of the LVEPs Opportunities database and resources (Excel).



## Types of grants

When grant money originates from central government, it falls into three grant categories: formula grants, grants-in-aid and general grants. Of these three, the most relevant type for LVEPs are general grants.

General grants are a relatively flexible means of funding activities for the public good and/or in support of government departmental policy. The department provides the funds and remains at arm's length to the recipient whilst maintaining performance management and financial control over the use of the grant funds.

General grants are normally given to fund new projects or programmes rather than existing activity or to cover the core costs of running organisations.

General grants can be subdivided into:

- Competitive (competed) awards, open to full competition with no restrictions on who can apply;
- Close competition awards where a select range of potential applicants can apply, sometimes called challenge funds;
- Direct awards that are non-competitive (un-competed) to address a specific policy objective made upon ministerial direction; and,
- Section 31 (s.31) grants which are departmental and awarded to local authorities for specific expenditure.

**Table 3 - Examples of Types of Grant**

Grant Type	Example
<b>Competitive grants</b>	Innovate UK SMART grants, open to any company that can meet the requirements of the fund.
<b>Close competition grants</b>	Discover England Fund, specifies the types of organisations able to apply e.g. destination management organisations. (in future moving to LVEPs or others e.g. DMCs).
<b>Direct awards</b>	Cornwall G7 Summit Legacy Media Plan
<b>Section 31 grants</b>	Omicron Hospitality and Leisure Grants to support businesses through the COVID-19 pandemic.

According to government guidance, competitive grants are the default type for all general grants. This type of general grant is the one most frequently available to LVEPs.

## Sourcing funds through partners

A significant amount of funding used to support the UK visitor economy is not directly accessible to LVEPs. It is provided to organisations that have remits for specific activities or sectors which benefit the visitor economy directly, tangentially or in a generic way. The type of funding available is usually competitive grants and sometimes grant-in-aid.

LVEPs that have well developed relationships with a wide range of organisations in their locality may be able to work with partners to secure funds and potentially receive a slice of the investment as a delivery partner.

The kinds of help that LVEPs can provide include:

- Evidence for applications and bids;
- Mechanisms to gather the support of private sector partners;
- Endorsement and testimonial material;
- Knowledge about the visitor economy.

Local authorities are often lead bidders for competitive funds that are not open to LVEPs but they usually need a broad coalition of partners to secure the funding. LVEPs can be valuable partners because of their knowledge of the visitor economy in their area and their ability to support the tourism industry.

**Table 4 - Examples of Funding Available to Partners**

Sponsoring Department	Recipient	Visitor Economy Benefit
<b>Department for the Environment, Food and Rural Affairs (DEFRA)</b>	National Parks and Areas of Outstanding Natural Beauty (AONBs)	Development of rural tourism.
<b>Department for Business &amp; Trade (DBT)</b>	Training providers	Skills training for businesses including visitor economy businesses.
<b>Department for Culture, Media and Sport (DCMS)</b>	National portfolio of cultural organisations	Development of cultural offer e.g. events (via ACE).
<b>Department for Levelling Up, Housing &amp; Communities (DLUHC)</b>	Local authorities, colleges, universities, leisure trusts, cultural trusts etc	Improvement to the visitor experience e.g. public realm, leisure facilities, skills e.g. Towns Fund.

## New regime for grant funding by public authorities

Following the withdrawal of the United Kingdom from the European Union, there is a new name for state aid - subsidy control regime - and new language to describe some of its characteristics. It has been brought in by the Subsidy Control Act 2022. Comprehensive information about the regime is available online [here](#).

Two funding routes are highlighted here because they are the most likely to be used by VisitBritain and VisitEngland.

- Minimal Financial Assistance (formerly, de minimis) which enables an enterprise (LVEP) to receive up to £315,000 in the form of subsidies over the current and previous two financial years, on a rolling basis.
- Grant awards made under schemes in excess of £100,000.

The grant scheme prospectus will set out the subsidy control basis upon which the funding-provider is offering the grant. Grant recipients will not be able to decide on the basis on which they wish to receive the grant, it will be determined by the funder.

Transparency is fundamental to the new subsidy control regime. Public authorities must upload details of the subsidies (i.e. grants) and schemes to the DBT Subsidies Database<sup>2</sup>. They must provide sufficient information regarding a subsidy so that interested parties can determine whether or not they want to challenge it. Failure to upload details of a subsidy to the database will mean that the UK public authority has not discharged their transparency duties under the Subsidy Control Act 2022.

<sup>2</sup> See <https://www.gov.uk/guidance/view-subsidies-awarded-by-uk-government>



The following subsidies must be uploaded to the UK Subsidies Database:

- All subsidy schemes
- All standalone subsidies
- Subsidy awards made under schemes in excess of £100,000
- Minimal Financial Assistance (MFA) / Services of Public Economic Interest (SPEI) / SPEI Assistance awards in excess of £100,000

### How a subsidy may be challenged

A public authority's decision to give a subsidy can be challenged and reviewed by the courts. This could be on subsidy control grounds or general public law grounds. Only the decision to give a standalone subsidy or make a scheme can be challenged.

A challenge can be made by an interested party to the Competition Appeal Tribunal (CAT) within the 30-day limitation period. Key points to note are that:

- An interested party is defined as anyone whose interests may be affected by a subsidy or scheme.
- Challenge must be within one month of a subsidy being uploaded to the Subsidies Database. Interested parties can also request further information about the subsidy.
- An interested party must send an 'application for review' to the Competition Appeal Tribunal (CAT).

The Competition Appeal Tribunal (CAT) is an expert tribunal that will hear subsidy control cases. The CAT will only review whether a subsidy decision was lawful, not its merits or effectiveness.

The CAT may also award the same remedies as the general courts as well as ordering recovery of all or part of a non-compliant subsidy.

## Deciding what to apply for

When funds are tight it is tempting to apply for any available funding, but it is better to apply your time and resources to opportunities that meet your needs and which you have a good chance of securing. When an opportunity appears ask yourself a short set of questions to help decide if it meets a need and if you are in a position to apply. If there are too many negatives, take a step back and consider whether this is the right opportunity for you before committing time and effort to an application.



## Checklist 1 - Is This Opportunity For Us?

	Set of questions	Yes	No
<b>1</b>	<p><b>Is the fund for accessible to the visitor economy?</b></p> <p>Check if the funding has been awarded to the visitor economy sector before, the percentage of applicants that have been successful to date and the size of the fund overall? It will give a sense of how accessible it might be and the chances of success.</p>		
<b>2</b>	<p><b>What kind of funding is needed and does the fund provide it?</b></p> <p>e.g. core, project, capital, revenue, seed funding, or a mixture of several types.</p>		
<b>3</b>	<p><b>What is the focus of the fund, what will it pay for?</b></p> <p>Does that fit with the purpose for which it is needed? Do the objectives of the fund fit with those of the organisation or destination?</p>		
<b>4</b>	<p><b>Is the organisation eligible to apply?</b></p> <p>The funding may be directed to not-for-profit companies, private sector companies or public sector organisations or require a set of partners to apply together.</p>		
<b>5</b>	<p><b>Are there any pre-qualifying criteria that need to be met?</b></p> <p>Examples could be time in business, level of annual turnover, insurance levels, ability to secure <u>match-funding</u>.</p>		
<b>6</b>	<p><b>What is the maximum amount of funding per applicant and will it meet the need?</b></p> <p>If not, where will other funds come from?</p>		
<b>7</b>	<p><b>Is the time and resources needed to produce an application available, and available now?</b></p> <p>If not, can they be found or can activity be suspended to free up resources temporarily?</p>		
<b>8</b>	<p><b>Is the relevant expertise and experience to deliver that activity present in the organisation/partnership?</b></p> <p>The funder will want to ensure their funds are being used well. Applicants with the right expertise and experience are more likely to receive investment.</p>		



## Section 3

# Groundwork

*“Give me six hours to chop down a tree and I will spend the first four sharpening the axe”-  
Abraham Lincoln.*

Preparing in advance can make applying for funding less daunting and less stressful particularly when there are short timescales or deadlines to be met. The aim is to have most of the information you need to hand so that it can be applied to any opportunity that appears.

