

AHRC SCORECARD 2009 – 2010

	Key Deliverable	Target	Milestone	Progress	Current status	Change record
STRATEGIC RESEARCH PRIORITIES						
1	Apply learning from creative approaches in the arts and humanities to the Creative Industries	Contribute to the Digital Economy programme; participate in events to explore themes and consider funding for potential projects	<p>Q1: Hold workshop with British Library and EPSRC exploring digital research</p> <p>Q2: Hold sandpit following from key themes emerging from workshop</p> <p>Q3 –Q4: Begin funding successful projects resulting from sandpits</p> <p>Q2: Participate in panel meeting to consider proposal for development of the research environment around Salford Media City, in conjunction with BBC</p> <p>Q3: Funding begins if bid is successful</p>			
		Deliver the call for small grants and student-led initiatives in the Beyond Text programme	<p>Q1: Deadline for submission of proposals to small grants scheme</p> <p>Q1: Deadline for submission of proposals for student-led initiatives</p> <p>Q3 – Q4: Begin funding of successful projects</p>			
2	Shape public policy through the research insights of the humanities which help to understand the causes and	Contribute to the ESRC-led Cross-Council Global Uncertainties programme	Q1: Agree arrangements for the future co-ordination of the programme in consultation with EPSRC and other partners			

	<p>manifestations of current threats to global security</p>		<p>Q2: Review potential new areas for AHRC contributions to the Global Uncertainties programme following the Future Directions consultation</p> <p>Q2-Q3: Collaborate with the Security Research Forum in organising programme workshops and networking activities involving AHRC/ESRC Fellows on 'Ideas and Beliefs'</p>			
		<p>Deliver the large and small grants under Phase III of the Religion and Society programme</p>	<p>Q1: Deadline for full proposals for large grants</p> <p>Q1: Deadline for proposals for small grants</p> <p>Q3-Q4: Begin funding for successful projects</p>			
<p>3</p>	<p>Support policymakers to develop more appropriate strategies for enhancing public understanding of the implications of environmental uncertainties by bringing key insights into conservation, design and planning responses to climate change</p>	<p>Deliver workshops and networking call in partnership with Landscape and Environment and Science and Heritage programmes under the Living with Environmental Change programme</p>	<p>Q1: Hold LWEC consultation workshop in partnership with Landscape and Environment and Science and Heritage programmes to help identify key areas where further arts and humanities research is needed as part of LWEC</p> <p>Q2: Agree priority areas for LWEC networking call under Landscape and Environment programme in consultation with LWEC partners</p> <p>Q3: Announce LWEC networking call under Landscape and Environment programme</p>			

			Q4: Consider applications under the L&E LWEC networking call			
4	Shape public policy around diverse ageing needs, including better design and planning for older people, and developing culturally appropriate care mechanisms	Develop networking activities under the New Dynamics of Ageing programme	Q2: Agree initial programme of networking activities under NDA research programme Q2: Review potential new areas for AHRC contributions to the Lifelong Health and Wellbeing programme following the Future Directions consultation			
		Deliver funding under the Religion and Society programme	Q1: Deliver the conference to launch the Youth Call Q1: Review the programme impact strategy. Q1: Closing date for small grants and shortlisted large grants under the third call Q2: Announce funding decisions on large and small grants under the third call Q4: Launch research projects under the third phase of funding			
5	Support co-production of knowledge in order to develop vibrant, cohesive and sustainable communities	Lead the development of a new cross-Council programme on Connected Communities	Q1: Hold initial cross-Council scoping workshop involving key stakeholders Q2: Complete analysis of outcomes of AHRC Future Directions consultation for Connected Communities Q3: Agree initial priorities for future activities with RCUK partners			

			Q4: Commission initial networking and capacity building activities			
6	Capitalising on the UK's cultural assets – Delivery of programmes	Deliver the calls for funding under the Science and Heritage programme, co-funded with EPSRC	Q1: Deadline for outline proposals for interdisciplinary research grants and post-doctoral Fellowships Q3: Deadline for full proposals Q4: Begin funding of successful projects			
7	Capitalising on the UK's cultural assets – Impact of AHRC funding	Review of collaborative funding with the British Museum: - Benefits of IRO status - Added value from collaborative research - Added value of CDAs	Q3: Draft report agreed with British Museum Q4: Publish and disseminate report to stakeholder audience			
		Museum and Galleries funding: Develop five impact case studies from awards made	Q1: Meet with award-holders to discuss case studies Q4: Conduct progress meeting with award-holders to examine evidence			
8	Stimulating innovation in the knowledge economy – Delivery of programmes	Deliver existing KT programmes & maintain existing commitments	Q2: Report on awards made Q4: report on awards made			
		Deliver KTPs with TSB up to a total commitment of £550k.	Q4 KTPs have open deadlines: report on awards made in Q4			
		Evaluate the AHRC/BBC collaboration (Knowledge Exchange Programme), and consider ways of sustaining collaboration	Q1 Showcase event to disseminate outcomes of joint projects to a wider audience Q2 Focus Group to evaluate KEP and AHRC/BBC Collaboration			
		Develop the collaboration with	Q1: closing date for			

