



Arts & Humanities
Research Council

AHRC Delivery Plan 2008 - 2011

March 2009

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INTRODUCTION

Arts and humanities research underpins the performance of some of the most significant and vibrant sectors of the economy. It is crucial to enabling the UK to take advantage of its unique cultural heritage assets, institutions and businesses, and to the creativity and intellectual depth of the UK population. Arts and humanities research, and skilled arts and humanities postgraduates, underpin the cultural life of the UK, which is crucial to the UK retaining its attraction as a place in which to do business and for stimulating overseas investment. The AHRC is continuing to embed knowledge transfer and impact across our portfolio, and to build strong links with the creative, cultural and digital industries. Our links with these industries, and with other sectors that are crucial to a resilient economy, contribute to their innovation and growth: key factors in leading the UK economy out of recession.

Our graduates provide a highly skilled workforce for the public sector, education and the creative and cultural industries; 'the public sector, which is traditionally stable, can help some of the cities being affected by the credit crunch improve their resilience. It can act as an anchor by providing the basis for economic growth through long-term investment both directly and indirectly. Public services can also attract highly skilled workers to cities that might not have many other high paying, high skilled jobs.'¹

In an increasingly competitive global research environment, UK arts and humanities research continues to be world leading and a crucial national asset, as demonstrated by its performance with the strongest representation across subjects in the 4* category in the RAE 2008 findings. Through its strategic support for collaborative 'big arts and humanities' research and training, and by playing an international leadership role, AHRC has supported a step change in UK arts and humanities research which makes the UK research base uniquely well placed going forward to take advantage from its historic and cultural strengths. The international standing of the UK's arts and humanities research base attracted approximately 80,000 overseas undergraduates and postgraduates to study in the UK in 2007/08, making a direct contribution to the economy of approximately £1.3 billion. They also help to maintain the UK's unique global cultural links, which provide key building blocks for continuing its global leadership role and in sustaining its strong position as an internationally trading economy.

The Arts and Humanities Research Council (AHRC) will continue to develop its strategic approach to research to further enhance the economic, social, policy and cultural impact of the UK's world leading arts and humanities research base and its central role in addressing key societal challenges, with a particular focus on:

- the roles of history, thought and systems of belief in underpinning the values and behaviour of societies in order to influence community cohesion and public policy;
- research in the creative and performing arts to enhance the cultural life of the UK, contribute to cultural industries and enhance creative output;
- cultures and heritage working in partnership with the UK's world leading cultural institutions, building capacity in endangered areas of heritage science and enhancing the role of culture in economic regeneration;
- languages and literatures, to enhance capacity in modern and endangered languages and area studies and ensure that the UK is able to sustain a leading role in an increasingly globalised economy and society.

Through collaboration with RCUK and other partners we will ensure that arts and humanities research makes a unique and growing contribution to helping society to respond to major environmental, economic, social, security and global challenges; to creating resilient, cohesive, sustainable and vibrant communities; to maintaining a globally leading role in the growing digital economy; to informing public policy, for example in key areas such as migration and community cohesion; and in underpinning the quality of life and wellbeing of society.

We will continue to developing our strategic approach to sustaining researchers through their full careers, including block grant partnerships and fellowship support for early career researchers and prioritise the development of knowledge exchange and strategic partnerships and collaboration with non-HEI stakeholders, including the TSB and policy makers, as well as focusing and enhancing the international impact of arts and humanities research.

¹ *How can cities thrive in the changing economy? Ideopolis II Final Report*, p.46, The Work Foundation, July 2008

AHRC Delivery Plan 2008 – 2011

The Delivery Plan sets out what the AHRC intends to achieve during the CSR2007 period 2008-2011. The Plan ensures that our support for world-leading arts and humanities research delivers: global excellence in research and knowledge; interactions with stakeholders and public audiences; benefits to business; highly skilled people for the UK labour force; improvements in public policy and public services; and contributions to the quality of life and wellbeing of society.

The AHRC works in strategic partnership with the other Research Councils under the banner of RCUK to enable the Councils to work together more effectively to enhance the overall economic impact and efficiency of activities. From September 2006 to 31st March 2009 the AHRC CE, Professor Philip Esler, chaired the Knowledge Transfer Economic Impact Group (KTEIG) which significantly contributed to achieving this aim. The RCUK Delivery Plan reflects the Research Councils' priorities for joint working, and complements the AHRC Delivery Plan.

