

This document contains the guidance and scoring used by the Assessors when reviewing your application. Assessors will review your answers for each scored question and mark each of them between 1 and 10 (1 being the lowest and 10 being the highest).

Any questions that are not scored will not be reviewed by the Assessor.

Question 1: Project partners location (not scored)

You must state the name and full registered address of your organisation, any partners and subcontractors working on your project. We are collecting this information to understand the geographical location of all applicants.

Question 2: Ability to respond to the identified need

How will you respond to the skills and talent needs of the medicines manufacturing sector?

Explain:

- the main motivation for this project
- the nature of your current business and any partners
- any work you have already done or are aware of, to respond to this need, for example, if the project focuses on developing an existing capability or building a new one and how this links to the aim of this competition
- any previous technical and business planning work you may have conducted in relation to the proposed project and your freedom to operate
- how this project fits with your current product, service lines or offerings

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

Question 2: Assessor guidance & scoring

Scores 9 - 10

There is excellent motivation for the project.

There is a strong starting point, building on previous work.

There are strong links to existing skills initiatives.

There is a clear understanding of any similar work identified and its current limitations.

The applicant has shown how the project will build on previous relevant work.

Scores 7 – 8

There is good motivation for the project.

The project builds on previous work.

There are good links to existing skills initiatives.

There is a good awareness of the similar work and how the project will build on previous relevant work.

Scores 5 – 6

There is some motivation.

There is some relevant previous work.

There is a lack of understanding of existing skills initiatives.

There is a lack of understanding of similar work identified.

Scores 3 - 4

The project motivation is poorly defined or not relevant to the applicant or team.

There is little relevant previous work.

There is little or no links and understanding of existing skills initiatives.

References to the similar innovations available are not offered or are not relevant.

Scores 1 - 2

There is little or no motivation to drive the project.

There is very little or no relevant previous work.

There are no links or understanding of existing skills initiatives.

References to any similar innovations available are not offered or are not relevant.

Question 3: Approach and innovation

What approach will you take in establishing and coordinating the centre of excellence (CoE)?

Explain:

- how you will respond to the challenge identified
- how you will improve and build on other existing skills initiatives
- how you will identify, prioritise, promote and deliver a broad range of skills and training outcomes
- how you will co-ordinate the activities of appropriate delivery partners across the UK
- how you will work towards developing a sustainable and financially viable business model for the CoE to ensure it continues to be resourced after the funded period
- how you will ensure that it is open and available to all stakeholders, from both a wide spectrum of the medicines manufacturing industry sectors and other sectors including industry and academia
- how you will build partnerships with educators and training providers across all levels

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

Question 3: Assessor guidance & scoring

Scores 9 - 10

The project presents the community with something new or considerably better than what is currently available.

It aims to proactively foster engagement with stakeholders from both industry and academia.

There is a clear path with processes in place to build sustainable partnerships with educators and training providers across all levels.

There is strong evidence to demonstrate that the applicant appreciates the importance of having a strategic vision to coordinate efforts of all delivery partners in pursuit of the centre of excellence's (CoE) goals and objectives.

There is a robust plan in place to ensure that the CoE maintains sustainability beyond the funding period, underpinned by a credible business model.

Substantial evidence indicates that the CoE will remain financially viable post-funding.

A comprehensive plan is in place to address a wide spectrum of skills and training requirements within the medicines manufacturing sector.

The project underscores the critical importance of influencing the entire talent pipeline from start to finish.

There is compelling evidence that the project addresses many of the identified themes. It follows a well-considered national approach to assess and fulfil training needs.

Scores 7 – 8

The project presents the community with something new or marginally better than what is currently available.

It aims to foster engagement with stakeholders from both industry and academia.

There is a plan to build sustainable partnerships with educators and training providers across all levels.

There is suitable evidence to demonstrate that the applicant appreciates the importance of coordinating activities of all delivery partners in pursuit of the centre of excellence's (CoE) goals and objectives.

There are sufficient plans to ensure that the CoE maintains sustainability beyond the funding period, underpinned by a business model.

There is enough evidence to indicate that the CoE will remain financially viable post-funding.

There is a plan to address a wide spectrum of skills and training requirements within the medicines manufacturing sector.