For LVEPs, preparation means adhering to and implementing the principles of good [destination management](#) and good business practice. An LVEP that has a well-developed business plan, a prepared [social value](#) statement, clarity on the stakeholder landscape and their [subsidy](#) control (state aid) status, for example, can respond quickly and comprehensively to questions that a potential funder may ask.

Much of the core information outlined below can be prepared in advance of any funding opportunity landing on the desk. Documents can be kept on file to be updated and tailored to specific opportunities.

An extra benefit of good preparation is that it helps LVEPs to pass '[due diligence](#)' checks which are carried out once the decision to award funding has been made but before a formal offer is made.

### Checklist 2 - Core Information and Documents

What	Why
<b>Asset Register</b>	Maintaining a detailed list of all business assets is not only an important management tool, but can be essential when applying for funding, for example the organisation may need to own an asset if they are applying for <a href="#">capital funding</a> to develop it.
<b>Business Plan</b>	A business plan can be required as part of an application or as a supporting document. Even if the plan isn't requested, having a plan helps an applicant to articulate why they are requesting support and what they will use it for and to back up their request with <a href="#">evidence of need</a> . LVEP business plans will, in most instances, be closely aligned with the destination's management plan.
<b>Communication networks</b>	Communication networks are important to the day to day life of an LVEP, but they are also important in securing funding: they are used to gather support, demonstrate to funders how information will be shared and disseminated, and illustrate to the coordinating role of LVEPs in their locality.
<b>Data handling and privacy policies</b>	Funders will want reassurance that you can protect personal data and are compliant with the law. Data issues can have reputational impacts on companies and funders, and they will want to avoid this. You may need to provide information about your processes at application stage, particularly if you plan to gather consumer data and deliver training.

<b>Destination Management Plan (DMP)</b>	A destination management plan reassures funders that their money will be used to address a challenge or make an improvement that is supported by all stakeholders in the destination. The plan provides essential context on why support is needed, what it will achieve and how it will make a difference. A plan will often contain information or data that can be used to back up an application e.g. growth targets, target markets etc.
<b>Equalities impact assessment</b>	Evidence of an Equalities Impact Assessment may be required to secure funding when the funder wants to make sure that the organisation is adhering to The Equality Act 2010. The assessment is an evidence-based approach to help organisations ensure their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation.
<b>Evidence base</b>	Making a statement is not enough: you must be able to back up what you say with facts and proof. For LVEPs gathering evidence about the performance and needs of the destination is a regular activity and a central part of destination management planning. The evidence you are most likely to need includes: the volume and value of tourism to the destination, the product offer and product gaps, consumer demand for what you offer, market trends and the needs of the local industry e.g. skills, digital capability.
<b>Limited Company accounts</b>	Company accounts should be submitted on time because funders will check you out as part of their <u>due diligence</u> process. Late accounts could be a red flag when a public authority carries out checks with Companies House. This point relates to any LVEP operating outside of a public sector structure, including private companies, not for profit companies, community interest companies and public/private partnerships.
<b>Partners</b>	Many funders require applications from a partnership of organisations, or alternatively a demonstration that the main applicant has the support of its partners. Partners can provide tangible support such as match funding or evidence to strengthen an application. Ideally, a strong partnership means that partners know about and understand the priorities of each other, so they are able to respond to questions around <u>strategic fit</u> .
<b>Personal information</b>	Funders usually want to know about the people involved in the management and delivery of activity that they are funding. Preparing and maintaining short biographies of CEOs, directors and managers in the organisation is useful preparation. Include information that is relevant to funders e.g. experience in delivering externally funded projects.
<b>Social value statement</b>	Companies are increasingly judged, and awarded contracts or grants, by demonstrating the value they bring to the economy, communities and society. The common term to describe this is <u>social value</u> . Preparing a social value statement for your organisation is not only good business practise it is a way to communicate your value and values to stakeholders and help secure funding, particularly from the public sector. <a href="https://socialvalueportal.com">https://socialvalueportal.com</a>



<b>Subsidies register</b>	When applying for public funding you may need to itemise public funding previously received to prove your eligibility for new public funding. This is because of rules governing use of public funds to support sectors and businesses. Keep an up to date list of the subsidies you have received, including the value and the terms under which it was provided e.g. <u>block exemptions</u> , <u>de minimis</u> . Record all forms of <u>subsidy</u> .
<b>Sustainability (CSR) statement</b>	Preparing a sustainability statement for your organisation can be useful to secure funding especially if the fund's purpose is to help a destination or organisation to transition to a sustainable model. Sustainability can be embedded in a <u>corporate social responsibility (CSR)</u> policy.
<b>Track record</b>	Many LVEPs will have secured funding from a variety of sources over time. Maintaining a list of what has been received in the past, what the funding was for and how successful you were at delivering is important information to add when you are asked to demonstrate your track record. This information is related to your history of receiving state aid but goes further because it demonstrates your credibility as an organisation to receive further investment.





## Section 4

# Funding Fundamentals

*You can practice shooting eight hours a day, but if your technique is wrong, then all you become is very good at shooting the wrong way. Get the fundamentals down and the level of everything you do will rise” - Michael Jordan*

The information most frequently asked for by funders is contained in a ‘business case’. Understanding what a business case is, what it consists of and having the ability to write one will provide any organisation with the means to make a compelling case for investment.

A business case is the justification for a project, programme or role. It is a written or verbal value proposition intended to educate a decision maker and convince them to take action. It typically contains **costs**, **benefits**, **risks** and **timescales**, and is the preferred approach of many funders to test whether projects, programmes and policies are **viable**.

The UK government places significant emphasis on the business case as a way to appraise and evaluate policies, projects and programmes to be funded from the public purse. Local authorities use a similar approach. As much of the funding available to LVEPs is public in origin this section deconstructs the business case into five component parts, or cases, and suggests what is usually required under each heading. Not all opportunities will ask for a full business case but an understanding of all the components is good preparation to respond to a wide range of funding opportunities.

NB: Sometimes the term business case is used as a stand-alone rather than an umbrella term for all five components. Where this happens, translate the term business case into economic case.

For definitions of many of the terms included in this section refer to the jargon buster.



## Strategic

Sometimes called strategic case or strategic context, the purpose of a strategic analysis is to make an argument for change and demonstrate how the proposed change fits into the wider environment, its strategic fit.

### What to think about

- The local, regional and national policies for all relevant sectors, not just the visitor economy, e.g. skills, culture, heritage.
- How your organisation fits into the stakeholder landscape alongside other organisations that are directly involved in the visitor economy or responsible for related sectors such as culture, leisure and heritage.
- The objectives of organisations working in related sectors, how do your objectives align with theirs and those of the destination in which you work. This is often articulated through a destination management plan.
- The priorities of the funder you are applying to and the contribution you can make.
- The evidence you have to back up your argument for change. This is sometimes called 'evidence of need'.
- Whether your proposal will fill a genuine gap. Make sure you can articulate why that gap exists and why you are best placed to fill it.
- How your organisation adds value and how you avoid duplicating what others already do.
- What you can uniquely contribute that no one else can.