In response to its mission as laid out in the Royal Charter, the AHRC developed a vision and strategy statement which was published in 2006. The AHRC's vision has been to be 'a recognised world leader in advancing arts and humanities research', and it has worked to achieve this vision through the following strategic aims:

- To promote and support the production of world-class research in the arts and humanities;
- To promote and support world-class postgraduate training designed to equip graduates for research or other professional careers;
- To strengthen the impact of arts and humanities research by encouraging researchers to disseminate and transfer knowledge to other contexts where it makes a difference;
- To raise the profile of arts and humanities research and to be an effective advocate for its social, cultural and economic significance.

AHRC-funded arts and humanities research delivers economic impact in many ways. For example, AHRC support for bespoke Knowledge Transfer schemes and for large-scale collaborative multi- and inter-disciplinary grants have led to researchers working with a range of private and public sector organisations, which have delivered tangible benefits to the organisations involved. Researchers funded in schemes across the AHRC portfolio have contributed to improvements in public policy and public services in key areas such as migration and community cohesion, and many of our researchers have provided evidence for policy consultations and inquiries. Arts and humanities research also preserves and interprets archives of national heritage and experience which would otherwise be lost. In addition to a range of collaborative research awards between academic researchers and museums, galleries, libraries and archives, the AHRC also supports a number of these institutions through their Independent Research Organisation (IRO) status, enabling these institutions to build their research capacity as an organisation, and bring their archives to public attention.

In the CSR2007 period, the AHRC aims to further facilitate and enable researchers to maximise the economic impact of their research. AHRC interventions and activities in support of these aims will include:

- Continued strategic support for programmes which resonate with key policy issues and make contributions to help society respond to major environmental economic, social, security and global challenges;
- Continued support for curiosity-driven research through responsive mode funding, enabling blue-sky and/or innovative enquiries which are often collaborative or multi/inter-disciplinary, and deliver new approaches or new directions for research;
- Delivering existing and new modes of postgraduate funding which ensure that the next generation of researchers have the training and skills to engage in knowledge transfer and collaborative working, and to maximise the impact of their research on the wider world;
- Embedding knowledge transfer and innovation across all programmes, and engaging with stakeholders to deliver the AHRC's new Knowledge Transfer Strategy and innovation papers;

- Developing approaches to impact assessment, including a new strategy for evaluating knowledge transfer, and building the evidence base for the value and impact of arts and humanities research;
- Developing the AHRC's role as a strategic agency through the establishment of a new Directorate of Policy and Public Affairs, which will deliver a range of policy briefings and strategic relationships with policymakers, and engaging with arts and humanities researchers to support and facilitate interactions with policymakers;
- Implementing the AHRC's new International Strategy.

The AHRC is also committed to ensuring maximum efficiency across the organisation, both in terms of developing performance management and in delivering cost efficiencies. A key example of this is our committed to moving to Polaris House in Swindon at the earliest opportunity. This will enable us to further develop our collaborative working with other Research Councils, and will also lead to significant costs savings within the Science and Research Budget.

RESEARCH PRIORITIES

Our research priorities, based strongly on support for collaborative research, will focus on an increasingly strategic approach to research funding:

- We are moving to a spectrum of responsive and directed mode funding that is intended to draw out the highest quality of researcher-led work under strategic themes, as well as ensuring that we both steer and harvest the best research ideas from the academic community through highlighted calls and other flexible modes of responding to urgent research challenges.
- Ensuring that arts and humanities research plays a central role in current cross-Council research Programmes addressing key societal challenges such as the digital economy, global uncertainties, living with environmental change, and lifelong health and well-being and in shaping future cross-Council initiatives such as Connected Communities
- We are undertaking to place an increasing emphasis on capturing the range of impacts engendered by research we fund, including cultural, societal, monetary and policy impacts. We will use a range of mechanisms and activities such as the new impact section of the grants form, regional events, and peer review training, to raise consciousness in our academic community about how impact might be enhanced, and we will undertake a selective brokerage role where it will add significant value.
- We will be further developing our new Fellowship scheme to enhance its strategic focus, and how we can support enhanced impact from the fellowships, including looking closely at the Early Career Route, developing Dissemination Fellowships for strategic programme directors, and tying up other Fellowships with our strategic priorities.
- Our new decision-making schemes are designed to ensure that we can confidently prioritise the highest quality research. We are taking steps to ensure more purposeful working with the other research councils on major cross-Council themes to ensure that the value of arts and humanities research to these themes is fully realised.