The project appreciates the importance of influencing the entire talent pipeline from start to finish.

There is evidence that the project addresses a good number of identified themes. A national approach to assess and fulfil training needs is considered.

Scores 5 - 6

The project presents the community with something which shows little improvement to what is currently available.

While there is a plan in place to establish partnerships with educators and training providers, it appears to have a limited or narrow scope.

There is some evidence to suggest that the CoE will work to coordinate activities of delivery partners.

There are some plans in place to ensure that the CoE maintains sustainability beyond the funding period.

The underpinning business model lacks some detail or is not mentioned at all.

There is limited evidence to indicate that the CoE will remain financially viable post-funding.

There is a plan to address skills and training requirements, but this is limited to few sub-sectors of the medicines manufacturing sector.

The project is limited in its approach to meeting the needs of the entire talent pipeline.

The project addresses few of the identified themes. Little explanation of a national approach is provided.

Scores 3 - 4

The project presents the community with something which shows no improvement on what is currently available.

There is little evidence to suggest that there are plans to foster engagement with stakeholders.

There is no plan in place to establish partnerships with educators and training providers.

There is little or no evidence to suggest that the CoE will work to coordinate activities of all delivery partners.

There are no plans in place to ensure that the CoE maintains sustainability beyond the funding period.

There is no discussion of a business model.

There is no evidence to indicate that the CoE will remain financially viable post-funding.

There is little or no indication of a plan to address a wide spectrum of skills and training requirements within the medicines manufacturing sector.

The project does not meet the needs of the entire talent pipeline.

The project is constrained to one or two of the identified themes. There is no mention of a national approach to assess and fulfil training needs.

Scores 1 – 2

There is little evidence to suggest that the approach will result in a CoE which represents the aims and objectives of this competition.

Question 4: Team and resources

Who is in the project team? Describe how they have the right skills and experience to deliver the CoE and its identified benefits?

Explain:

- the roles, skills and experience of all members of the project team that are relevant to the approach you will be taking
- how you have considered equality, diversity and inclusion in your project team
- the resources, equipment and facilities needed for the project and how you will access them
- the details of any vital external parties, including key partnerships, stakeholders, contributors and subcontractors, who you will need to work with to successfully carry out the project
- the current relationships between project partners and how these will change as a result of the project, if your project is collaborative
- any roles you will need to recruit for

You can submit one appendix to support your answer. This can include a short summary of the main people working on the project to support your answer or an organogram. It must be a PDF, up to 4 A4 pages long and no larger than 10MB in size. The font must be legible at 100% zoom.

Question 4: Assessor guidance & scoring

Scores 9 – 10

The applicant or consortium is well placed to carry out the project and exploit the results given the approach in Question 3.

There is a clear plan to obtain all the resources and equipment they will need.

There is strong evidence that the project team will work well.

The importance of equality, diversity and inclusion is embedded in the structure of the team.

Scores 7 - 8

The applicant or consortium has the skills to carry out the approach described in Question 3.

The applicant states how access will be obtained to all the resources and equipment they will need.

The project team is likely to work well.

The importance of equality, diversity and inclusion is evident in the structure of the team.

Scores 5 - 6

The applicant or consortium has most, but not all, of the required skills and experience required given the approach described in Question 3.

There is little evidence in the plan as to how they will access and obtain all the resources and equipment they will need.
It is unclear whether or not the project team will work well together.
Equality, diversity and inclusion is considered in the structure of the team.

Scores 3 - 4

There are significant gaps in the consortium, with little or no information about how these will be filled.
There is no plan for accessing and obtaining all the resources and equipment they will need.
There may be some members of the team with little relevance to the project activities.
There is little consideration of equality, diversity and inclusion in the team.

Scores 1 - 2

The applicant or consortium will not be capable of either carrying out the project or exploiting the results.

Question 5: User awareness

Who are the users of the CoE and how will they engage with the CoE? How have they been considered or involved in the design of your offer and capabilities?

