

# AHRC Scorecard 2010-11

Key Deliverables		Targets	Milestones	
<b>STRATEGIC RESEARCH PRIORITIES</b>				
1	Apply learning from creative approaches in the arts and humanities to the Creative Industries	Advance understanding of arts and humanities research as an innovation driver amongst AHRC's stakeholders notably UK government, Technology Strategy Board (TSB) and other non-academic organisations	Q2 – Q4	Develop next phase of AHRC/BBC partnership
			Q3	Hold AHRC/BT Research Networking awards showcase event
		Continue to participate in the RCUK Digital Economy programme through the Media City research project; the Designing Effective Research Spaces projects; the Research in the Wild calls; and by working in collaboration with the British Library and contributing to the future shape of the programme through ensuring appropriate representation and inclusion of arts and humanities perspectives at events and meetings	Q1	Work with Digital Economy programme board to agree the programme's future direction
			Q1 – Q2	Work with Digital Economy team to review Research in the Wild scheme
			Q1 – Q2	Work with partners, including Technology Strategy Board (TSB) to agree next steps for the proposed collaboration on copyright, intellectual property and business models in a digital age
			Q3	Hold a workshop on copyright as a part of the Beyond Text Programme to inform further developments in this area
			Q2	Provide humanities leadership at event on 6 July on ethics and the misuse of data in the digital world, ensuring good representation of ethics and philosophy specialists in this area
Q3	Participate in six-monthly progress review of Media City UK project, funded by AHRC and EPSRC			
2	Shape public policy through the research insights of the humanities which help to understand the causes and manifestations of current threats to global security	Contribute to the ESRC-led Cross-Council Global Uncertainties programme	Q1	Hold launch conference for the third phase of the Religion & Society Programme
			Q2	Hold a residential training event for PhD students involved in the empirical study of contemporary/modern religion as a part of the Religion and Society programme and AHRC's Collaborative Research Training scheme

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			Q3	Launch a website on 'Researching Radicalisation', developed as a part of the AHRC/ESRC Religion and Society Programme to encourage policymakers and media to base their work on a wider range of the very best and latest research evidence in the field
			Q2	Hold networking event for Global Uncertainties fellows on Ideas and Beliefs in partnership with the ESRC
3	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	Contribute to the Living With Environmental Change (LWEC) programme	Q1	Announce outcomes of Researching Environmental Change networking call under Landscape and Environment programme commissioned as a part of AHRC's contribution to the Living with Environmental Change (LWEC) programme
			Q1	Hold Conference at Tate Britain on 25-26 June on the theme of art and environment as a part of the Landscape and Environment programme
			Q2	First Researching Environmental Change networking awards to start
			Q3	Hold networking event for arts and humanities researchers to bring together emerging themes from Researching Environmental Change networks and other related research
			Q4	Hold final programme event for the Landscape and Environment programme
4	Shape public policy around diverse ageing needs, including better design and planning for older people, and developing culturally appropriate care mechanisms	Contribute to the Cross-Council New Dynamics of Ageing (NDA) and Lifelong Health and Well-Being Programmes (LHWB)	Q1	Contribute to the launch the third phase of funding for the Lifelong Health and Wellbeing programme

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			Q1	Provide input to NDA programme event to discuss recent findings from completed projects, explore project collaborations and maximise impact within NDA programme
			Q2	Hold a conference, based on one of the AHRC co-funded NDA projects, 'New Cultures of Ageing: Socio-Cultural Narratives, Qualitative Methods & Researching the Future'
		Contribute to the DCMS Science and Research Advisory Committee (SRAC) working group on health and wellbeing in an ageing population	Q1 - Q3	AHRC Chief Executive to chair DCMS SRAC working group
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	Organise Connected Communities summit drawing together leaders of key AHRC, EPSRC, ESRC, MRC and NERC research initiatives relevant to the programme
			Q2	Publish initial report from summit
			Q3	Connected Communities Expert Advisory Group to consider outcomes of the summit and make recommendations on further steps
			Q4	Announce further development activities
		Develop an initial programme of knowledge exchange activities with the Department of Communities and Local Government (CLG) as a part of Connected Communities Programme	Q1	Agree topics for an initial programme of research-based policy briefings with CLG
			Q2	Commission academic reviewers for first CLG policy briefing
			Q3	Hold first CLG Connected Communities policy briefing seminar
			Q4	Publish first policy briefing report

