

NIHR Global Health Groups Call 4 Webinar 27 September 2022 – Transcript

*Slide 1*

A very good morning, good afternoon, and good evening to all of you who are joining us now. I think we will make a start on the housekeeping and allow people a few moments to continue to join us.

This is the NIHR Global Health Research webinar for our Groups Call 4.

*Slide 2*

Just before we get going, may I ask that all of your cameras and microphones are set to 'mute'. We are currently recording this webinar and, along with the transcript, we'll make it available to all of you after the webinar.

Can you please use the Q&A button to add any questions that you may have. If you see a question that's already been asked, that you would like to ask yourself, you can 'like' that and we can then address the questions that are of most interest to the attendees today. If you're having any technical issues, please use the chat button and we'll try and sort that out for you.

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I'm going to introduce our presenters today. We have with us the Department of Health and Social Care representatives. We've got Stephanie Russell, Global Health Programme Manager. Steph, do you want to say hello?

*Steph* – “Hello, good morning, everyone.”

We've got Katie Robertson, our Global Health Programme Officer.

*Katie –* “Good morning, everyone.”

And from the secretariat from the Global Health Research Programme, we've got myself, Dr Sarah Puddicombe, and Fay Habens.

*Fay –* “Hi, welcome everybody.”

And we will be joined by our Finance Manager, Renee Lewin, who I can see here today. If you'd like to say hello, Renee, please do.

*Renee – “*Good morning.”

Lovely, and behind the scenes we're being ably supported by Lewis and Alina. You won't see their faces but thank you to the team for supporting it today.

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We're going to be covering an overview of the Global Health Research portfolio and the aims for the Groups Call 4. We'll then move into covering some of the eligibility and selection criteria to help you in your application, and then Fay will be talking through more of the details about how to complete the application. We'll be ending with a Q&A session at the end, which hopefully will be about half an hour,

to answer any questions that you may have. Please submit questions at any time and we'll come back to them.

I'm going to move to the next slide please, and I think I'll be handing over to Steph. Thank you, Steph.

*Slide 5*

That's brilliant, thanks Sarah. Welcome everyone and thanks for joining us today for this, our fourth Groups Call. As Sarah mentioned I'm Stephanie Russell, the Programmes Manager here at the Department of Health and Social Care and I'm going to introduce the portfolio and set the scene for Global Health Research, and then my colleague Katie will talk a bit about the aims of the Groups programme specifically.

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The NIHR was established in 2006 under the UK government's health research strategy ‘Best Research for Best Health’ and is funded by Department of Health and Social Care. NIHR's work focuses on early translational research, clinical research and applied health and social care research, and its mission is to improve the health and wealth of the nation through research. In 2016, using Official Development Assistance (ODA) funding, NIHR became a major funder of high-quality applied health research and training in areas of unmet need in global health. All research activities commissioned and funded through our portfolio contribute towards the UK's aid commitment and they must deliver direct and primary benefit to countries eligible to receive the ODA funding. This supports the UK government's commitment to ensuring healthy lives and promoting well-being in the world's poorest countries, as set out in the UN's Sustainable Development Goals.

The Global Health Research Programme work rapidly developed within the NIHR, but it's now embedded as a core NIHR workstream. Although working globally, the work of the NIHR's Global Health Research Programme comprises many elements of the NIHR's other five domestic core workstreams, which you see on this slide.

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This is our Global Health Research strategic framework, and it shows that our aim is to generate high- quality applied global health research and training to address the unmet health needs of people in Low- and Middle-Income countries. As we're now in 2022, for the next three years our strategic priorities are: addressing the shifting global burden of disease, developing health systems to identify and respond to population needs, building resilience to tackle future global health threats, and importantly, strengthening research capacity in LMICs through equitable partnerships between Low- and Middle Income country partners and UK researchers, which we see as a cross-cutting priority across all of our Global Health Research funding.