Your users can include but are not limited to:

- content creators
- training and course providers at further or higher education organisations
- businesses, employers and employees in the medicines manufacturing industry
- businesses, employers and employees with potential to move into the medicines manufacturing industry
- school, college and university students, and learners looking at potential careers in the medicines manufacturing workforce

Explain:

- the markets you will be targeting in the project, and any other potential markets, either domestic, international or both

- the size of the target markets and userbase for the project outcomes, backed up by references where available
- your current position in the markets and supply or value chains outlined, and whether you will be extending or establishing your market position
- how you propose to attract and communicate with potential users of the CoE
- the structure and dynamics of the target markets, including customer segmentation, together with predicted growth rates within clear timeframes
- the target markets' main supply or value chains and business models, and any barriers to entry that exist

Question 5: Assessor guidance & scoring

Scores 9- 10

The target market size, drivers and dynamics are fully quantified and evidenced for user groups.

The applicant has a strong position in the medicines manufacturing skills community.

There is a clear understanding of potential barriers for each of the user groups.

There is a robust and viable plan for interacting with potential users of the CoE and strong evidence of tailoring to specific user needs.

Scores 7 - 8

There is an awareness of the target market's drivers and dynamics for user groups.

The market size is quantified with some evidence.

The applicant has a good position in the medicines manufacturing skills community.

There is good understanding of the potential barriers for each of the user groups.

There is a strong plan for interacting with potential users of the CoE and evidence of tailoring to specific user needs.

Scores 5 - 6

The general market size and dynamics are understood but the addressable market is poorly quantified for user groups.

The applicant has a reasonable understanding of the medicines manufacturing skills community.

There is some understanding of the potential barriers for each of the user groups.

There is some consideration for interacting with potential users of the CoE with little evidence to tailoring to specific user needs.

Scores 3 - 4

Some information about the general market of user groups is offered but the extent of the addressable market for the project is not described.

The applicant has a little understanding of the medicines manufacturing skills community.

There is understanding of how to interact with potential users of the CoE with no consideration of specific user needs.

Scores 1 - 2

The market is poorly defined or is irrelevant to the motivations of the project.

Question 6: Interaction with the UK medicines manufacturing community

How will the CoE develop and connect with the UK's existing medicines manufacturing industry and skills, training and education providers:

Explain:

- how you will identify and address EDI challenges in the sector
- how you will identify and connect with organisations to develop this ecosystem
- how you will connect with the other activities in the community to enhance the value of the CoE
- how the project team will build the relationships required to make this ecosystem work
- how this will impact on the resources and capabilities that the CoE can offer to its users
- how this will impact on the value of the CoE in delivering future needs
- your strategy for raising awareness both within, and external to the medicines manufacturing sector
- your strategy for raising the profile of the medicines manufacturing sector and career prospects

Ideas for integrating the CoE with existing networks and initiatives to enhance the benefits to the UK together are welcome.

You can submit one appendix to support your answer. This can include letters of support from industry, education providers and other stakeholders. It must be a PDF, up to 4 A4 pages long and no larger than 10MB in size. The font must be legible at 100% zoom.

Question 6: Assessor guidance & scoring

Scores 9 - 10

The target industry and academia users are clearly identified along with a clear and continuous pathway to identifying new groups and building relationships.

The consortium has clear evidence of close links to the medicines manufacturing community through its contacts and network.

There are effective mechanisms for connecting to other activities in the community.

There is strong emphasis on raising the profile of medicines manufacturing careers within the sector as well as external to the sector.

There is a strong and clear mechanism for horizon scanning and continuous review of the skills and talent needs of the market should be clearly outlined.

Scores 7 - 8

The target industry and academia users are identified along with an understanding of the importance in identifying new groups and building relationships.

The consortium has links to the medicines manufacturing community through its contacts and network.

There is a plan for connecting to other activities in the community.

There is some mention of raising the profile of medicines manufacturing careers within the sector as well as external to the sector.

There is a strong and clear mechanism for horizon scanning and continuous review of the skills and talent needs of the market should be clearly outlined.

Scores 5 - 6

The target industry and academia users are clearly identified but the plan to identify new groups and build relationships requires further work.

The consortium has links to parts of the medicines manufacturing community.

The plan to connect to other activities in the community needs more definition.

There is some mention of raising the profile of medicines manufacturing careers within the sector but no mention of reaching outside the sector.

Scores 3 - 4

The target industry and academia users are identified.

The consortium has little or no links to the medicines manufacturing community.

There is no plan to connect to other activities in the community.