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Key Deliverables		Targets	Milestones	
6	Capitalising on the UK's cultural assets – Delivery of programmes	Lead the management of the Science and Heritage research programme, in partnership with the EPSRC	Q1	Begin funding of successful interdisciplinary research grants and post-doctoral fellowships funded under the main phase of funding under the Science & Heritage Programme
		Explore contribution of Beyond Text programme to preservation of digital assets	Q3	Hold a workshop under the Beyond Text Programme in partnership with the British library on the preservation of modern digital communications for future generations
7	Capitalising on the UK's cultural assets – Impact of AHRC funding	Deliver the report on collaborative funding with the British Museum (see also KD15)	Q1	Report published and delivered to stakeholder audience
		Deliver case study on Hampton Court KT awards (see also KD15)	Q3	Report published and delivered to stakeholder audience
8	Stimulating innovation in the knowledge economy – Delivery of programmes	Deliver Knowledge Transfer (KT) programme portfolio and maintain existing commitments	Q3	Hold final event for the AHRC-led RCUK Business Plan Competition
			Q4	Report on KT awards made by AHRC in 2010-11
		Deliver Knowledge Transfer Partnerships (KTPs) up to a total commitment of £550k	Q4	Report on KTPs sponsored by AHRC in 2010-11
9	Stimulating innovation in the knowledge economy – Influence and partnerships	Develop and strengthen strategic partnership with TSB	Q1	Develop joint action plan from AHRC/TSB Stimulating Innovation event
		Develop relationships with Devolved Administrations, notably the Scottish Funding Council (SFC)	Q2	Announce call for co-funded AHRC/SFC Knowledge Exchange Programme
		Lead on identifying creative approaches to brokerage between research and creative economy	Q1 – Q2	Hold two AHRC-led events for HEI KT Managers, with Institute of Knowledge Transfer (IKT) and Association for University Research and Industry Links (AURIL), to build capacity in academic KT support roles
			Q1	Pilot KT online resource (see also KD13)

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Key Deliverables		Targets	Milestones	
<b>SUSTAINING THE RESEARCH BASE</b>				
10	Enhance the existing connection between our strategic themes and our postgraduate provision	Provide additional funding through the Collaborative Doctoral Awards (CDA) scheme to support doctoral students working in partnership with the creative and cultural industries (especially in Museology, Design and Applied Arts and Craft).	Q1	Outcomes of 2010 CDA panel meeting announced
			Q2	CDA nominations close 31 July 2010
			Q3	10 additional CDA students begin studies in applied arts, design and museum studies
		Support innovative Collaborative Research Training (CRT) provision in key strategic areas, including modern languages and public engagement	Q1	Issue call for CRT projects in modern languages
			Q2	Assess applications
			Q3	Research training networks and project supporting modern languages begin
11	Produce researchers equipped with a range of skills that will make them attractive to employers in the knowledge economy	Support high-quality postgraduate study in arts and humanities disciplines through Block Grant Partnership (BGP) awards in 2010	Q1	BGP nominations close 29 June 2010
			Q3	New awards begin
		Support high-quality postgraduate study in arts and humanities disciplines through 2010 Studentship Competition	Q1	Studentship Competition closes 7 May 2010
			Q2	Competition outcomes announced
			Q3	New awards begin
		Support high-quality postgraduate study in collaboration with non-HE partners through 2010 Collaborative Doctoral Awards	Q1	Outcomes of 2010 CDA panel meeting announced.
			Q2	CDA nominations close 31 July 2010
			Q3	New awards begin
		Hold events on future strategic development of AHRC postgraduate funding portfolio	Q1 - Q2	A number of events to be held to inform and consult arts and humanities research sector on strategic development of AHRC's postgraduate programme