Strategic Research

From its inception, the AHRC has been involved in crossing disciplinary boundaries and tackling large research questions in partnership with both other Research Councils and with international organisations. Cross-disciplinary collaboration both within and outside the AHRC subject domain has been characteristic of the Council's work since the beginning. This dialogue has developed through the AHRC's active involvement in key cross-Council research themes of strategic importance, such as 'Religion and Society' (with the ESRC), and 'Design for the 21st Century, 'Digital Economy'' and 'Science and Heritage' (with the EPSRC). The AHRC has also developed its own interdisciplinary themes, including 'Landscape and Environment', 'Diasporas, Migration and Identities' and 'Beyond Text', each of which encourages a dialogue across academic disciplines to address areas of contemporary challenge.

AHRC's strategic research priorities are:

- *Stimulating innovation in the knowledge economy* (covered under KT and Innovation, p12);
- *Applying learning from creative approaches in the arts and humanities to the Creative Industries* (delivering the Digital Economy and Beyond Text programmes);
- *Global threats to security* (contributing to the Global Uncertainties and Religion and Society programmes);
- *Environmental and social challenges* (contributing to the Living with Environmental Change and New Dynamics of Ageing programmes and delivering the Diasporas, Migration and Identities programme);
- *Enhancing the role that communities play in underpinning economic regeneration and improving quality of life* (the AHRC has proposed and developed a new cross-Council Programme on Connected Communities)
- *Capitalising on our cultural assets* (contributing to the Science and Heritage and delivering the Landscape and Environment programme).

Applying learning from creative approaches in the arts and humanities to the Creative Industries

Beyond Text: Performances, Sounds, Images, Objects

Beyond Text has been developed by AHRC following a two year period of consultation with the arts and humanities research communities. It aims to support a multidisciplinary community of scholars and practitioners drawn from Higher Education, museums, galleries, libraries, business, policy, media, technology and the law to explore the ways in which communication is articulated, transmitted, received and controlled. It also aims to enhance the connections between those who make and preserve works, and those who study them.

Beyond Text focuses on five thematic, interdisciplinary areas: Making and Unmaking; Performance, Improvisation and Embodied Knowledge; Technology, Innovation and Tradition; mediations; Transmission and Memory. These themes provide a framework to investigate the formation and transformations of performances, sounds, images, and objects in a wide field of social, historical and geographical contexts, tracing their reception, assimilation and adaptation across temporal and cultural boundaries.

The AHRC will support the programme in meeting these aims and maximising the impact of activities:

- Funding for small grants will have a particular focus on projects that: create an arena for shared debate both within and beyond the academic community on how to use evidence, approaches and methods to generate new questions and issues for those working with performances, sounds, images and objects; develop a body of theory, methods, approaches and case studies which allow for a comparative analysis of issues concerning these questions and themes across time and place; and inform and inflect public policy in this field.
- The AHRC will also support the programme in holding workshops and events to 'add value' to the programme.

Digital Economy

Digital Economy is an RCUK Cross-Council programme involving AHRC, EPSRC, ESRC and MRC, aimed at providing capability in the early adoption of information technologies by business, government and society, and focusing on the transformational effect that these technologies can have. Challenges in the Digital Economy will require multi-disciplinary input across a broad spectrum of subjects including researchers from the arts and humanities. Key to developing the Digital Economy is the creation of a new cohort of researchers who have a strong research capability, but also an understanding of user needs and the social and economic implications of their research.

The AHRC will continue to work closely with the EPSRC and other councils to ensure that the arts and humanities make a central contribution to the Digital Economy Programme, particularly in respect to the Programme's engagement with the Creative Industries:

- AHRC is collaborating with EPSRC and other Councils in a series of small-scale 'Research in the Wild' calls aimed at enabling researchers in the digital economy to expose and test their research solutions on potential beneficiaries. A user (private or public sector) partner will be compulsory. We have also provided experts to join the membership of a newly created panel to advise the Digital Economy programme on ethical issues arising during the course of the programme, and to provide a lasting resource to guide researchers in this field.
- The AHRC has forged a strategic partnership with the British Library, and worked with EPSRC to develop a scoping workshop and sandpit to explore the issue of research in the digital environment, which is likely to result in a number of innovative projects being funded to inform the British Library's development of a major new digital research centre.
- We are also closely involved in the forthcoming assessment of the Media City proposal to develop a research environment around the digital and media industries emerging at Salford Quays, in collaboration with a consortium of HEIs: Salford, Cambridge, MIT, Goldsmiths and

Lancaster. Again, this will result in significant funding if the proposal to develop a Framework for Innovation and Research in MediaCity UK (FIRM) is successful.