		BT and deliver a co-branded Research Networks call on a Digital Heritage theme	applications to the pilot Networks scheme			
		Co-fund the TSB's Creative Industries call in support of the AHRC's Creative Economy programme	Q1: Launch of Creative Industries Network			
9	Stimulating innovation in the knowledge economy – Influence and partnerships	Deliver an AHRC-led joint event with TSB to explore synergies with wider TSB priorities	Q1: Deliver joint workshop with TSB			
		Develop relationships with the Devolved Administrations (DAs), notably Scotland and Wales, and run joint activities which increase arts and humanities engagement with DA policy agendas	Q1 Hold two joint workshops with SFC and decide follow up activities Q1 Meet with WAG to take forward joint KT agenda			
		Disseminate Innovation report to stakeholder audiences and build on innovation work, positioning AHRC as a strategic body with influence in this area	Q1: Present innovation report to TSB Q1: Publish innovation policy briefing for stakeholder audience			
SUSTAINING THE RESEARCH BASE						
10	Enhance the existing connection between our strategic themes and our postgraduate provision	Deliver the first round of Block Grant Partnership (BGP) funding to ensure that the majority of AHRC postgraduate funding to ensure the majority of AHRC postgraduate funding is invested in HEIs demonstrating strong strategies for the support of arts and humanities postgraduate training that is integrated with their own research and closely aligned with the AHRC's own strategic priorities.	Q1: Deliver the first round of BGPs			
		Deliver the first round of the new Studentship Competition designed to invest in pockets of excellence and strategically	Q2: Deliver the first round of the Studentship Competition			

		important subject areas, complementing the large-scale BGP investments.				
		Deliver the 2009 round of Collaborative Doctoral Awards scheme, continuing to support projects that align with AHRC strategic priorities	Q1: Deliver the first round of CDAs			
11	Produce researchers equipped with a range of skills that will make them attractive to employers in the knowledge economy	Work with other Research Councils in delivering Roberts training agenda	Q2: Ensure that the 2009 cohort of AHRC funded students through the BGPs, Studentship Competition and CDAs undertake training at HEIs that offer both research and broader employment-related skills training			
		Work with ESRC and other funders on the mid-term review of the five LBAS centres, ensuring that they are training postgraduates equipped to provide culturally-informed advice to policymakers in key foreign policy and immigration policy areas	Q2: Deliver mid-year review of LBAS centres			
12	Responsive-mode research to complement and underpin strategic programmes; build collaborative research capacity; and support partnerships beyond academia	Deliver awards under new open deadlines, using the new decision-making structure	Q2: Make the first awards under the new open deadline responsive-mode grants Q3: Second round of panel meetings Q4: Third round of panel meetings			
		Develop opportunities with the new Fellowship scheme for Fellows to maximise the impact of their research; develop the strategic focus of the scheme in support of early-career	Q1: Review potential arrangements for supporting early career researchers and impact under the Fellowships scheme			

		researchers and for practice-based subjects	Q3: Fellowship scheme to start accepting applications, with opportunities for early-career researchers			
		Maintain support for collaborative networks and workshops, with a focus on partnerships which deliver added value	Q2: report on awards made Q4: report on awards made			
ECONOMIC IMPACT						
13	Embed a culture of KT informed by employers' needs across all programmes	Embed the AHRC's new KT strategy: engagement with stakeholders to promote the strategy and relevant schemes	<p>Q1-4 Planned events and HEI visits to increase awareness of KT within academia</p> <p>Q1 Deliver new KT brochure with case studies</p> <p>Q1-2 Monitor bespoke KT schemes to ensure robustness and flexibility enabling engagement across disciplines</p> <p>Q3 Review alignment of KT strategy with economic impact in peer review agenda and KT activity in programmes</p> <p>Q1, Q3: Deliver the 2009 cohort of CDA awards, funding the next generation of researchers who are already familiar with stakeholder engagement, collaborative working with non-HEI partners, and able to design projects with maximum impact beyond the academic sphere</p> <p>Q3: First cohort of BGP-funded postgraduates take up awards, studying at HEIs that have</p>			