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Key Deliverables		Targets	Milestones	
	Launch a new funding mechanism to replace the studentship competition in 2011 and 2012, with the aim of setting up a specialist BGP pathway to allow capacity building, particularly through strategic alliances, in institutions that are not part of the existing BGP awards, and in subject areas that are not covered substantially by the existing BGP awards		Q1	Details of new scheme announced
			Q2	Scheme goes live
			Q3	Applications submitted by HEIs
			Q4	Applications assessed and funding recommendations made by panel
	Work with other Research Councils in delivering Roberts training agenda		Q2	Through RCUK, develop plans for sustainability of the Roberts agenda
			Q2	Develop a Researcher Development Framework through RCUK and the Vitae Programme
			Q3	Draft a new AHRC training and development framework that will compliment the new Researcher Development Framework
			Q3	Ensure scheme guidance includes reference to the new RDF and Concordat and provide support to community to engage with the requirements of these documents
	Work with ESRC and other funders on the mid-term review of the five LBAS centres		Q1	Assess implications of outcomes of mid-term review for the future of the centres, in conjunction with the other funders
			Q3	Scoping of review, advisors identified
	Launch Collaborative Doctoral Awards review looking at lessons learned and making recommendations for future delivery of the scheme		Q4	Desk review, distribution of surveys

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Key Deliverables		Targets	Milestones	
12	Responsive-mode research to complement and underpin strategic programmes; build collaborative research capacity; and support partnerships beyond academia	Launch Research Grants review, covering all streams, looking at lessons learned and making recommendations for future delivery of the scheme	Q3	Scoping of review, advisors identified
			Q4	Desk review, distribution of surveys
<b>ECONOMIC IMPACT</b>				
13	Embed a culture of Knowledge Transfer (KT) informed by employers' needs across all programmes	Embed the AHRC's KT Strategy and engage with stakeholders to promote the strategy and funding opportunities	Q1 - Q4	Attend and present at external events and other networking opportunities
			Q1	Pilot KT online resource (see also KD9)
		Identify skills for Creative Industries and entrepreneurship training requirements	Q3	Hold final event for the AHRC-led RCUK Business Plan Competition
14	Demonstrate the value and impact of arts and humanities research – Delivery of Programmes	Deliver Knowledge Catalyst review showing lessons learned and making recommendations for the future of the scheme	Q1	Draft report delivered to Advisory Board
			Q2	Recommendations delivered to Council for agreement
			Q4	Recommendations implemented
		Launch review of Knowledge Transfer Fellowships looking at lessons learned and making recommendations for future delivery of the scheme	Q1	Scoping of review, advisors identified
			Q2	Desk review, surveys distributed
			Q3	Analysis of findings, report drafted
Q4	Draft report delivered to Advisory Board			
15	Demonstrate the value and impact of arts and humanities research – Developing the evidence base	Explore and develops ways of assessing the cultural and social impact of arts and humanities research	Q1	Hold a seminar, to be attended by academics and other stakeholders, to discuss potential evaluation methodologies, indicators and metrics for assessing the cultural and social impact of arts and humanities research