Global threats to security

Religion and Society

Questions of belief, human culture, society and religion are complex, which is why the AHRC and Economic and Social Research Council (ESRC) have come together to explore the current developments of these subjects in both the arts and humanities and social sciences communities. Religion and Society is the first UK research programme to foster collaborative endeavours across the arts and humanities and social sciences communities. We have worked in close partnership with the ESRC in developing the programme, and have recently completed the commissioning of an additional second phase agreed following CSRO7 focused on religion and youth.

We will continue to work in partnership with ESRC and the programme director to deliver the programme's full potential, to 'add value' and to maximise impact:

- A conference to launch the Youth Call awards will be held in May 2009 to allow award holders to meet and learn from one another, and to provide information to assist them as they embark on their research projects.
- Although the call for Phase III proposals for large grants is open across the full programme specification, the AHRC and ESRC are encouraging proposals that consider the following under-represented areas: meaning, defining and being; religion, media and the arts; texts, spaces, rituals and objects; and law, politics and the State.
- The programme is also offering approximately eight Small Research Grants. Applicants to this scheme will be expected to complete the new impact summary and plan introduced through the Cross-Council Economic Impact in Peer Review initiative. This will ensure that award-holders think about maximising the wider impact of their projects from the planning stage, which will in turn help the programme to meet its objectives.
- The AHRC is supporting the programme director in her plans to maximise the policy impacts of scheme, and will continue to provide support and guidance throughout the life of the programme.

Global Uncertainties

Global Uncertainties brings all seven Research Councils together to advance understanding of the nature and interactions of five global phenomena - conflict, crime, environmental degradation, poverty and terrorism - and their implications for various concepts and contexts in security and insecurity. The AHRC is centrally involved in the development of the Programme which will support a wide range of research to examine key issues such as:

- Stresses on the global environment, including energy and natural resource vulnerabilities, climate change impacts and disease transmission
- The emergence of new forms of international and trans-boundary crime which pose wider forms of risks
- Radicalised violence and terrorism
- Global poverty and its relationship to inequality and injustice
- Conflict (including weapons of mass destruction).

The AHRC already supports research from across the full spectrum of arts and humanities research that is directly or indirectly relevant to the programme. In 2009/10 14 research fellows co-funded by AHRC and ESRC under the Programme's theme of 'Ideas and Beliefs' will start work, and we will agree arrangements for the future co-ordination of the Programme with RCUK partners. We will also continue to work in close partnership with other Research Councils to identify further ways in which arts and humanities researchers can make significant contributions to the programme, and are well represented in funding calls.

Environmental and social challenges

Living with Environmental Change

Living with Environmental Change (LWEC) is an interdisciplinary research and policy partnership programme involving NERC, AHRC, EPSRC, BBSRC and MRC. It aims to increase resilience to, and reduce costs of, environmental change. It also addresses the associated pressures on natural resources, ecosystem services, economic growth and social progress. Working with partners in departments of state, government and other agencies, we are designing and implementing the LWEC programme across the relevant research areas and policy and industry sectors.

The AHRC will support and encourage arts and humanities researchers to engage with the LWEC programme, and will 'add value' by linking the programme with other initiatives and programmes:

- The first call for networking grants under the Science and Heritage Programme included a theme on resilience to environmental change as a part of the AHRC's contribution to a number of the LWEC Programme's key objectives and several of inter-disciplinary capacity-building networks will be supported under this theme in 2009.
- AHRC has also contributed to LWEC Programme Design Groups to ensure that an arts and humanities perspectives inform the future development of the Programme and a follow-up workshop is being jointly organised by AHRC's 'Landscape and Environment' and 'Science and Heritage' programmes in April 2009 to discuss and develop the potential contribution of the arts and humanities to the Programme. This workshop aims to develop the agenda for a possible AHRC-led supplementary call for research networks and/or small exploratory awards as a part of the 'Landscape and Environment' programme; this new call will form a further part of the AHRC's planned contribution to LWEC.