			<p>demonstrated tangible and robust links with the relevant employers in their vocational and practice-based training and Master's courses.</p> <p>Q4: report on work with VITAE and other Research Councils in delivering and maximising the impact of the Roberts training agenda, ensuring that arts and humanities graduates are equipped with the appropriate skills for the knowledge economy</p>			
14	Demonstrate the value and impact of arts and humanities research – Delivery of Programmes	<p>Deliver a range of impact case studies; seminars and workshops on impact issues</p>	<p>Q1: Assessment of two completed Impact Fellowships</p> <p>Q3: Impact Workshops completed, final event held</p> <p>Q3: Impact seminars held by Fellows</p>			
		<p>Deliver the new Economic Impact in Peer Review changes to the academic community; continue peer review training to ensure that effective use is made of new impact summary and plans in application forms</p>	<p>Q1: Launch of new process to community</p> <p>Q1: Community engagement to support delivery of changes</p>			
15	Demonstrate the value and impact of arts and humanities research – Developing the evidence base	<p>Report delivered demonstrating the impact of arts and humanities research</p>	<p>Q1: Commission report</p> <p>Q3: Interim meeting with consultants to track progress</p> <p>Q4: Delivery of report</p>			
		<p>Impact Task Force report 'The Economic Impact of Arts and Humanities Research' delivered</p>	<p>Q1: Delivery of Task Force report to stakeholder audiences</p>			

		to stakeholder audiences				
16	Demonstrate the value and impact of arts and humanities research – Policy interventions	Identify and target policymakers and key influencers; identify future strategic areas	<p>Q1: Set up a horizon-scanning panel of 12 experts with expertise and knowledge about real world policymaking and practice</p> <p>Q2: Finalize three clearly defined public policy opportunities where arts and humanities research can demonstrably add value to evidence-based policy making, practice and evaluation.</p>			
		Deliver policy briefings and policy seminars in key strategic areas, establishing the AHRC as a strategic body influencing public policy and practice	<p>Q1: First policy briefing disseminated to stakeholder audience</p> <p>Q3 Second policy briefing disseminated to stakeholder audience</p>			
		Launch of Policy Placement Fellowships scheme in collaboration with ESRC and government departments and agencies to support arts and humanities research to feed into public policy	Q4: Launch of Policy Placement Fellowships scheme			
INTERNATIONAL						
17	Enhance the quality of research through embedding opportunities for international collaboration in all programmes	Implement the AHRC's new International strategy	<p>Q2: report on progress</p> <p>Q4: report on progress</p>			
		Launch new HERA programmes 'Humanities as a source of creativity and innovation' and 'Cultural Dynamics – inheritance and identity	<p>Q1: Deadline for outline proposals</p> <p>Q3: Deadline for full proposals</p>			

			Q4: Funding outcomes announced			
		Review the Library of Congress studentships, and maintain the number awarded annually	Q1: Scope the review of LoC scholarships Q3: Deliver and disseminate review			
		Promote the new collaborative Scholarships with Japan	Q2: Report on progress of placements Q4: Report on progress of placements			
EFFECTIVE MANAGEMENT						
18	Efficiency savings	Working with others to deliver Value for Money through the driving down of costs, and the increase of efficiencies and effectiveness. This will include the relocation to Swindon and the transfer of back office functions to the Shared Services Centre (SSC).	Q2: Cross harmonisation of accounting and payment processes and policies and the development of MIS systems.			
19	Working with SSC Ltd	Transfer IT, IS HR, Finance, Procurement and Grants processing functions to the Research Council Shared Services Centre in line with the project plan.	Q2: Transfer HR and payroll services to the RCUK SSC Ltd Q3: Transfer Finance and operational procurement services to the RCUK SSC Ltd Q3: TUPE transfer Grants processing staff			
		Design a retained function in AHRC to complement the services provided by the RCUK SSC Ltd and provide an end to end service to users that is seamless and maximises the potential for appropriate automation of services.	Q1: Design Grants retained function to include monitoring arrangements for performance against SLA Q2: Implement HR retained function and monitoring arrangements for performance			