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Key Deliverables		Targets	Milestones	
		Deliver 'Admission All Classes' case study, with a seminar on the contribution of arts and humanities research to regional regeneration	Q2	Report published and delivered to stakeholder audience
			Q2	Seminar held to discuss arts and humanities research and regional regeneration
		Provide input to the development of impact assessment in the Research Excellence Framework (REF)	Q2	Assist with HEFCE REF workshops on the assessment of impact for research in arts and humanities disciplines
		Deliver the report on collaborative funding with the British Museum (see also KD7)	Q1	Report published and delivered to stakeholder audience
		Deliver case study on Hampton Court KT awards (see also KD7)	Q3	Report published and delivered to stakeholder audience
16	Demonstrate the value and impact of arts and humanities research – Policy interventions	Explore and develop ways in which arts and humanities research can contribute to evidence-based policymaking	Q2	Develop provocation paper
			Q2	Invite stakeholders to seminar
			Q3	Hold seminar, to be attended by policy makers and academics, to discuss ways of working together, following up from a similar event held in 2007
		Run a series of policy seminars and workshops in Westminster and Whitehall to facilitate interaction between arts and humanities research and public policy	Q1 – Q4	At least six events to be held in 2010-11
		Develop and strengthen strategic partnerships with government departments and public policy organisations	Q1 – Q4	Identify and develop AHRC Policy Fellowships, announcing project opportunities and making awards
		Develop relationships with Devolved Administrations, notably the Scottish Funding Council (SFC)	Q3	Hold AHRC/SFC policy debate: 'translating public health messages in Scotland'

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Key Deliverables		Targets	Milestones	
		Link academic expertise with key government department to influence public policy, including leading a series of public policy seminars and fellowships	Q1	Establish policy fellowship created with Joint Terrorism Analysis Centre (JTAC)
			Q1	Hold five events in conjunction with the Royal United Services Institute (RUSI) on the lessons learnt from the history of British intelligence
			Q4	Hold a policy seminar with the Royal Society providing legal scholarship perspectives on neuroscience in the criminal justice system
		Nominate experts for advisory bodies and assist in identifying experts for governmental and policymaking advice	Q1 - Q4	At least 10 academics nominated in 2010-11
<b>INTERNATIONAL</b>				
17	Enhance the quality of research through embedding opportunities for international collaboration in all programmes	Improve quality and efficiency of all existing International schemes and agreements in order to improve best practice in the team	Q2 - Q3	Review all existing schemes and agreements on a rolling basis in order to ensure that they add value to research activities and remove barriers to international collaboration: in 2010-11 agreement with US National Science Foundation, US National Endowment for the Humanities, Irish Research Council for the Humanities and Social Sciences, Italian National Research Council, Taiwan and South Korea will be reviewed
			Q4	Implement actions from the review in collaboration with partners involved in each of the schemes/agreements
		Identify AHRC schemes and activities where international collaboration will add value	Q1	Scope and publish a new joint KT/International strategy to foster closer working between KT and International
			Q2	Conduct a mapping exercise in collaboration with the Strategy Development Managers (retained function posts) in charge of schemes to evaluate where international collaboration would add value

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Key Deliverables		Targets	Milestones	
			Q4	Implement actions mapping exercise as agreed by Senior Management Team and in collaboration with colleagues in charge of the initiatives concerned
	Identify key stakeholders for AHRC international activities and prioritise engagement with them accordingly		Q1	Carry out a stakeholder mapping exercise
			Q2	Draft stakeholder engagement plan
			Q3	Implement stakeholder engagement plan
	Promote AHRC's international activities and strategy to the wider community		Q2	Hold an information event for research managers focused on promoting AHRC's international activities and opportunities and discuss the needs of the community in terms of support for international engagement
			Q3	Organise a workshop to promote the AHRC European activities initiatives in collaboration with UKRO
	Take part in strategic multilateral partnerships		Q1	Participate in the HERA Joint Research Programmes Launch Conference
			Q1	Contribute to the vision and plans for the proposed European Joint Programme Initiative on Cultural Heritage due to be presented to the High Level Group for Joint Programming (GPC) in May 2010
			Q1	Draft a marketing plan for the Net Heritage Observatory
			Q2	Organise the Net Heritage Consultative Workshop in London
			Q3	Manage the AHRC element of the AHRC/ESRC/BA visiting fellowships for the South Asia and the Middle East