New Dynamics of Ageing

As people live longer and lead healthier lives the meaning of old age, and the needs of older people, requires fresh understanding and new insights. As the largest and most ambitious research programme on aging ever mounted in the UK, this seven year programme is hoping to reinvigorate the considerable research community in this area. The development work that took place during that initiative has been channeled into the remit of this programme which is being funded through a unique collaboration of five Research Councils including the AHRC.

The programme's aim is to help older people enjoy a better quality of life as they age by developing practical guidance for policy and its implementation. The research challenge is two-fold: to harness knowledge from a wide range of disciplines to reveal the relationship between ageing individuals and their changing technological, cultural, social and physical environments; and secondly, to develop methods and means which will overcome current constraints on older people's quality of life. It is envisaged that the programme will appeal to those involved in the activities of the AHRC's 'Stages of Life' initiative which generated significant capacity and enthusiasm in the research community. The AHRC will continue to work closely with Research Council partners to ensure that arts and humanities researchers have the opportunity to engage with this programme.

Diasporas, Migration and Identities

People, ideas and objects have always been on the move. Despite this historical trajectory, issues around immigration and identity politics (in host and sending societies) are never far from media and public policy debates. This trans-disciplinary programme was launched in response to the need for a multi faceted insight into the culture of diaspora and migratory communities. The programme presents the opportunity to bring together research on traditions, languages, religions, material culture, visual and performing arts.

The aims of the programme are to research, discuss and creatively share knowledge related to the impact on identity, culture, the imagination, place, emotion, politics and our human tendency to assemble into communities. In order to stimulate the wide participation and contribution of arts and humanities scholars, several different schemes were created to fund research projects, workshops, networks, conferences and seminars. Interdisciplinary engagement and collaborative

work with partners in the public sector, the cultural sector and the wider community were also important elements.

The programme is due to end in late 2009, and will be evaluated by an expert panel in 2011. In 2009, the programme will be supporting a range of conferences and events disseminating the outcomes of projects to wider audiences. In support of this, the AHRC Evaluation team will be working with a small number of projects funded by the programme to produce some impact case studies. These studies will focus on the policy and quality of life impacts of the projects, including a large case study focusing on the cultural brokerage and public diplomacy performed by the BBC World Service.

Capitalising on our cultural assets

Science and Heritage

The Science and Heritage Programme is funded by the AHRC and EPSRC, and is supported by Research Councils UK. It takes forward recommendations made by the House of Lords Science and Technology Select Committee report on science and heritage of November 2006 which concluded that there was a compelling need for a comprehensive national strategy for heritage science which covered both immovable and moveable heritage.

This joint five year research programme has a dual purpose: it will provide funding opportunities for high quality research to increase our understanding, and improve the resilience of cultural heritage in the face of 21st century challenges. It will also develop the heritage science community by funding networks and other awareness-raising and capacity building activities, with the aim of providing a paradigm shift in the way that heritage disciplines are researched. The AHRC will work closely with EPSRC in supporting the programme to deliver these aims:

- Interdisciplinary research grant proposals must involve collaboration with at least one other organisation. Priority will be given to proposals which involve a wide range of organisations, including higher education institutions, heritage organisations, museums, galleries, libraries and archives, practitioner communities, commerce and industry either within or outside the UK.
- Post-doctoral fellowships will support outstanding early career researchers to carry out projects and so establish an independent research career in heritage science.
- The AHRC is also involved in the development of a new ERA-NET Science and Heritage portal, which will complement the aims of the programme.

Landscape and Environment

The landscape and environment have cultural significance and value as an area of public concern, scholarly research and artistic creativity. This programme is designed to enrich our understanding of both by bringing together researchers from varied disciplines with a wide range of approaches. In order to know more about the ways the world has been imagined, experienced, designed and managed, we need to produce work which is critical and creative, collaborative and communicative. Several different schemes were created to fund large and small research projects, workshops, networks and studentships.

The programme is currently due to end in Autumn 2010. However as outlined above in 2009/10 we will be consulting on a further phase of the programme which will seek to develop the contribution of arts and humanities research to the Living with Environmental Change Programme. In 2009, the programme will also be supporting a range of conferences, exhibitions and events disseminating the outcomes of projects to wider audiences. The AHRC Evaluation team will also be working with a small number of projects funded by the programme to produce some impact case studies.