Our research programme is driven by NIHR Principles, which are: Impact, Excellence, Inclusion, Collaboration and Effectiveness. Reflecting the domestic NIHR Programmes, we champion the involvement of LMIC communities in all aspects of the research that we fund, to improve its reach, quality and impact and enabling patients and communities to have a genuine voice in Global Health Research, all the way through from the funding process to study design, delivery, and dissemination. It's essential to achieving our ambition for long-term research impact and changing lives.

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This shows how we fund through the portfolio, which is through a variety of mechanisms. We fund global health through completely researcher-led calls, such as this one, which is open competition with ideas for the most important topics suggested by the research community, through commissioned programmes, which still have a Researcher-Led element, but the funding calls are in a particular priority or thematic area, such as for our RIGHT programme, which currently has a call open in Multiple Long-

Term Conditions which you can join a webinar for next week.

Capacity strengthening is the other way we fund, so we have calls specifically focused on training, such as Global Professorships and strengthening capacity through partnerships with other funders, noting that capacity strengthening is woven through all of our calls with funding provided for both training and development of researchers, as well as crucially the research support staff who keep the research running.

All our funding targets are under-funded or under-researched topics that have been prioritised by researchers in Low- and Middle-Income countries, to address topics specific to those countries.

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This just gives a few statistics on our portfolio to date, what we call the first phase of five years from 2016 to 2021. Since 2016 our Global Health Research portfolio has grown and developed at pace. In the first five years of the programme, we funded more than 50 major UK researcher-led collaborations with over 200 organisations in more than 50 Low-and Middle-Income countries worldwide. We've also funded more than 380 individual researchers to achieve formal qualifications through our programmes, and these numbers are all set to increase, as we announced a number of new award holders this year, who have been successful through recent funding calls.

I'm now going to hand over to Katie. Katie leads on the delivery of the Groups portfolio and she's going to talk a bit about the specific aims of this scheme. Thank you, Katie.

*Slide 10*

Thanks very much, Steph.

Before handing back over to Sarah I wanted to quickly set the scene and situate the Global Health Research Groups Programme within our portfolio, which Steph has just introduced. As mentioned, the Groups programme is one of two of our entirely researcher-led programmes within the Global Health Research portfolio. The Groups programme is one of the original programmes within the NIHR Global Health Research portfolio and actually makes up its largest part, so we're very excited about launching our fourth call within this programme. The aims of the Groups programme, which you can see on this slide, are laid out in the call guidance, but just to briefly touch on them here, the Groups programme looks to bring in new research expertise within the Global Health Research space, including UK researchers who haven't worked in global health before and are looking to pivot to Global Health through new equitable research partnerships with institutions based in Low- and Middle-Income countries. This UK-LMIC partnership model is a key focus of the Groups programmes and awards are administered through UK institutions, and a focus on equitable partnerships is absolutely paramount to the Groups programme. As mentioned in our strategic framework, which Steph introduced, research capacity strengthening is a key cross-cutting component in all of our programmes and remains equally important within this Groups programme and in this call.

As we mentioned, this is the fourth call within the Groups programme. Awards that were funded as part of Calls 1 and 2 are already in the public domain and shortly we will be able to share the details of successful award holders from Groups Call 3. One last thing to mention on Groups Call 4 is that we're very excited to be welcoming applications which include elements of methods research. This is a new step for us, and we hope it will lead to an increase in the evidence base on best methods and practice in global health research.

Without further ado, I will now hand back over to Sarah, who will talk through this call in a bit more detail.

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Yes, as Katie said I'm going to now cover some of more of the call-specific remit information around Groups Call 4.

*Slide 12*

Just to summarise some of the key points around Groups Call 4, Katie has touched on some of these already, this call will be for the first time a two-stage assessment process. We've listened to feedback from applicants and we'll be doing a two-stage process, so we're inviting specialist researchers from the UK and LMICs who are keen to pivot to global health and develop new partnerships, or those that may have smaller scale partnerships that wish to extend those, but into new health areas and all geographies. We're looking for ambitious developmental applied Global Health Research programmes really focused not only on addressing unmet needs, but in research and capacity strengthening, because both are seen as vital in this call, and we want that to be achieved through strong equitable partnerships that will ultimately lead to improved evidence and health outcomes in LMICs.