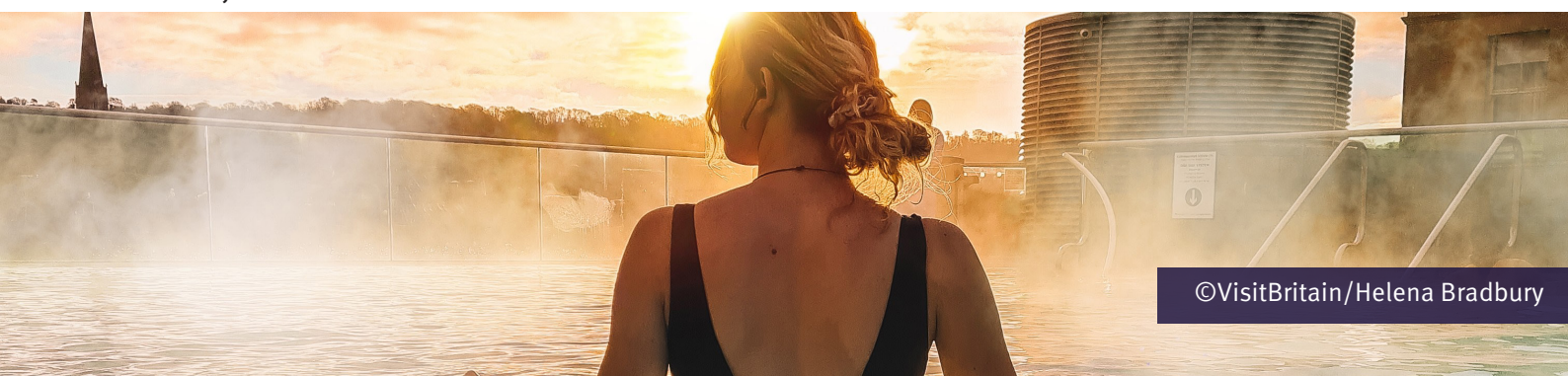
**Useful words:** synergy, holistic fit, strategic fit, alignment, objectives, SMART (specific, measurable, achievable, realistic, timed), target markets, visitor segmentation, volume and value.

**Tools to use:** stakeholder mapping, strategic fit analysis, PESTLE analysis, visitor segmentation models, market profiles.

### Evidence of need

When funders ask for 'evidence of need' they want to be sure that your proposal is really needed, and they are asking you to prove it. They also want to be reassured that the way you are proposing to meet the 'need' is the best approach to take.

Providing evidence of need means turning to your evidence base, the facts, figures and intelligence that informs your thinking. It is not enough to make a statement based on assumption or hearsay you must be able to back it up. Lack of evidence is a common reason for an application to be rejected.





Use a variety of methods to show that your project, programme or role is needed, for example consultations (internal and external), customer or client focus groups, pilot projects, research carried out in-house or by external organisations, case studies, statistics. Make sure that the evidence you include is:

- proportionate to the investment you are asking for, for example a £multimillion investment will require more extensive evidence than a small project.
- recent and up to date: it is more convincing than if it is several years old.

**The information section of the toolkit points to some of the sources of information that could help you provide evidence of need.**

## Economic

The purpose of the economic case is to show value for money, to society and/or the funder. Value often includes wider social and environmental effects as well as financial.

### What to think about

- What does value mean to the funder. It could include, for example, economic growth (volume and value), productivity in the sector, jobs created or protected, quality of life for host communities, a tangible contribution to net zero targets.
- What will your proposal contribute to what the funder values and how you can prove cause and effect.
- Setting targets and making sure they are realistic. It is tempting to exaggerate the outputs and outcomes you promise to deliver in order to secure funding, but this can back-fire if they are unachievable from the start. It could look like failure and affect your ability to secure future funding, or in funding claw back.
- Whether you have baseline information against which you will measure the impact of funded activity. If you don't, it will be difficult to convince funders that what you are proposing will have the desired effect.
- Options to put in front of the funder that make the case for them to choose your preferred option. Consider how well each option meets the spending objectives and critical success factors of the project, programme or role. If you are asked to produce an options appraisal, include at least three options: business as usual, minimum necessary and preferred option.

**Useful words:** Performance measures (or outputs), opportunity cost, return on investment, outcomes, impact, job creation, productivity.

**Tools to use:** options appraisal, SWOT analysis.

### Options appraisal

An options appraisal is useful to answer the 'so what' question. It is a way to demonstrate why your proposal is important and is usually included as part of the economic case or as a stand-alone requirement. If you are producing an options appraisal the three options that you should include as a minimum are:

1. Business as usual/do nothing.
2. 'Minimum necessary' to meet essential requirements of the fund or funder.
3. Preferred option, what you want to deliver.

You can include other options, for example ‘Limited investment’ which fits somewhere between options 2 and 3. For each option include some or all of the following elements as appropriate, all of which are outlined in the sections above and/or supported in the Tools and Templates section:

- Benefits identified through a cost/benefit analysis.
- Risks to the funder, the project, programme or role and how they can be mitigated, often identified through a risk assessment.
- How you are going to measure and monitor benefits and associated risks
- The return on investment for the funder.
- How you can demonstrate value for money: this can be challenging to assess and demonstrate, particularly when delivering a service, but you should try, for example are the costs less because of your existing knowledge or relationships.
- The opportunity cost, which means opportunities that are forgone or missed as a result of choosing one approach over another.

## Commercial

The purpose of a commercial case is to show how a project, programme or role will result in a well-structured deal for the public sector and/or the funder and a viable procurement route for services, particularly important if you are asking for public funding.

### What to think about

- The funding structure for the activity you are proposing. State why it is the best way to fund the activity and the difference funding will make.
- The mix of match funding if required. ‘Match funding’ can be broken down into two different types, cash co-financing and monetised in kind contributions and different funders will often ask for a mix of both types.
- The concept of market failure to make the case for funding.
- Demonstrating a good understanding of the marketplace, showing you understand what is in place, available or missing will strengthen the argument for the approach you are suggesting.
- Making sure it is clear who is delivering activity and on what basis. It is important to identify who is best placed to deliver activity and show that they have the capacity.
- Making sure you can demonstrate value for money. It can be challenging to assess particularly when delivering a service, but it is essential if a funder is going to be convinced to fund you over someone else.
- How you will procure supplies and services (if relevant) to increase delivery capacity or to provide specialist knowledge and capability. The funder will want to know your process to ensure that procurement will deliver best value.

**Useful words:** supply side, procurement routes, value for money, match funding, cash co-financing, monetised in kind contributions, market failure.

**Tools to use:** return on investment calculation.

## Financial

Sometimes called a financial plan, the purpose of the financial case is to demonstrate that a proposal is affordable and fundable.

### What to think about

- Check that the costs of the activity are eligible. For example the funding may pay for activity and a proportion of your fixed overheads but not staffing.
- Be clear about your [VAT](#) status and reflect it in your finance tables (see note below).
- Be as accurate as possible. Get cost estimates for each item of expenditure. Funders may ask about the basis for your budget, and you need to be able to produce the paperwork.
- Don't underestimate costs, trying to make the budget look less than you really need could lead to financial problems that affect delivery and funders will be concerned if they think you are not being realistic.
- Don't overestimate costs, it can lead to your application being rejected. If it is accepted, and you don't spend your whole grant, it will make you less likely to get more funding in future.
- Organise the costs of activity into [direct](#), [indirect costs](#) and [intangible costs](#). You may be required to separate them out in the submission. People can be categorised as direct and indirect costs i.e. those working directly on delivery and those acting in a supporting role e.g. recruitment, finance, [monitoring](#).
- Include full staffing costs such as employers' National Insurance contributions and pension costs.
- Provide a clear breakdown of what the fund is paying for and what other funders are covering including the type of contribution they may be making e.g. [cash co-financing](#) and [monetised in-kind funding](#). If there are funding gaps at the time of application be clear where they occur and also how you plan to bridge the gap. Shortfalls in funding should appear on your [risk register](#).
- If applying for multi-year funding, recognise the risks and impacts that may be relevant. Many funding schemes that are multiyear will ask applicants to profile budgets and require grant money to be spent in the year it is allocated to. Sometimes underspends can be carried over into the next year, but not always and permission will usually be needed.
- Check you can cash flow the activity. You may need to pay for goods and services up front and claim grant money retrospectively.
- Pay attention to the [intervention rate](#). Make sure that your total ask of the funder falls within the threshold.