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		Proactively engage with existing and potential new partners in priority areas (EU, USA, India, China) with the view to developing bilateral and multilateral partnerships which will enable UK researchers to collaborate with the best researchers in these areas	Q1	Agree priorities for engagement with each of the RCUK overseas offices
			Q2	Organise a consultative workshop in the UK gathering participants with expert knowledge of the Chinese research landscape
			Q3	Gather information on potential partners in the USA, China and India
			Q4	Develop a plan for engagement with each of these countries
<b>EFFECTIVE MANAGEMENT</b>				
18	Efficiency savings	Convert and create studentships grants under the new funding model in new SSC system	Q1	Input into grant creation rules and process
			Q1 - Q2	Ensure implications of new system effectively communicated to HEIs
			Q2	Extract data from AHEAD to enable creation of grants in SSC grants system
		Design and implement the new organisation structure	Q1	Appoint staff to posts
	Q1		Agree staffing levels to ensure smooth transition though the interim period	
	Q2		Implement the relocation package for staff affected by the move to Swindon	
	Q2		Implement the full redundancy, placement and resettlement packages where appropriate	
			Q4	Review the effectiveness of the new organisation structure with SMT to ensure it is meeting required business needs

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		Generate financial efficiencies of £6.82m	Q4	To include re-prioritisation savings of £6.50m; growth of co-funding to £270k; reduction in administration of £50k to be completed by 31 March 2011
19	Working with SSC Ltd	Provide IT service	Q1	Complete transfer of IT service to SSC Ltd
			Q1	Identify third party support for residual services
			Q3	Decommission AHRC awards database (AHEAD) and release related resource following transition of Grants Processing to SSC Ltd
			Q3	Sign off IT service as stable
		Provide HR service	Q1 - Q4	Work with other Research Councils to harmonise HR policies and procedures to bring about maximum automisation and efficiency
			Q2	Sign off HR service as stable
		Provide Finance service	Q1	Finance system go-live and transfer of Finance transactional services to SSC Ltd
			Q4	Sign off Finance service as stable
		Provide Payroll service	Q3	Sign off Payroll service as stable
		Provide Grants Processing service	Q1	Go-live with Early Service Migration
			Q3	Grants Processing system go-live and transfer of Grants Processing services to SSC Ltd
		Develop effective relationships between retained functions and SSC Ltd through the stabilisation and relationship management mechanisms	Q1	Review the Memorandum of Understanding and functional Service Level Agreements with SSC Ltd, ensuring services are no more expensive than when run by AHRC

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20	Relocation of AHRC offices to Polaris House, Swindon	AHRC offices relocate to Polaris House in Swindon to join the other Research Councils and the SSC Ltd	Q1	Start refurbishment of space in Polaris House in line with approved plan
			Q2	Relocate offices and staff into Polaris House
			Q3	Review relocation project
21	Improve the effectiveness of decision-making processes at the AHRC	Provide effective secretariat services to AHRC Council, Advisory Board, Audit Committee, Senior Management Team and Management Advisory Group	Q1	Review processes for overseeing agreements between the AHRC and external organisations
			Q3	Recruit and induct Council members and Chair of Audit Committee
			Q4	Complete further round of Peer-Review College (PRC) training
			Q4	Produce annual report on complaints and appeals
22	Establish and deliver the AHRC Advisory Board	Develop the role of the Advisory Board within the AHRC decision-making structure	Q1	Report on quarterly meeting
			Q2	Report on quarterly meeting
			Q3	Report on quarterly meeting
			Q4	Report on quarterly meeting
23	Maintain a dialogue with the research community	Continue to develop a leadership role with the academic community through engagement with subject associations, institutional visits and other events	Q1	Hold a day-long consultative seminar in June with representatives from the subject associations
			Q1 - Q4	Undertake a programme of institutional visits and attendance of key events by senior AHRC staff
			Q2	Hold annual regional Council dinner
24	Develop a strategy for stakeholder engagement with organisations in the creative, cultural and public policy sectors	Refine the stakeholder engagement plan for the AHRC	Q1	Put in place internal systems for monitoring stakeholder engagement activities across AHRC
			Q2	Develop specific plans for each of the top-20 key AHRC stakeholders