When I talk about developmental programmes, I mean that there may be scoping studies, start-up phases for developing the partnerships, small-scale needs analysis, pilot studies and maybe some trials, so those are the sorts of elements we're looking to see. Within the capacity strengthening element we do want to see a minimum of at least 3 academic training posts, but we would expect further research and support capacity training to be included, and because we're keen to see this trajectory towards future leadership, we would like to see that reflected in your applications.

The amount of funding is up to £3 million, but we welcome awards from anywhere between £1-3 million, and for a duration of up to 4 years.

The one key requirement, as Katie has mentioned, is that we need to have 2 Joint Lead applicants, one must be based in an eligible LMIC institution and one in an eligible UK institution, and the flow of funds will go via contracting through the UK administrative Joint Lead.

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In terms of eligible institutes, these will normally be Higher Education Institutes, Research Institutes or NGOs which meet the criteria, and those criteria are essentially institutes that are able to competitively apply for research and capacity training funding and to deliver on that, have a track record in academic training posts, such as Masters and PhDs, and really be able to demonstrate that they have the governance arrangements and the research management arrangements to manage complex awards.

We have had a number of applications from different affiliated LMIC and Higher Income Country Institutes and we ask that if you're going to apply as a Joint Lead from either of these, that those institutes are legally independent. A marker of that would be that the Joint Lead institutes would require some sort of collaboration agreement in order to apply and work together.

In terms of Joint Leads, or the Principal Investigators, we would expect those to be normally employed by the Joint Lead institute and equally to have one in each of the different contexts, with a track record of managing very large, complex programmes of research, or at least mentoring to support them in that process if they don't have a strong track record.

In terms of Co-applicants, other commercial organisations and non-government organisations can apply as Co-applicants and if non-LMIC institutes wish to apply then you must justify how that expertise cannot be found in an LMIC and will ultimately benefit ODA-eligible countries.

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Because we've got a number of calls open, as the Department (DHSC) had mentioned, we do have some guidance on submitting multiple applications. Across all of our different programmes we really do not accept the same or substantially similar applications across multiple programmes, so we suggest that

you pick which programme you wish to apply for. However, if you do apply to more than one, the one that has progressed the furthest will be taken forward and the other will be dropped.

If you're coming from a similar team then please make sure that you're submitting a substantially different proposal, different in the aims and the research, please, and also consider diversification of your leadership models to really support this future leadership development that we want to see in Groups.

In terms of institutional applications to the Groups Call, we are alerting you to the fact that at the end of the day we will only fund a maximum of 4 awards per Joint Lead institute, because we want to give opportunities across the piece, so if you're going to apply with multiple different applications from one single Joint Lead institute, please do consider the equality, diversity and inclusion of the teams and the composition of those awards, think about the gender balance of those leads and how they will meet the aims of the call in hand.

Just to alert you, we wouldn't expect more than one named individual to be a Joint Lead on any other application in this call. Of course, that doesn't preclude you from being a Co-applicant on another Groups award.

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There are a number of people who may have already applied for NIHR Global Health funding, such as previous Groups award holders, or other substantive award holders. If you're thinking of applying, then we do recommend you demonstrate ambitious plans to extend any previous research agenda and that you do include thinking about including new health areas and/or geographies through equitable partnerships. As I've mentioned, we want to see a continued capacity-building element that reflects the aims of the Groups Call and we would recommend that you consider new Joint Leads and perhaps mentoring of those by previous award holders, unless there's really good justification for why that shouldn't be the case.