			<p>against SLA</p> <p>Q2: Recruit to Grants retained function</p> <p>Q3: Implement Finance retained function and monitoring arrangements for performance against SLA</p>			
		Fully participate in SSC Project whilst continuing to deliver business as usual services to users	<p>Q1: Implement Relocation Programme to include SSC, Relocation to Swindon and Organisation Design Projects.</p> <p>Q3: Transfer ownership of SSC Project internally to Programmes and implement a governance structure to manage AHRC's contract and customer relationship with the RCUK SSC Ltd.</p>			
20	Relocation of AHRC offices to Polaris House, Swindon	Plan and implement a project to relocate AHRC offices to Swindon in 2010	<p>Q1: Write Project Plan</p> <p>Q2,3 & 4: Implement actions according to project plan</p>			
		Maximise efficiencies to be gained by participating in an joint services offered to Polaris House based RCs	<p>Q1: Identify support services offered by JBOS, JRS etc. and re-design AHRC support services structures accordingly for implementation following relocation</p>			
		Deliver a smooth and cost effective relocation project minimising the impact on the AHRC's ability to deliver its strategy and maximising the transfer or retention of corporate memory	<p>Q1: Confirm structure of AHRC post-SSC and Swindon relocation so recruitment strategies can be implemented to manage transition and encourage staff retention</p>			
21	Improve the effectiveness of decision-making processes at the	Embed the new decision-making structure	<p>Q2: Report on progress</p>			

	AHRC		Q4: Report on progress			
22	Establish and deliver the AHRC Advisory Board	Establish and deliver the new AHRC advisory board, a forum for developing high-level advice on key programme issues and partnerships to inform Council's decisions on overall strategic direction	Q1: Initial meeting of the new advisory board; agree key items of business for meetings Q2: Meeting of board Q3: Meeting of board			
23	Maintaining a dialogue with the research community	Active engagement with the research community	Q2: Report on activities Q4: Report on activities			
		Taking a leadership role in engaging the arts and humanities community in the AHRC's 'Future Directions' strategy	Q1: Consultation completed, findings reported to Council Q2: Internal discussion of future directions; dissemination of findings Q3: Planning for delivery of strategy Q4: Implementation of strategy			
24	Develop a strategy for stakeholder engagement with organisations in the creative, cultural and public policy sectors	Grow a network of non-HEI stakeholder organisations and individuals to act as potential partners in	Q1: Organisations invited to become partners			

ECONOMIC IMPACT MEASURES

	Key Deliverable	Target	2007/08 Baseline	2008/09 Position	Current status	Change record
DELIVERING BENEFITS TO BUSINESS						
25	Facilitate Knowledge Exchange between the UK arts and humanities research base and non-academic partner organisations	Maintain awards and expenditure for KT schemes	99 awards involving 79 partnership organisations made in KTP, KC, KTF, AHRC/BBC KEP, CDA schemes in 2007/08			

			£3.3m expenditure on KTP, KC, KTF, AHRC/BBC KEP, CDA schemes in 2007/08			
		Maintain involvement of non-academic partners across funded research	456 (37.3%) awards ending in 2007/08 reported an element of collaboration with non-academic partners 53 awards (10.8%) made in 2007/08 named a non-academic organisation as one of the project partners			
		Maintain number of awards involving Independent Research Organisations	22 (4.5%) awards made in 2007/08 named an IRO as the lead institution or as a project partner			
DELIVERING PEOPLE TO THE LABOUR MARKET						
26	Deliver highly trained people to the labour market	Maintain awards and expenditure for schemes which develop researchers and postgraduates with professional practice and business sector skills	327 new awards in the Professional Preparation Masters scheme made in the 2007 competition £3.9m expenditure on PPMs in 2007/08 66 new awards in the Collaborative Doctoral Awards in 2007/08 £2.3m expenditure on CDAs in 2007/08 13 new Knowledge Catalyst awards made in			

			2007/08 £89k expenditure on KCs in 2007/08C			
		Maintain high submission rate for AHRC-funded PhD students	2007/08 submission rate for AHRC-funded PhD students was 79%			
		Maintain proportion of AHRC-funded postgraduate students employed in the business or public sector as a first destination	29.9% of AHRC-funded PhD students identified in 2006/07 HESA DLHE survey employed in business and public sector (55.3% in HE sector) 46.5% of AHRC-funded Masters students identified in 2006/07 HESA DLHE survey employed in business and public sector (9% in HE sector)			
DELIVERING ECONOMIC IMPACT						
27	Creating a beneficial impact to the UK economy through support for arts and humanities research	Attract overseas students inward investment through the quality of UK arts and humanities research	Undergraduate and postgraduate overseas students studying arts and humanities subjects in the UK estimated to contribute £1,306m in tuition fees and living costs in 2007/08			
		Maintain exhibitions, which evidence suggests result in high economic impact, as outputs from funded research	118 exhibition outputs reported by awards ending in 2007/08			