**Useful words:** cost effective, overheads, [cash co-financing](#), [monetised in-kind funding](#), [intervention rate](#).

**Tools to use:** finance table, staff day/hour rates, VAT status statement.

### A note about VAT and VAT recovery

In an application it is important that organisations understand and take account of the cost of VAT and reflect how it will be handled.

Grants are usually provided as a gross cash amount and any irrecoverable VAT associated with items of expenditure has to be accounted for within the allocated grant. This is because HMRC categorises a grant as non-business income.



Applicants need to be clear about their company's taxable status and their VAT recovery agreement with HMRC to determine their ability to recover VAT on expenditure incurred by delivering grant funded activity. A further consideration relates to procurement of services from an overseas-based supplier which may bring in to play the VAT reverse charge.

Organisations that don't take account of VAT in their financial planning at the application stage may find that they have a budget shortfall and have to cover the cost of irrecoverable VAT from their own resources.

VisitEngland recommends that any applicant that is unsure about their VAT status, or how to handle VAT, should seek professional advice. Funders, including VisitEngland, are not able to advise applicants on how to handle VAT.

## Management

The purpose of a management case is to demonstrate that the proposed activity is capable of being delivered. It is sometimes called the operational case.

Funders want to be reassured that their funding is having the intended effect. The way that the applicant reassures them of this at application stage is by providing details around governance and management, monitoring and evaluation and risk.

### Governance and management

Governance is important to funders because it reassures them that there are checks and balances in place and that the risk of fraud is being minimised.

The key to good governance, whether of organisations or projects and programmes, is a separation of responsibilities, ensuring that decisions are made at the appropriate level.

Organisations of all kinds, including LVEPs, have governance in the form of boards of directors, trustees and in the case of many local authorities, a committee of elected members either dedicated either to visitor economy or to a group of functions that include visitor economy e.g. economic development. They will be responsible for strategic oversight and checking that funds are being spent appropriately. For projects and programmes, it is common for dedicated governance arrangements, with similar responsibilities, to be put in place for the duration of the activity. The top of the hierarchy is sometimes called a steering committee or programme/project board. The role of the project sponsor, or funder, is usually acknowledged and described as part of governance arrangements.

Funders will often want to know how activity is being managed day-to-day and look for appropriate mechanisms to keep things on track. It is generally accepted that a named person in a management position will assume responsibility for the funded activity and will report to the funder, and the steering committee on a regular basis.

There are also many tools used to manage projects from simple project plans right up to a bespoke project management system such as Prince2.

**What to think about**

- The appropriate governance structure for the funding received. It needs to be proportionate and effective.
- Who needs to be involved? For substantial grants a structure may include an LVEP director or trustee and the chief officer of the organisation plus selected stakeholders with an interest in the activity, particularly if they are contributing money or other resources or taking responsibility for activity. Sometimes the funder will expect to sit on a governance board or will be invited to do so, this is a good way to ensure information is shared in a timely and comprehensive manner.
- The guidelines for decision making. For example which decisions a manager can take on their own and under what circumstances they need to escalate decisions to the board or steering committee. Terms of reference are rarely needed at the application stage, but you may need to outline the roles of the main people involved.
- The skills and abilities of managers. It is essential that, among other attributes, they have the ability and capacity to report regularly and to the degree expected by the funder.
- How stakeholders and beneficiaries will be communicated with. Some applications ask for a communications plan.

For projects and programmes, who will be responsible for making claims, paying suppliers, keeping financial records and monitoring risk. This person/organisation is usually called the accountable body. The accountable body needs the capacity to handle cash flow and their tax status can have an impact on how VAT is handled (see Financial).

**Useful words:** accountability, escalation, responsibility, risk, governance hierarchy.

**Tools to use:** Gantt chart, organisational chart, project plan, communication plan.

**Monitoring and evaluation**

Monitoring activity involves gathering information or data at regular intervals about what is happening as a result of the funded activity and using the information to measure change. Measurement of performance usually involves establishing a set of targets at the outset and identifying indicators that will show whether progress is being made (key performance indicators or KPIs) and then checking the KPIs at regular intervals to see what is happening.

Evaluation is the process of combining information and data and measurement with experience and observation to present a clear picture of the work being delivered and progress towards achieving aims, objectives and targets. It usually involves assessing the degree to which the desired change articulated in the strategic case is taking place.

**What to think about**

- What information or data do you already collect that is relevant to the activity for which you are seeking funds? Do you need to collect new information or data and does the necessary work need to be built into the proposal?
- Are your policies and procedures for gathering, handling and storing data up to date and applicable your proposal.
- Have you got the resources to measure and monitor activity? You may need to make it someone's role to gather information or pay for a new information gathering exercise, again build the cost into the application.

- Do you need third parties to provide information and data? If you do, solicit their help and support at the application stage, don't just assume they have the data and/or will be willing to share it. If you do plan to share data between organisations a data sharing agreement may be needed.
- Some funders require long-term monitoring for several years after the funding ends, so make sure you can meet this requirement.
- Do you plan to use an independent evaluator? Some funders will require it and allow you to include the associated costs in your application to be paid for out of the fund. Remember that using independent evaluators does not absolve you of responsibility for collecting information and data. Evaluators can only do their job if they have access to relevant information and data.

**Useful words:** baseline, data/dataset, KPI, targets, evaluation, measurement, metrics.

**Tools to use:** consultations, surveys, statistics, project plan, timeline with milestones.

### Risk Management

Managing risk is an essential task for anyone receiving external funding and can be important information to be included at application stage. Identifying risks in an application shows knowledge and understanding of the subject and helps to demonstrate that as a potential recipient of funds you are trustworthy and credible.

#### What to think about

- Look ahead and try to identify all the risks that relate to your proposal, micro and macro. Risks that the funder are likely to want to see noted in your application include: achieving value for money, compliance with legislation and regulatory requirements e.g. Package Travel Directive, alignment with their objectives, keeping to the timetable, retaining stakeholder support and achieving match funding targets.
- Macro risks have become particularly pertinent to the visitor economy in recent years due to the effects of the pandemic on movement of people, the challenges resulting from leaving the EU and the impact of conflicts on consumer confidence and certain markets. They should be identified in any risk section of an application form.
- The likelihood of each risk you identify and the impact it would have on the activity being funded. The risk register in the tools and templates section scores risk with a range of 1-4 for both likelihood and impact. Don't make the scale too wide, a limited scale makes scoring more considered and is more likely to highlight when a risk is becoming serious.
- How you would respond to and mitigate each risk. Be realistic but show that you have thought through how you would continue to deliver value to the funder in the face of the risks becoming reality.
- Who will be responsible for managing risk and who will have oversight? It is usually the board or steering committee.