Connected communities

AHRC is leading, in collaboration with RCUK and other partners, consultation and development of a new cross-Council Programme which will focus on the crucial role that communities play in underpinning economic regeneration and enhancing quality of life. The global economic crisis will increase reliance on strong, cohesive communities. Vibrant communities, attractive local

environments, strong cultural, social and physical connections, and a sense of belonging remain crucial to supporting quality of life. Communities provide essential social support, are crucial to creating an attractive environment for business and investment, are vital sources of creativity, innovation and new market opportunities and foster the human, social and cultural capital needed for the UK to accelerate out of recession. They are facing many new challenges including the emergence of an 'always-on', 'hyper-connected' highly mobile and diverse society, the re-emergence of cities as the focus of UK population, employment and productivity growth, and changes in cultural and social life. They also have a central role in addressing key broader societal challenges such as achieving more sustainable development, improving public health, enhancing public security and the transition to a knowledge-based digital economy.

Communities also lie at the heart of addressing a number of key areas for public policy such as tackling pockets of deprivation, low employment, inequalities in life expectancy and health, low skills and high crime. As a result of the economic downturn these issues may become more acute and new stresses on communities and tensions may emerge. Threats to quality of life, health, and productivity from alcohol, drugs, disaffection and mental ill health may become more severe. We should anticipate, in order to prevent, these problems.

We will lead a number of consultation activities in 2009/10 to explore further how the Programme can work through close partnerships with stakeholders in the co-production of knowledge and support improved integration of evidence from across the research base. We will seek to identify new ways in which we can help to exploit the potential provided by communities to support economic regeneration and improve quality of life, whilst also informing the development of more effective approaches to addressing the many challenges that they face.

Sustaining the Research Base

Postgraduate Provision

The AHRC is keen to ensure that its support for postgraduate funding delivers highly skilled people to the labour market. Recent changes to the funding mechanisms have placed a strong emphasis on the importance of research and training provision for postgraduates funded by AHRC:

- The new Block Grant Partnership (BGP) scheme enables the AHRC to ensure that the majority of its postgraduate funding is invested in institutions that have demonstrated a robust strategic approach to supporting high-quality postgraduate research and training in the arts and humanities, by integrating this with their institutional strategies for research and KT, and by demonstrating close alignment with the AHRC's strategic priorities. It will also enable the AHRC to develop a strategic dialogue with the key institutions in which this postgraduate funding is invested.
- The Studentships Competition, which is the partner scheme to the BGPs in the new funding mechanism, is designed to ensure that 'pockets of excellence' and strategically important subject areas not covered by the BGP scheme receive support, provided they demonstrate the highest quality postgraduate research and training provision.
- We will continue to deliver new cohorts of postgraduates funded through the Collaborative Doctoral Awards scheme, and through projects linked to research grants. These two routes enable us to develop new cohorts of researchers trained from the outset in collaborative ways of working in the research environment, able to take account of the needs of employers and users of research in the arts and humanities domain, and to communicate and maximise its impact on the wider world.
- We will also continue to fund the provision of studentships through the Language-Based Area Studies scheme, ensuring the provision of a new generation of researcher addressing the urgent policy needs of the UK government from a culturally-informed research context.

Responsive Mode Funding

The AHRC continues to develop an increasingly strategic approach to research funding to ensure that our portfolio supports researchers in delivering the highest quality research that responds to

urgent research challenges. We also remain committed to supporting and nurturing early career researchers:

- In January 2009 AHRC re-launched its popular Research Networking scheme to provide more flexible funding for applications for up to £30,000. The new scheme continues to offer additional funding for international collaborative networking activities.
- The funding limit for the Research Grants Practice-led and Applied Route has also been increased from £20,000 to £40,000 from January and applicant eligibility to the scheme has also changed, making it easier for part-time researchers to apply.
- A consultation on support for individual researchers was conducted in 2008: over 80 academics attended an AHRC conference in London in July to discuss this, with the outcomes fed back to working group. The consultation identified a need to provide a more flexible scheme to provide the focused time needed for research; enhanced support for achieving research impact which can be adapted for use under strategic initiatives; and to support strategic objectives such as capacity building for early career researchers and international collaborative research. Proposals for a new Fellowship scheme were announced in January 2009. This new scheme will replace the research leave scheme after its last round which closes in March 2009 and will be accepting applications under open deadlines from September 2009.
- Building on the provisions announced in the new Fellowship scheme AHRC will continue to review over the next year how it might better support early career researchers and meet the training and development needs for postdoctoral researchers. This consideration will be underpinned by the new Concordat to support the career development of researchers, launched in June 2008 and signed by all the Research Councils, Funding Councils and other funders including the British Academy, and Universities UK on behalf of the University sector.