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In terms of all awards, obviously we expect them to demonstrate ODA-eligibility, so please indicate which LMICs or regions will be directly benefiting from your research proposal, how the proposal will be of direct and primary relevance to their development challenges, how the outcomes will ultimately improve the health and welfare of individuals living in those countries. If elements of research are not being undertaken in ODA-eligible countries, or for instance the country graduates from the DAC list, you must justify how the research would continue to be of primary benefit to ODA-eligible countries and I refer you to our guidance for [further information](https://www.nihr.ac.uk/documents/fourth-call-for-global-health-research-groups-groups-4-remit-and-guidance/31353#eligibility) on that.

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In terms of the eligibility of applications to this call, obviously we're looking for high-quality applied health research and training programmes. It can be in any field, but it has to have primary and direct relevance to the challenges faced by people in ODA-eligible Low-and Middle-Income countries and align with the aims of the call, as you've heard earlier – the eligibility criteria and the call selection criteria which I'll run through in a second.

It would be good to see a real strength of institutional commitment to the research partnership and to sustained research capacity strengthening, and whilst that may be supporting some training posts, it may also be thinking about how you might sustain that support beyond the end of the award.

The research partnerships must clearly meet local or regionally identified needs and really work to inform local and national plans for change through engaging the community and relevant stakeholders and actors in the context. We're keen to see real support for embedded South-South, as well as North- South learning.

When you're thinking about issues of equity, please think about incorporating research questions that might tackle gender, age, social barriers to health and economic impact and, as Katie mentioned, elements of research methodology addressing gaps which are applicable to improve health research methods in LMICs more generally are welcomed, but they mustn't exceed more than 5% of the overall award value.

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We have a number of calls open. Elements of both Health Policy and Systems and Multiple Long-Term Conditions are eligible for Groups, but we do recommend that if you have more major focus, you might consider whether your application is best fitting to other specific calls, for instance RIGHT 6 on Multiple Long-Term Conditions. Work, if it's going to be delivered to an existing partnership and focused on the development and evaluation of interventions, may be more applicable to that call, or if a more health systems-focused award or application, it might be better for Global Health Systems and Policy Research.

We will reserve the right to transfer applications to other calls, should they open. If you have any queries don't hesitate to come and seek advice from us.

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I'm going to quickly run through the selection criteria, so for the Stage 1 it's going to be a short-ish application, and we will assess you against the following criteria: the relevance of the proposed research, the research quality and excellence, the strength of the team and the impact and sustainability.

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When we talk about relevance, we're really keen to hear from you how you can justify that you're meeting an unmet health-related need and priority in an LMIC, and that you've engaged with the appropriate stakeholders in the context to ensure that is a need, and that the plans have been based on some sort of review of the local context and health systems and literature. We'd be looking to ensure that there is some training capacity development at the individual and institutional level, so that we can really see high-quality evidence being able to influence practice and policy.

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In terms of research excellence, please make sure that your plans are very clear in terms of objectives and milestones, that you've got a robust design and methodology, you’ve considered the risks and you're factoring in various ethical and legal considerations that may be relevant in the context that you're working in. We're also keen to see effective programme management. These are complex awards and you need good governance, institutional support, strong financial support and contract management to be able to cope with the reporting associated with ODA funding. We do recommend thinking about sufficient resourcing, so for instance a full-time programme manager at each of the partner sites, or at least one overseeing all of them.

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We're also looking for a strong multi-disciplinary team with the relevant expertise and very clear roles. We're not looking for superficial roles, we want a clear, defined role for each member. So, think about the interdisciplinarity and think about the broad range of relevant disciplines that are needed to be able to deliver the research, and that won't be totally inclusive here in this list, but it may need to include for instance social science, health economics, etc.

When you're working with equitable partnerships please make sure that you maximise the expertise that may exist in the LMICs that you're working in, and we would be looking for really strong equitable partnerships in terms of the ways of working, the leadership roles, the programme management, governance and the publications being produced.