There is no mention of raising the profile of medicines manufacturing careers.

Scores 1 - 2

The applicant provides little or no information about the community building aspects of the project.

Question 7: Outcomes and impact

What will be the direct impact of the CoE on the UK medicines manufacturing industry?

Explain:

- the expected impact of the project on the medicines manufacturing industry
- the likely impact of the project on the organisations involved
- the expected impacts on equality, diversity and inclusion (EDI) in the medicines manufacturing industry
- how you will measure your impact, for example, Key Performance Indicators (KPIs) or similar metrics
- how you will protect and exploit the outputs of the project, for example, through know-how, patenting, designs or changes to your business model
- your strategy for targeting the other markets you have identified during or after the project
- how your project aligns with the Life Sciences Vision.

Describe and, where possible, measure:

- any expected impact on government priorities
- any expected environmental impacts, either positive or negative
- any expected regional impacts of the project

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

Question 7: Assessor guidance & scoring

Scores 9 - 10

There is a robust plan to measure and report key performance indicators (KPIs) throughout the project and beyond.

Benefits to learners, businesses and academia is clearly understood and measurable.

The importance of EDI and the impacts of the CoE on EDI in the medicines manufacturing workforce is clearly understood and measurable.

There is strong alignment with the Life Sciences Vision.

There is a strong and clear plan to protect or exploit outputs of the project.

Scores 7 - 8

There is a good plan to measure and report KPIs throughout the project and beyond.

Benefits to learners, businesses and academia is understood and measurable.

The importance of EDI and the impacts of the CoE on EDI in the medicines manufacturing workforce is understood and measurable.

There is good alignment with the Life Sciences Vision.

There is a clear plan to protect or exploit outputs of the project.

Scores 5 - 6

There is a plan to measure and report KPIs throughout the project and beyond with some gaps.

Benefits to learners, businesses and academia is partly understood with some evidence of being measurable.

The importance of EDI and the impacts of the CoE on EDI in the medicines manufacturing workforce is partly understood with some evidence of quantifying this.

There is some alignment with the Life Sciences Vision.

There is a plan to protect or exploit outputs of the project with some gaps in the plan.

Scores 3 - 4

There is no plan to measure and report KPIs.

There are few clear, quantifiable benefits to learners, businesses and academia.

There is little consideration on how, and how much, the CoE will benefit EDI in the medicines manufacturing workforce.

There is little or no alignment with the Life Sciences Vision.

There is no plan to protect or exploit outputs of the project.

Scores 1 - 2

There is no information about how the project might impact the medicines manufacturing sector.

Question 8: Project management

What is the governance structure and operating model of the CoE, and how will the project be managed?

Explain:

- the main work packages of the project, indicating the lead partner assigned to each and the total cost of each one
- your approach to project management, identifying any major tools and mechanisms you will use to get a successful and innovative project outcome
- the governance structure, operating model and management reporting lines
- how the CoE management will develop and maintain an understanding of medicines manufacturing skills needs and challenges
- how you will use this knowledge to keep the CoE relevant to changing needs in the UK medicines manufacturing industry
- how you will manage and monitor progress, including both the project and post funding phase
- how the finances will be managed and planned for unexpected events
- how concerns or issues will be highlighted early to all affected stakeholders and who these stakeholders will be
- your project plan in enough detail, in both the funded phase of the project and post funding phase, to identify any links or dependencies between work packages or milestones

You must submit a project plan or Gantt chart as an appendix to support your answer. It must be a PDF, up to 2 A4 pages long and no larger than 10MB in size. The font must be legible at 100% zoom.

Question 8: Assessor guidance & scoring

Scores 9 – 10

The operating model and governance structure of the CoE is clearly defined through both the funded and post funding phase of the CoE.

The plan is designed to meet the objectives of the project in a realistic and efficient way with emphasis on long term, post funding sustainability.

The project work packages are clearly outlined with the lead partner and total cost provided for each one.

The approach to project management is described in detail, including but not limited to, risk and issue management, finances and progress reporting.

The plan clearly addresses the importance of monitoring the evolving skills needs for the CoE to stay relevant and maintain an understanding of industry skills need.

Any links or dependencies between work packages or milestones are clearly identified.

Scores 7 - 8

The operating model and governance structure of the CoE is defined through both the funded and post funding phase of the CoE.