**Useful words:** mitigate, macro, project specific, likelihood, impact.

**Tools to use:** risk register.

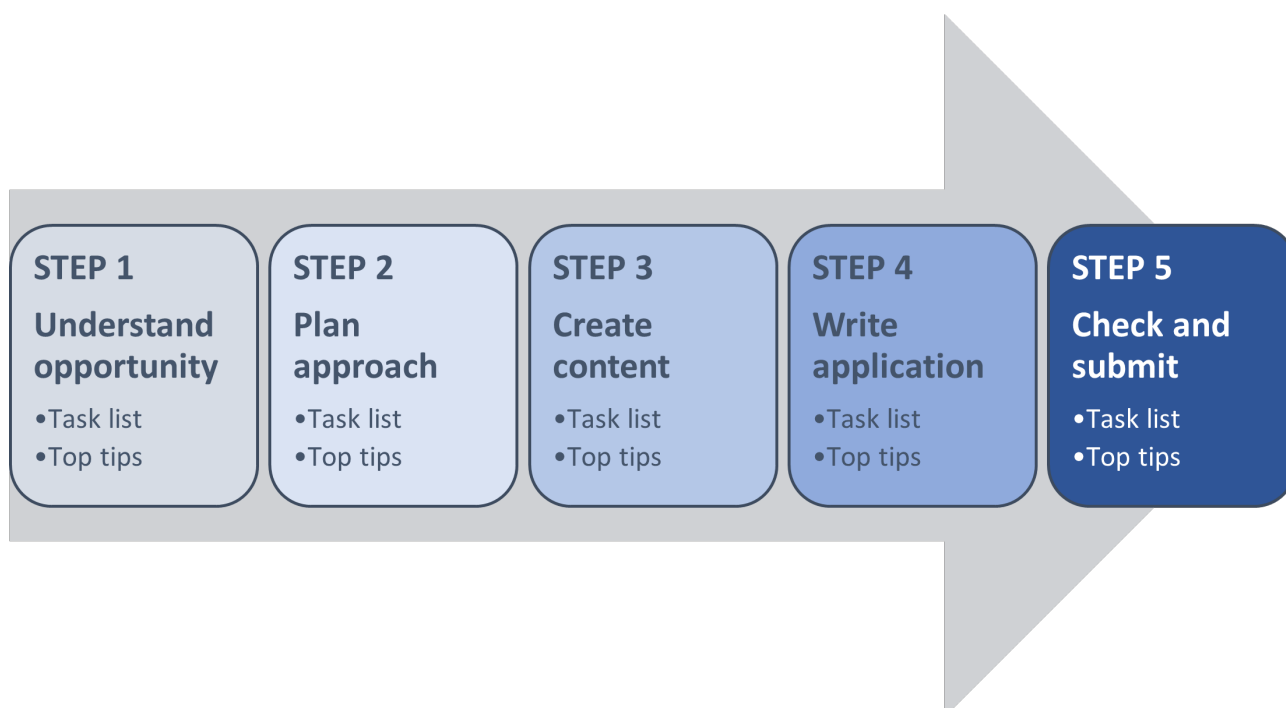


## Section 5

# Applying for Funding

*Order and simplification are the first steps towards mastery of a subject – Thomas Mann*

This section of the toolkit describes a step-by-step approach to producing a well-founded application. The five steps will be relevant to almost all applications and bids, with more or less of the detail required according to the size and scale of the opportunity. Use the process and task lists as a guide and the tips from applicants and assessors as reassurance and encouragement.



### Step 1 - Understand the opportunity

Task List	
<b>Check the opportunity is fit for purpose</b>	Use the check list on page 7 to help decide if the opportunity fits your purpose. Undertake a strategic fit analysis to map the need against the opportunity.
<b>Check the organisation is eligible to apply</b>	Check who can apply and the basics that must be met, for example the size of the organisation, its turnover, the levels of insurance you must have, the sectors that can access the fund and the type of funding that is available, - revenue, capital or both.
<b>Check resources and capacity</b>	Look at the team's work schedule and ensure you can allocate people and time to both the application process and to delivering the activity if you are successful.

<b>Contact partners and sound them out</b>	Get an 'in principle' commitment from key partners. If they decline you may have to drop the opportunity.
<b>Pre-engagement Events</b>	Attend pre-engagement such as events, roadshows and online briefings hosted by the funder so that you can learn more about the fund.
<b>Use Q&amp;A opportunities</b>	The funder may have a formal question and answer process or be happy for you to contact them ad hoc. Take advantage of it especially if you are unsure about the funds purpose, size or eligibility criteria. Make sure you are aware of any deadlines for questions and be aware that your questions and the answer will probably be shared with other applicants.

### Tips from Applicants and Assessors

"It is easy to underestimate the amount of detail required, or the time needed to collate all the information required to prepare & complete the application process." **Applicant**

"Do you actually need the grant to deliver or just applying for the sake of it or if feel pressured to by your organisation. If the latter, then think twice!" **Applicant**

"Read the application form carefully before even beginning to complete the process and ask around your organisation to identify where the skills are that will support the process." **Applicant**

"Read the eligibility criteria. When I sat on grant making boards/committee our grant managers and officer generally rejected around 30% because they just weren't eligible. Don't miss out on eligibility for simple reasons e.g. no of trustees/directors, two signatories on a bank account etc." **Assessor**

"The guidance is there for a reason to point people in the right direction for what we are looking for (again a lot of time is taken in trying to help the applicant provide the right information). So checking off the list of asks in the guidance and answering directly in the application form is a good way to start." **Assessor**

"Sometimes a funding application is just not right for your organisation (this might not be the right type of fund or may not fit your business at that moment in time) if so, seriously consider whether you should apply. There may be lots of other funds that suit you better or your business outcomes. Consider why you are applying – will this fund help you? Or will it take up a lot of time (of you are successful) and will it be complementary to your organisations goals." **Assessor**

"Avoid spending significant time on the application without getting internal and partners' support for the bid." **Assessor**



**Step 2 - Plan your approach**

Task List	
<b>Download and read all guidance, criteria and forms</b>	Make sure you know what information is required and in what format e.g. information to be entered on an online form, or a downloaded form which is then uploaded to a portal, and how additional information is handled. Note also and online form allows external links e.g. to examples of previous work.
<b>Identify the relevant core documents</b>	Identify which of your core information and documents (see Checklist 2 on pages 8/9) that are relevant to the application and update them if necessary.
<b>Create a timeline for producing the application</b>	Start with the submission date and work backwards. Leave enough time for missing content to arrive, fact checking and proof reading. Share the timeline with everyone involved and ask them to confirm they can meet the deadlines.
<b>Identify the accountable body</b>	It is important to know who will handle claims, payments and money and check any procurement thresholds/process to be followed.
<b>Identify a single point of contact</b>	This applies to single organisations and applications with multiple partners. One off and regular funders may want one regular contact and issue them with a log in and password to access documentation.
<b>Assemble the team and partners</b>	Identify who needs to be involved in the application and the management and delivery of activity. Solicit support from partners, identify their role and what they can contribute which will be a combination of content, data and financial commitments at the application stage and money, staff and other resources once you get into delivery
<b>Identify the application/ bid writer</b>	If you are not writing the application identify your application/ bid writer. Brief them and introduce them to the wider team/ partnership.
<b>Structure your application (if relevant)</b>	If the funder hasn't provided a form create a structure for your application to organise the content and ensure it covers all the requirements. Your bid writer may do this for you. Share it with anyone who is contributing content.