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When we talk about impact and sustainability, we would like to see very clear pathways to impact, and how your research uptake in dissemination of those findings will ultimately lead to improving practice and informing policy, so that the research is sustainable in terms of both capacity and partnerships and impact in the countries for the longer term and beyond the end of the award. When we talk about contributions, this is about the contributions that the research will make to society and the economy and how it will lead to improve scientific evidence, to improved health and well-being, lives saved, economic, social and cultural benefits in LMIC countries.

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At Stage 2 those that are shortlisted after Stage 1 will be assessed on all the following criteria, so the first four that I've already discussed and the next four, which are capacity strengthening, so obviously we want to see strong capacity strengthening at individual and institutional level. We expect to see embedded Community Engagement and Involvement, and that is both communities but also policymakers and other actors in the country and contexts that you're working in, so that they're involved from the very inception of the research through to the dissemination. We're also talking about seeing Equity of Partnerships, and we will scrutinise those partnerships to ensure they are indeed equitable, and we want to see the governance arrangements, the leadership of work programmes, the publication and the dissemination to be shared and to value the relative expertise across the different teams in that partnership. Lastly, we want to see strong, good quality applications which give us value for money and have considered the four Es: Economy, Efficiency, Equity and Effectiveness.

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In terms of finance, I've mentioned already that the awards range £1-3 million over 4 years, so you can pitch the application at the level that you want to reflect in terms of the nature of your award and the scale of your partnerships within that range, and justify what you're going to be doing within that. At Stage 1 we only require an overall cost but we do ask you to think about all of the extra bits – the resourcing that you might need in terms of those programme managers, financial capacity support, training and other things and that you do consider the balance and the flow of funds between the UK and LMICs, because we'd like to see that really reflecting that the majority of work is happening in the LMICs. If that isn't the case then please justify how the funding, as it's directed, will directly and primarily benefit the LMICs in the award. We can also allow a responsive line to address any emerging needs of up to 5% of the total budget, but this is very high-level at this point and there's far more information in our Finance Guidance. We'll be giving a more detailed Finance webinar for those who are successful at Stage 2.

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If you'd like to know more about the funding and awards that we've already offered and are active or have recently completed, then please do look at NIHR funding and awards [website](https://fundingawards.nihr.ac.uk/search/funder/NIHR%20%28ODA%29) and our [open data](https://nihr.opendatasoft.com/pages/homepage/) [platform.](https://nihr.opendatasoft.com/pages/homepage/) You can get a lot of information around who the award holders are, where they're situated, and that might help you in terms of thinking about networks and partnerships, so please do consider that.

I’m going to be handing over now to Fay, who will talk to you in much more detail around the application process. Thank you very much.

*Slide 27*

Hello and a warm welcome again to everybody and thank you for joining us. Just a little reminder to put your questions in for the Q&A session at the end. I've seen a few come in, but we'll be open for a lot more so please do write those in.

I'm going to talk you through the application process and hopefully give you some hints and tips and ensure that the submission process is as easy as it possibly can be.

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As has already been mentioned, this Groups Call 4 will be a two-stage application process. We've made this change following feedback we've received from previous applicants to our programmes, and we hope that this will ensure a better application experience.

Stage 1 is a much shorter outline of your proposal, your proposed research, and it will be assessed in the following way: they'll go through an eligibility and remit check, and these are carried out to ensure that your applications meet the criteria set out in the guidance and is eligible for the call. There's potential that we may have to undergo a triage process, but this will only be undertaken if we receive a particularly high number of applications. It's carried out by the Funding Committee members and in another change, following feedback again, any applications that are declined at triage this stage will now receive feedback.

We then go forward to the review by the Stage 1 Funding Committee. They decide which ones will go forward to Stage 2. As mentioned, all applications, whether they're declined or shortlisted to Stage 2, will receive feedback. If you are declined, feedback is designed to be constructive and help you with future applications. If you're shortlisted, it will cover things you need to consider to help with your Stage 2 application.

Once submitted, Stage 2 applications undergo further external peer review and applicants are given the opportunity to respond to these comments before their applications are seen by the Stage 2 Funding Committee.