Research in Society

Economic Impact in Peer Review

The AHRC, in partnership with the other Research Councils, is introducing impact summaries and plans into all application forms as of March 2009. This is an important step in ensuring that our award-holders are considering wider beneficiaries for their research from the planning stage of their projects, and thinking about the types of activities which could maximise the potential impact of their work.

The AHRC already encourages researchers to consider self-evaluation when planning projects, and in 2008 produced a guide to encourage them to think about ways of capturing evidence and data to demonstrate the impact of their work. The impact summaries and plans are the next step for our researchers, and we are producing a guide to help them in planning activities and considering potential audiences. The guide will be illustrated with some 'good practice' case studies across the full spectrum of schemes and subjects to demonstrate types of activities which may lead to impact, and types of impact already achieved by AHRC-funded researchers. We also plan to engage with our community in delivering the impact summaries and plans to ensure that they receive our support and guidance in taking this important step to maximise beneficiaries and potential impact from their work, and we are also providing training and guidance to our peer review college on their role in considering the new impact summary and plans.

Public Engagement

AHRC-funded research is important in underpinning exhibitions, performances and other public events. We encourage our researchers to engage with the widest possible audiences, and many exhibitions and events developed from research projects deliver benefits to local schools and community groups. We also encourage our researchers to read and make use of our self-evaluation guide, and we offer support and advice in developing surveys and feedback forms to capture audience responses to these public events.

In supporting a number of Independent Research Organisations (IROs), and providing targeted funding for museums and galleries, the AHRC ensures that these important institutions can develop a strong research-led approach to developing exhibitions and archives and provide

outreach activities. This can increase attendance at exhibitions, and can encourage participation from groups who would not normally engage with museums and galleries.

The AHRC will continue to encourage researchers to engage with private and public sector organisations, with stakeholders and wider public organisations to ensure that their work reaches the widest possible audiences and delivers its maximum impact.

Stakeholder Engagement

The AHRC is strongly committed to its campaign of communication and relationship-building with both academic and non-academic stakeholders. This has involved formal visits to universities and a range of subject associations, along with consultations, discussions and concordats with a range of other stakeholders including government departments, devolved assemblies, the British Academy, the British Library, JISC, the Arts Council, English Heritage, and many others.

The AHRC intends to develop these communication and relationship-building activities further:

- We are undertaking a formal 12-week consultation on our 'Future Directions' strategy, which was approved by our Council, and this will provide further ideas from the research communities on areas that are still under development.
- We are also developing a stakeholder engagement plan that will provide a map of all our stakeholders and an articulation of the levels and extent of engagement that is felt to be appropriate for each, including 'account owners' for each relationship. This will enable the AHRC to sustain essential, but appropriate level of, contact with a wide range of stakeholders.
- More work needs to be done on inspiring the academic community to speak out more regularly about the value and significance of arts and humanities research to society and the AHRC plans to address this by providing support and guidance to researchers, particularly in encouraging communication with policymakers.

Sustainability

Health of Disciplines

In addition to our core support of language study the AHRC, in collaboration with ESRC, HEFCE and the SFC, has developed an initiative based around networks of institutions that have set up collaborative partnerships to sustain and encourage research into area studies and related languages in certain undersubscribed areas that are strategically critical to the UK.

Five Language Based Area Studies (LBAS) Centres have been funded for five years. The overarching aim of the centres is to create a world class cadre of researchers who have the language skills to undertake contextually informed research that will ultimately enhance the UK's understanding of the following areas:

- The Arabic speaking world
- China
- Japan, and
- Eastern Europe, including areas of the former Soviet Union.

The AHRC will continue to support the Centres in providing:

- Innovative and inter-disciplinary research training;
- Groups of researchers addressing politically relevant issues across the areas covered;
- A joined-up approach to addressing key themes and issues, such as the need to supply researchers trained to understand the languages, historical and cultural contexts, and social and economic challenges of the regions covered;
- Strong impacts from the work produced across the Centres.

The Centres are already achieving much in terms of demonstrating impact: they have developed close links and policy influence with UK government departments, as well as with ambassadors and governments of their various regions and countries. The Centres also attract many requests from these departments, and from private sector businesses, for trained people in these fields.