**Tips from Applicants and Assessors**

“Read the funding criteria very carefully and make sure your application demonstrates how you meet it. This is basic but it is so easy to get carried away and tell the funder all about your project and fail to address this point.” **Applicant**

“Make sure your proposal fits the brief and there is evidence to support why the proposed initiative is needed – don't try to make something ‘fit’ a set of criteria as it will become really hard to deliver in the longer term. Always make sure you align with the outcomes and outputs the fund is trying to achieve and prepare a strong evidence base around ‘Business need’. I



always think about the following basic questions:

What? - What do we want to achieve

Why? - Why is it needed (evidence both in the form of surveys and anecdotal - what is the sentiment telling us - both business and consumer)

How? - How do we intend to deliver the project (delivery plan/milestones/timescale).” **Applicant**

“The most difficult and arguably the most important is the actual case to support the project. Without concrete evidence which at times can be hard to source then it is always difficult to justify expenditure as well as the potential impact of a project.” **Applicant**

“Ensure you are clear on the timeframes and the deadline and ensure the relevant capacity in place. Give yourself enough time for writing and reviewing and whatever internal sign offs are required before submission” **Assessor**

“Think about and present your project proposal in terms of the ‘five’ cases: commercial, economic, financial, management and strategic. If your proposal struggles to describe itself in these terms, then it is likely to be a weak project” **Assessor**

“Research your subject – don’t assume that the assessor knows it all. Don’t ask for more than you need and be prepared to demonstrate why you need the investment – not just because it’s a nice thing to do!” **Assessor**

“If you have engaged either external consultants and/or fixed-term employees to deliver a grant-funded project and those individuals do not stay after the end of the project term, then it is important to think about and plan ‘knowledge transfer’ from them to your core paid staff before they leave post otherwise the benefits of your project, however successful, will be immediately lost. If you cannot sustain the benefits in the long-term, then it may be advisable not to proceed in the first place.” **Assessor**

### Step 3 - Create content

Task List	
<b>Undertake analysis</b>	Select any of the tools outlined in section 3 and included in the Tools and Templates section that are relevant and conduct analysis. Choose from: stakeholder mapping, cost/benefits analysis, strategic fit analysis, PESTLE, market appraisal etc.
<b>Assemble the evidence base</b>	Use the information sources section to provide a pool of information you can draw on to strengthen your application. Information on markets, visitors, consumer trends, tourism trends etc. Call on our partners to fill information gaps and refer to the destination management plan and your own business plan which may provide useful content.
<b>Describe the activity you want funded</b>	Explain what you will do and why. Create an activity plan, with a timeline for delivery if the funding relates to a project. Be as precise as you can e.g. Conduct 2 focus group sessions in the US to test the marketing proposition, hold 4 events for tourism businesses to deliver trade readiness training.

<b>Create tables, charts and diagrams</b>	Use the Tool and Templates to produce tables, charts and diagrams. Visuals stand out and some information is better presented in this way. It also livens up your application. A funder may be assessing large numbers of applications and welcome information that is communicated visually.
<b>Gather testimonial material from partners</b>	Testimonials can be a compelling way to demonstrate that what you want to do is needed and that you are a trusted partner.
<b>Get quotes from sub-contractors</b>	Develop Request for Quote (RFQs) documents and send them to regular suppliers. If you don't have a supplier in place for a service, source potential suppliers directly and ask for referrals from partners.
<b>Secure match funding commitments</b>	Identify the level of match funding that is needed, the type of match funding required and get commitments from partners in the form of letters of support.
<b>Format supporting documents</b>	Supporting documents must often adhere to specifications for formats and file sizes. Ensure you follow the specifications to avoid uploads being rejected and having to reformat or resize documents at the last minute.

### Tips from Applicants and Assessors

“Funding bids look at tourism through the economic development and investment lens, therefore the biggest challenge is adopting a new language to describe what we can achieve as a DMO against jobs, talking about Benefit Cost Ratio (BCR), etc....The biggest challenge is turning off your destination marketing head and thinking / talking like an economic development project manager. It's not impossible, and you'll end the process with more skills than you started – but it is time consuming and daunting, but the rewards can be great.” **Applicant**

“Draft, discuss, and draft again! Be aspirational in your plans and outcomes but keep checking back that your application meets the requirements of the funding.” **Applicant**

“Ensuring you are able to best describe the project you want to deliver rather than ticking boxes that have no relevance to the outcomes (usually government funds).” **Applicant**

“Try to be very clear about what added value the funding will deliver. Creating a case based on a project failing without the funding can be high risk, but if the project impact is very strongly aligned with the funding stream and the impact is high then this strategy can be valuable” **Applicant**

“Always research your subject matter and find statistics or studies to back up any claims you make in your application. Local councils will hold geographical and demographical statistics and the www is a valuable source of information – but remember to check its validity!” **Applicant**

“Fact based, well researched, clear narrative. Be honest! – you will be found out! – If financial information is required – makes sure it adds up!! Put yourself in the assessor's shoes. If something is life and death – you will need to provide evidence that it is!” **Assessor**

“I wouldn't overstate your outcomes and outputs – you might have to stick to them!” **Assessor**

“Avoid not thinking about your future exit plan when the project comes to an end. After all, a grant-funded project is a series of tasks that need to be completed in order to reach a specific goal. It is important therefore to think about how the ‘project’ will transition, be incorporated into your ‘business as usual’ activities and sustained in the long-term both from staff and revenue resource perspectives.” **Assessor**

#### Step 4 - Write the application

Task List	
<b>Distil the content</b>	Decide what to include and what can be dispensed with, especially if you have limited space.
<b>Sort content into the right sections</b>	Make sure content appears in the right place and that it flows.
<b>Decide on key messages</b>	Aim to convey in a clear and concise way the key messages that you want the funder to hear. Extraneous content can get in the way of understanding.
<b>Follow the principles of good application writing</b>	Refer to the Section 3 for guidance on writing style etc.

#### Tips from Applicants and Assessors

“Funders often ask for the financial information in a different format to how your project or organisation records or accounts for its financial information. It’s worth asking someone else to review your application in this instance to make sure the financial information you do provide actually tells the story you are intending to tell!” **Applicant**

“Ensure that the application questions have been answered - a bit like at school – read the question and reread it – answer the question posed and not the question you’d prefer!!” **Assessor**

“Tailor your information to the questions and word count if applicable – don’t just cut and paste information.” **Assessor**

“If we are asking for a general answer we will probably state that. It is not the length of the answer we commend it is the fact that it gets straight to the point and answers the question. As assessors we generally have a lot of applications to review and so therefore getting straight to the answer to the question is really important. We just want to be guided to the answer you are giving – so best to get straight to the point” **Assessor**

“Similar to exam questions – read the question, understand what the point of it is/importance (i.e. weighting) and then succinctly answer the question” **Assessor**

“Find ways of making your points (and answers) stand out. This could be bullet points, diagrams or any other way of helping the assessor see your answer. Remember they will be assessing lots of these, and they just want to get to your answer quickly and be able to understand it. It also really helps if it is in plain English and written in a way that even someone not familiar with tourism would understand.” **Assessor**

“Don’t chance it by suggesting activity or projects that fall outside of the brief” **Assessor**

### Writing Guidance

Writing is a skill that is honed over time. If you are an experienced application or bid writer many of the points provided below will be familiar. If you are new to the task, they may help you develop a successful approach to writing applications.