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This slide gives a more visual guide to what happens to your applications and when. Obviously the call is already open and we're having our briefing event today, so the next milestone in this call is the deadline for your Stage 1 submissions on the 23rd November. As you can see, you should hear the outcomes of your Stage 1 submission in February next year and if you're successful to Stage 2, your submission will be due in May, so please make sure you have time scheduled in your diaries to complete these submissions if needed. We would expect any successful project to start in July 2024. It's important to note that there's no real flex in these start dates.

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How are you going to apply to the Groups Call 4? Regardless of if you've applied to Groups before, this time it is going to be different, as we now have a new application system called REALMS. This is our REsearch Awards Lifecycle Management System. If you've previously had an account with us on our other system, which was called MIS, you need to press the 'Forgotten password' link here, enter your email and then you'll be able to register but you must make sure that the email that you enter is the one that you were previously registered with on MIS. If you've never had an account on REALMS, you need to use the 'Register' button and follow the instructions. If you go through the 'Apply Now' button on the website from the Groups page, you'll be directed straight to this page on REALMS, and you have to do the same thing. The [link](https://realms.nihr.ac.uk/s_Login.jsp) is here within the slides and the slides are going to be circulated afterwards.

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The most important piece of advice I can give you when applying for our calls is to spend time reading the [guidance](https://www.nihr.ac.uk/funding/nihr-global-health-research-groups-call-4/24743) in full. We spend a lot of time ensuring that there's as much information as possible is in these documents and they're there to help you. I really can't stress enough how important these documents are, so make sure you read them fully and you're going to hear me say that a lot throughout the rest of my talk. There are a lot of documents to read, and it will take a bit of time to read them all so I'm going to try and break them down a little bit – what's in what and what they have to tell you.

The [Remit and Guidance](https://www.nihr.ac.uk/documents/fourth-call-for-global-health-research-groups-groups-4-remit-and-guidance/31353) document – this is specific for this particular call and will give you the scope of the call, the eligibility and selection criteria, and set out the timelines.

The [Core Guidance](https://www.nihr.ac.uk/documents/global-health-research-programmes-core-guidance-for-applicants/24952) applies to all Global Health Calls run by NIHR and we do aim to keep this regularly updated, so even if you've read it before it's worth taking another look at it because the chances are, when a call is open, it will have been updated.

There is [Application Form Guidance,](https://www.nihr.ac.uk/documents/nihr-global-health-research-programme-fourth-call-for-groups-groups-4-stage-1-application-form-guidance/31334) and this tells you what to put in what sections of the form and how to complete the form within REALMS. As the system is new, these are quite detailed instructions at the moment, more of a 'click-by-click guide', and we hope that they will help you navigate your way through the new system.

There is [Finance Guidance,](https://www.nihr.ac.uk/documents/global-health-research-finance-guidance-for-applicants/25894) and this is there to help you complete your full finance breakdown at Stage 2 really, but it is also important at Stage 1 because you need to ensure that the figures you're putting in for your project are realistic and include everything you need. Committees don't expect to see huge changes in cost between Stage 1 and Stage 2, so don't just do a finger in the air and put a random number in your estimated costs at Stage 1.

We also supply a [Word](https://www.nihr.ac.uk/documents/funding/Global-Health/FINAL%20GHR%20Call%204%20Groups%20offline%20application%20form%20template%20STAGE%201%20FOR%20WEB.docx) version of the application form, so you can see what information you need to include in the form and things like what the character counts are and the section headings, and you can do that without having to log into REALMS. It is important to note, though, that this form is provided just as a guide and *cannot* be submitted; only applications that are submitted through REALMS will be considered.

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This slide gives a very brief overview of where you can find information within the different guidance documents and I'm not going to go through it because it will be circulated afterwards, but it's sort of a one stop shop to show you where things are.