The plan is appropriate to meet the objectives of the project in a reasonable way with some emphasis on long term, post funding sustainability.

The project work packages are outlined with the lead partner and total cost provided for each one.

The approach to project management is stated with some reference to risk and issue management, finances, progress reporting.

The plan somewhat addresses the importance of monitoring the evolving skills needs for the CoE to stay relevant and maintain an understanding of industry skills need but there are some gaps.

Any links or dependencies between work packages or milestones are identified.

Scores 5 - 6

The operating model and governance structure of the CoE is defined through both the funded and post funding phase of the CoE but there are some gaps or concerns.

The plan is reasonable but not fully tailored to the objectives of the project with little emphasis on long term, post funding sustainability.

The project work packages are outlined but there are some details missing.

The approach to project management is stated with little or no reference to risk and issue management, finances or progress reporting.

It is not entirely clear how the CoE will stay relevant and maintain an understanding of industry skills need.

Scores 3 - 4

The plan has serious deficiencies or major missing aspects.

The plan has little chance of meeting the objectives of the project.

Scores 1 - 2

The plan is totally unrealistic or fails to meet the objectives of the project.

Question 9: Risks

What are the risks to the CoE's success and what is your risk management strategy?

Describe:

- the main risks and uncertainties of the project, including the technical, commercial, managerial and environmental risks
- how you will mitigate these risks
- any project inputs that are critical to completion, such as resources, expertise, data sets
- any output likely to be subject to regulatory requirements, certification and ethical issues, and how you will manage this

You must submit a risk register as an appendix to support your answer. It must be a PDF, up to 2 A4 pages long and no larger than 10MB in size. The font must be legible at 100% zoom.

Question 9: Assessor guidance & scoring

Scores 9 - 10

The key risks and uncertainties of the project are fully considered and mitigated.

Critical inputs to the project are identified.

Relevant constraints or conditions on the project outputs, for example, regulatory requirements, certification or ethical issues, are identified.

The risk analysis is appropriate and professional.

Scores 7 - 8

The key risks and uncertainties of the project are considered with appropriate mitigations.

Relevant constraints or conditions on the project outputs are identified.

Scores 5 - 6

Most major risks have been identified, but there are some gaps, or the mitigation and management are insufficient to properly control the risks.

Scores 3 - 4

The risk analysis is poor or misses major areas of risk.

The mitigation and management are poor.

Scores 1 - 2

The risk analysis is superficial with minimal mitigation or management suggested.

Question 10: Costs and value for money

What is the financial commitment required for the CoE? How much will the project cost, and how does your bid represent value for money and long-term viability?

In terms of the project goals, describe:

- the total eligible project costs
- the grant you are requesting
- how each partner, if applicable, will finance their contributions to the project
- how this project represents value for money for you and the taxpayer
- how it compares to what you would spend your money on otherwise
 - the balance of costs and grant across any project partners
- any subcontractor costs and why they are critical to the project
- details of future investments for the continuation of the CoE

Question 10: Assessor guidance & scoring

Scores 9 - 10

The project costs are entirely appropriate and represent excellent value for money for the team and the taxpayer.

The partners have a clear idea of how they will finance their contribution.

The balance of costs and grant between partners, and use of subcontractors, is justified and reasonable for the proposed project.

Scores 7 - 8

The project costs are appropriate and should be sufficient to successfully complete the project.

The partners have explained how they will finance their contribution.

The balance of costs and grant between partners, and use of subcontractors, seems reasonable.

The project represents good value for money for the organisation and the taxpayer.

Scores 5 - 6

The project costs are to be acceptable, but the justifications are not clear.

The partners have indicated how they will finance their contribution.

The balance of costs and grants between partners is not entirely satisfactory and use of subcontractors not completely appropriate.

Little information is offered about the value for money this project offers.

Scores 3 - 4

The project costs are too high or too low given the proposed project.
The partners have not been clear on how they will finance their contribution.
The split of costs and grant between partners is unbalanced.
There is inappropriate use being made of subcontractors.

Scores 1 - 2

The costs are not appropriate or justified.
The partners have not indicated how they will finance their contribution.
The balance of costs and grant between partners and use of subcontractors is not justified.