- Use plain language and avoid jargon. Try to use language that the funder will understand and note key words in the guidance which you can reference in your text. It will demonstrate your understanding of their objectives.
- Try to get to know your audience and adapt your style to fit their expectations.
- Be as concise as possible but assume that the person assessing the application knows nothing about your organisation, the project or programme or role that you want funded, or the visitor economy more generally.
- Find out if the funder has any accessibility guidelines for written material such as a minimum a font size, use of colour and diagrams. Make sure your application doesn’t fall foul of their guidance.
- Answer the question and be specific. Make sure you understand what is being asked and respond directly. Don’t be tempted to add irrelevant information to increase the length of the application.
- Write to length, especially for online forms. If there is a character or word count keep within it. If you go over the allocation, information that falls after the cut-off may be automatically discounted, however important.
- Don’t duplicate material. Some questions sound like they are asking for the same or similar information, but this is unlikely. If unsure, ask.
- Leave plenty of time to produce several drafts. Stepping away from your work and then re-reading can often highlight where you can tighten up your text, de-duplicate and reorganise.

### Step 5 - Check and submit

Task List	
<b>Sense check outputs, outcomes and commitments</b>	Make sure that what you are promising to deliver is proportionate and achievable in relation to the activity and costs you are proposing.
<b>Proof-read</b>	Proof-read your application and get a colleague to proof it too.
<b>Submit by the deadline</b>	Try to submit 24hrs ahead of the deadline to allow time to handle any unforeseen issues.
<b>Check the application has arrived</b>	Check with the named person at the funder’s end of the process. Don’t assume that it has been received. In the case of an online application via a portal you should receive an automatic receipt email. If you don’t check with the funder.



**Tips from Applicants and Assessors**

“Check you have provided all the information requested (check it twice!).” **Applicant**

“It may be trivial to say but often applicants ignore the most basic of instructions, such as submitting the application in the wrong format such as a PDF rather than a Word document. Please read the checklist at the end of the application form. Other inconsequential but annoying issues that negatively stand out to the assessor include spelling mistakes and poor grammar. Like reading a newspaper article, the assessor should only have to read your application once in order to get a clear understanding of your proposal.” **Assessor**

“Check the process for submitting – if electronic check the size of the file and the format of the file that can be sent in case you need to compress the file – if by post / delivery ensure that the delivery method will get the bid to the funder in time and evidence that it has been delivered will be provided.” **Assessor**

“Check that you have internal (your organisation’s) sign off for the bid to be submitted.” **Assessor**

“Ensure that any match funding has been approved or demonstrate when it will be approved if this is appropriate for the funding bid.” **Assessor**

“Get someone else to review all of it the words and the numbers. Ideally someone who has been through the process before and can see it with fresh eyes and point out any potential misunderstandings in the way you have explained your project” **Assessor**

“Avoid rushing it – it is worth taking your time and perhaps get another team member to check it over before you send it” **Assessor**



## Section 6

# Tools and templates

*The best way to understand is a few good examples – Issac Newton*

This toolkit contains a selection of tools and templates intended as a starting point and to be used, adapted, copied or recreated to suit your purpose.

### **Example 1 – Financial plan (Excel)**

Format: Excel.

### **Example 2 – Letter of support**

Format: Word.

### **Example 3 – Monitoring and evaluation plan**

Format: Word (Evaluation framework and ROI).

### **Example 4 – Organisational chart with suggested roles and responsibilities**

Format : Word.

### **Example 5 – PESTLE analysis**

Format: Excel and Word.

### **Example 6 – Project plan**

Format: Excel.

In addition, Excel has several templates for simple project plans. To access them open MS Excel, click on the 'New' tab and type 'project in the search bar. Choose from:

- Agile Gantt chart;
- Gantt Project Planner;
- Simple Gantt Chart;
- Milestone and Task project timeline.

### **Example 7 – Risk register**

Format: Word.

### **Example 8 – Social value statement**

Format: Word.

### **Example 9 – Stakeholder mapping, list and visual**

Format: PDFs.

### **Example 10 – Strategic fit**

Format: PDFs.

### **Example 11 – Sustainability statement**

Format: PDF.

### **Example 12 – SWOT analysis**

Format: PDF.

## Section 7

# Information Sources

*‘Intelligence is not the ability to store information, but to know where to find it’ – Albert Einstein*

**ALVA:** <https://www.alva.org.uk/index.cfm> annual report on visitor figures to the UK top attractions

**B-corp:** <https://www.bcorporation.net/en-us/> for resources for businesses wanting to operate sustainably.

**Better Business Cases:** <https://www.treasury.govt.nz/information-and-services/state-sector-leadership/investment-management/better-business-cases-bbc/overview-five-case-model> overview of the five-case model

**Bid Perfect:** [ten golden rules for successful funds bidding.pdf \(bidperfect.com\)](https://www.bidperfect.com/ten-golden-rules-for-successful-funds-bidding.pdf)  
a clear and easy to understand document that can be used as an initial reference point.

**Charity excellence framework:** <https://www.charityexcellence.co.uk> a comprehensive set of resources that may be helpful to non-charitable organisations

**ETOA:** <https://www.etoa.org/insight/> insights, trends and research focused on tourism in Europe.

**Gov.uk:** <https://www.gov.uk/government/collections/subsidy-control-regime#guidance-on-the-uk-subsidy-control-regime> information about the UK subsidy control regime.

**Green Business Bureau:** <https://greenbusinessbureau.com/business-function/executive/corporate-social-responsibility-and-sustainability-whats-the-difference/> for details on Corporate sustainability and corporate social responsibility plus a sustainability scorecard.

**Mintel:** <https://www.mintel.com/industries/travel-and-tourism/> tourism trends and insights from markets around the world

**OECD:** <https://www.oecd.org/cfe/tourism/> annual reports on tourism policy and trends.

**Social Value Portal:** <https://socialvalueportal.com/> a resource to help organisations of all kinds to measure, manage and report their social value

**UK Research and Innovation:** <https://www.ukri.org/wp-content/uploads/2021/02/nerc-110221-Funding-Opp-PreparingForFutureCleanAir-EIA.pdf> Equality Impact Assessment Guidance

**UNWTO:** <https://www.unwto.org/tourism-data/unwto-tourism-dashboard> for international data on key aspects of tourism.

**VisitBritain – Business Advice: Make your business sustainable:** <https://www.visitbritain.org/business-advice/make-your-business-sustainable>

**VisitBritain – England Research & Insights:** <https://www.visitbritain.org/england-research-insights> for trends, statistics, and a range of research reports on destinations, product development, consumer behaviour, markets etc.

[www.pestleanalysis.com](https://www.pestleanalysis.com) A website that provides a clear description of a PESTEL and SWOT analysis. This website is the origin of the PESTLE template included in the toolkit.



## Section 8

# Jargon Buster

*'If you can't explain it simply, you don't understand it well enough' - Albert Einstein*

### **Accountable body**

The organisation that will be responsible for making claims, handling money, keeping financial records of expenditure, providing reports and managing risk.

### **Additionality:**

Incentivising a particular behaviour or activity that is not currently taking place.

### **Aim**

An intention or aspiration, for example to make an organisation profitable or give visitors a great experience (see also goals and objectives)

### **Alignment**

The degree to which there are shared interests or objectives between two parties. In relation to funding for LVEPs, the contribution that the LVEP can make to the priorities/strategy/objectives of the funder or fund.

### **Baseline**

A measure of performance in an area that you are looking to demonstrate improvement.

### **Beneficiaries**

People who will benefit as a result of the activity carried out, for LVEPs usually tourism businesses, local communities, residents and other stakeholders such as AONBs. Visitors can also be counted as beneficiaries.

### **Business case**

The justification for a project, programme or portfolio. It is a written or verbal value proposition intended to educate a decision maker and convince them to take action.

### **Block exemption**

An EU term describing certain industries that are exempt from competition law where the benefits outweigh the disbenefits. This is no longer relevant in the UK. See instead 'Streamlined Routes'.

### **Capital funding**

Pays for things that are physical such as equipment and buildings including repair of physical items.