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As I've already mentioned, you must still submit your application via REALMS. REALMS will close at the 1pm deadline, and this is UK time, so please don't forget that. Late applications will not be accepted. If you're experiencing issues with REALMS or you're having any other technical problems, you must tell us in good time. There's no point telling us 2 minutes before the deadline because we won't be able to help you then, so please don't leave it to the last minute to submit.

At Stage 1 you are able to include a limited number of uploads. There's only one that's mandatory, which is your references, and this is limited to a single page. You can also include a single supporting document. This could be something like a flow diagram or a letter of support, or maybe a response to feedback you received previously.

Also, if you're an existing or previous NIHR Global Health award holder, then you can include a letter of support which highlights what that award has achieved in its lifetime and how it's benefited the end user of that research.

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As has been mentioned, these awards require Joint Leads – one from an LMIC and one from the UK. The UK-based Joint Lead will be the contract holder for these awards, and they will be responsible for the submission on REALMS. It's important to note that it will only be them that are able to submit the application. Both Joint Leads do need to register on REALMS, and they do need to complete tasks, but only the UK Joint Lead as the contract holder can submit the application.

You can also add the names of your Co-applicants at Stage 1, but the Co-applicants don't need to register and complete any tasks on REALMS yet. They will need to be able to access REALMS at Stage 2, so if you're adding them please bear that in mind. The sign-off and individual tasks can be the most problematic part of any application process, so it's a good idea to let people know what's required of them and what they're going to need to do well in advance and when you ask them to join your team.

Collaborators can also be included but they would go into your Research Plan and don't need to be entered individually into REALMS.

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Now, a few tips for success.

*Slide 36*

The first, and it is the most important tip once again, is to read the guidance. Once you've read it, you'll have a clear picture of what's expected from your applications, and you must ensure that you have met the eligibility and remit in full and given a clear and full explanation of the research you wish to do and how you're going to complete it. You should also include how this will be impactful and make a difference.

Make it clear how you've worked with your whole team, how you've engaged with the Joint Lead and the Co-applicants and what input the local communities have had. Make sure that you engage people like finance teams and your institution to you ensure you have the right support and the infrastructure in place.

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It's important to note that at Stage 1 the application forms are short, so please be mindful of the space that you have and make sure your application is concise and to the point. Don't have too many partners. You have to be clear about how each one is involved, and if you're successful you need to ensure you'll be able to set up things like collaboration agreements with each of these, which can be quite a task.

Make sure that you're writing in plain English – the Committees and reviewers of the applications come from all different backgrounds and they might not all have English as their first language. They do need to understand your applications easily, so please make them easy to read.

You should make sure you're clear about your proposed study and how it builds on anything you've done previously, but you should also be clear on how this differs and what aspects of your application are new.

You should include mentoring and support packages to help develop new leaders and new leadership models.

If your application is a re-submission, make sure you take into account any feedback that you have received previously.

Make sure both Joint Leads have registered on REALMS and completed any associated tasks, such as their personal profile and their ORCiD registration.

Make sure you submit on time and don't leave things to the last minute, and once again – the 1pm deadline is UK time.

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Next steps.

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Submission checklist: Have you got a clear application that meets the call specification as it's set out in the guidance? Have you ensured that you've met the eligibility criteria? Have you included all the required uploads? We will say here, don't include anything that *isn't* requested because we will remove that before the Committee sees it, so it won't be assessed.

If you have any questions, do contact us. We're at the end of the email, so do contact us if you need to. It's very important that if you have any issues, we know them well in advance.

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In conclusion, make sure you read the guidance in full. Yes, it's long. Yes, there's lots of it, but I promise you it's all useful. Make sure both Joint Leads are registered on REALMS and on ORCiD. Ensure both Joint Leads have completed their profiles and associated tasks in the system. The system will tell you if they haven't, and it's up to the UK-based Joint Lead to make sure that these are checked, and check that everything's been done. Don't miss the deadline in REALMS because it will close at 1pm UK time. We can't change this, and a late submission will not be accepted. Do not leave it to the last minute to submit.

And finally, good luck!