### **Cash co-financing**

Money that is provided by a third party to balance expenditure being incurred if it is not eligible to be paid for out of grant money.



**Challenge fund**

A financing mechanism to allocate (donor) funds for specific purposes using competition among organizations as the lead principle. A challenge fund invites for proposals from companies, organizations and institutions working in a targeted field to submit project proposals.

**Commercial case**

The part of the business case that demonstrates a well-structured deal for the public sector and/or the funder and outlines a viable procurement route to purchase goods or services.

**Corporate social responsibility**

Often abbreviated to CSR, it is a type of self-regulation whereby companies and organisations integrate social and environmental concerns into their business operations and interactions with their stakeholders. Social value and sustainability are often included in an organisation's approach to CSR.

**De minimus**

See Minimal Financial Assistance.

**Deliverables**

A project management term describing the quantifiable goods or services that must be provided upon completion of a project e.g. a marketing campaign, businesses with online booking capability.

**Direct costs**

Costs that can be connected to a specific object e.g. a product or person. Includes materials, wages, venues, supplies, services.

**Drift**

Sometimes called mission drift or project drift relates to projects, programmes and organisations. Over time the original purpose of an activity is forgotten, and different activity is undertaken.

**Due diligence**

Checks that are carried out before entering into an agreement. It usually involves financial, legal and compliance checks and assessing risk.

**Economic case**

A description of how an organisation, project, programme or role provides benefits to society and/or to the funder. Two of the most common benefits are revenue and jobs but an economic case often includes wider social and environmental effects.

**Evaluation**

Using information combined with experience and observation to present a clear picture of the work carried out. Usually involves taking a view on the degree to which aims and objectives have been achieved.

**Evidence base**

The facts and figures used to back up statements, external validation of what is said from credible sources.

**Evidence of need**

Evidence that is provided to funders to show that the proposal is needed and that the way you intend to meet the need is the best approach.

**Formula grants**

Used to fund local authorities and devolved administrations.

**Financial case**

Demonstrates that what is proposed is affordable and fundable.

**Goals**

General statements of what is to be achieved, for example maximise profits, provide excellent customer service (see also aims and objectives).

**Grant**

The sum or sums of money paid by a funder to the recipient.

**Grant-in-aid**

Funding received as a direct payment from a government department to an arms-length body for work that could be carried out directly by government. Money is provided to the ALB for use within broad parameters that are agreed between the government and the ALB with limited controls over day-to-day expenditure.

**Impact**

A marked effect or influence that an initiative has on someone or something. It should be possible to measure the impact that funding is making.

**Indicators**

The things that are measured to find out whether outcomes and outputs are being achieved. Used for internal tracking and sometimes as Key Performance Indicators (see below).

**Indirect costs**

Usually referred to as overheads, for example office costs, utilities, and general and administrative expenses.

**Ineligible expenditure**

Expenditure that is incurred by a grant recipient, but which cannot be paid for out of grant money.

**Intangible costs**

Costs that are difficult to quantify, they tend to be longer term and can include impacts on brand, morale, reputation etc.

**Intervention rate**

The percentage of the costs associated with the project programme or role and the fund will contribute towards.

**Key Performance Indicator (KPI)**

Similar to indicators. KPIs are the most important indicators and are often used for reporting externally as well as internally. They can be macro in nature and relate to high level targets e.g. a growth target.

**Market failure**

An inefficient allocation of resources in the free market when individuals acting in rational self-interest generate less-than-optimal economic outcomes. In tourism reasons for market failure include information gaps, free rider problem, skills gaps and uneven spread.

**Match funding**

Any contribution made towards funded activities from a third party. Match funding is designed to avoid recipients becoming dependent on government funding. See also cash co-financing and monetised [value in kind](#).

**Milestones**

A major event in a project, it represents a set of activities that have been completed.

**Minimal financial assistance (formerly de minimus)**

Enables an enterprise (LVEP) to receive up to £315,000 in the form of subsidies over the current and previous two financial years. This allowance includes awards received since 2019/20 when the former EU State aid regime was still operative. LVEPs that are embedded into local authorities can usually seek advice from internal colleagues to see how minimal financial assistance affects them.

**Monetised value in kind**

A contribution that is not financial but has a monetary value i.e. staffing, premises.

**Monitoring**

The methods used to find out how a project, programme or role is going. It involves counting things (outputs) and gathering information about the effect or impact actions are having (outcomes).

**Objectives**

Specific and actionable targets to be achieved, usually within a defined timeframe e.g. increase profits by 15 percent, deliver customer service training to 50% of reception staff (see also aims and goals).

**Options appraisal**

An options appraisal is useful to answer the 'so what' question. It is a way to demonstrate why your proposal is important and is usually included when you are making the economic case. If you are producing an options appraisal the three options that you should include as a minimum are: Business as usual; 'Minimum necessary' to meet essential requirements of the fund or funder; and Preferred option, what you want to deliver.



**Outputs**

(see Performance measures).

**Outcomes**

The benefits that occur as the result of actions, the reason for the actions being carried out e.g. a press visit (the action) produces a press article (the benefit).

**Performance measures**

Also called outputs, these are the things that are actually done, the actions taken, to achieve outcomes e.g. number of press visits, number of events attended.

**Pestle analysis**

A study of six macro-environmental factors that affect businesses and industries worldwide.

- **Political** factors
- **Economic** factors
- **Socio-cultural/social** factors
- **Technological** factors
- **Legal** factors
- **Ecological/environmental** factors.

**Pre-market engagement**

Sometimes market engagement: actions the funder takes to publicise the fund in advance of the funding opportunity being launched designed to create an active pool of applicants and good quality applications.

**Project funding**

Funding for a specific set of activities that have a defined purpose and timescale for delivery.

**Project plan**

A document that is used to manage a project. It lists activities, tasks and resources. A full project plan is not usually needed at application stage, a shortened version is usually sufficient.

**Qualification criteria**

Minimum requirements that have to be met for grant/funding to be awarded.

**RAG rating**

Indicating the status of actions using colour coding. Often used in risk registers and project plans.

**Risk register**

A tool that captures and maintains information that may affect the outcome of the funded project, programme or role. Usually owned by the board or steering committee and checked at regular intervals.

**Return on investment (ROI)**

A calculation of the value of an investment versus its cost. It is often expressed as a percentage or ratio. In the case of grants the benefit (return) of an investment is divided by the cost of the investment. Some benefits are not financial and are called soft benefits. Where possible a monetary value is applied to them.

**Revenue funding**

Revenue funding pays for things that are not physical objects or buildings, for example, salary costs, refreshments, volunteer expenses, venue hire and publicity.

**Social value**

The wider financial and non-financial value created by an organisation through its day to day activities in terms of economic, social and environmental well-being. It includes things like happiness, well-being, inclusion, equality, employment and environment.

<https://socialvalueportal.com/>

**Soft benefits**

Benefits that are not financial.

**Strategic fit**

How an organisation, or an organisation's objectives and activities fit in with and link to other policies and initiatives in the external environment.

**Streamlined Routes**

A mechanism through which UK strategic objectives are promoted. They are created by the UK government and used by public authorities to award low-risk subsidies in specified areas. Routes are pre-assessed by the UK government to ensure they are compliant with the subsidy control regime.

**Subsidies**

Any advantage provided by public authorities through state resources on a selective basis to any enterprise that could potentially distort competition and trade in goods and services. Subsidies can be either a grant, a tax break, a loan on favourable terms or facilities below market price.

**SWOT**

A study of four different factors related to any situation.

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats.

**VAT**

Value added tax chargeable in the UK.

**Value in kind**

See monetised value in kind.



## Section 9

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