The AHRC will support the Centres in demonstrating their impact across a range of activities, including:

- Collaborative events to showcase their work, concentrating on impact and clear demand from government departments, overseas governments, and UK businesses;
- Providing evidence for policymakers on key issues relating to the regions and countries covered by the Centres;
- Linking up with AHRC and cross-Council strategic programmes to maximise the reach and impact of their work.

Knowledge Transfer and Innovation: Stimulating innovation in the knowledge economy

Generic strategies to support KT

The AHRC has implemented a flexible portfolio of KT activities to promote engagements between its academic communities and wider society in order to deliver mutual benefits. Together, these programmes seek to offer a range of flexible support for both research and user communities, and are linked to an accumulated understanding of the distinctive forms of knowledge creation and transfer in the arts and humanities. This portfolio has been designed to address specific barriers to KT in the arts and humanities, and to encompass a range of interactions and creative engagements between arts and humanities researchers and a variety of user sectors.

With the bespoke KT programme portfolio now in place, the AHRC will focus on broadening the range of creative engagements supported through the schemes and their impacts. In particular we intend to regularly review and evaluate our bespoke KT schemes to ensure that they:

- Continue to deliver a flexible range of support that addresses the nature of KT in the arts and humanities;
- Encourage creative engagements between a wide range of subject areas and user sectors;
- Produce exemplars of innovative KT that showcase the value of arts and humanities research beyond academia;
- Meet the developing expectations and requirements of our stakeholder community;
- Seek opportunities to develop and enhance our schemes through co-funding initiatives with other national and regional funding agencies;
- Encourage award holder networking to develop and promote good practice in partnership working;
- Raise the profile of our KT funding opportunities across our stakeholder communities

Embedding a culture of impact and KT within the arts and humanities community

The Department of Innovation, Universities and Skills (DIUS) requires that all Research Councils demonstrate value for money and impact from the research they support. User focused research and KT provide key delivery mechanisms for a range of impacts and are drivers of innovation across business, the third sector and areas of public policy.

In working with our community to embed a culture of impact and KT, the AHRC will develop specific plans to:

- Embed the requirement to identify potential academic beneficiaries, possible impacts, and communication and impact plans to the majority of its responsive mode research schemes, and for calls under Strategic Programmes;
- Gather and analyse data from peer review that captures user activity within the AHRC's wider funding programmes and the particular KT interests of our academic community;
- Develop an understanding of KT and impact among AHRC Programmes staff so that they will be able to support researchers in relation to KT and impact issues;
- Cultivate the research community's perception of the value and benefits of engaging in KT activity from the outset of their research activities;
- Broaden the number and range of disciplines that engage in KT activities.

Connecting partners

For the AHRC the issue of brokerage is a central area of activity. Given the size of the arts and humanities research base and the potential scale of non-academic sectors, there is an increasing need to address brokerage in a more systematic manner. The AHRC aims to:

- Increase the awareness of arts and humanities researchers of the potential impact of their research beyond their immediate discipline and broaden the range of arts and humanities research disciplines that engage in knowledge transfer/exchange activities;
- Increase the awareness of user sectors of the value of arts and humanities research to innovations processes and increased economic competitiveness both in the UK and globally;
- Enhance the active exploitation of AHRC research by increasing the number of knowledge transfer/exchange partnerships between arts and humanities researchers and user communities;
- Stimulate new avenues of knowledge transfer/exchange with non-academic partners that have not previously worked with the arts and humanities research base;
- Assess the extent to which the AHRC's KT activities are facilitating engagements that would otherwise not have occurred.

Building and sustaining strategic partnerships with other organisations

The AHRC engages with a variety of user communities in a number of ways to create strategic partnerships that promote the interests of arts and humanities research and its contribution to social, economic and cultural life. Through these engagements, the AHRC seeks to develop a better understanding of users' needs and to build more effective working relationships.

The AHRC will actively seek to sustain our existing strategic partnerships and build relationships with new partners which promote our KT interests, develop our understanding of KT in the arts and humanities, and evidence a range of impacts from arts and humanities research. We intend to:

- Evaluate the AHRC's flagship collaboration with the BBC and implement means to take forward the partnership in a sustainable way; and
- Seek to build relationships with new strategic partners that foster novel models of user-led knowledge exchange and that stimulate collaborations with research disciplines that are so far under-represented in KT activities.

In common with all the Research Councils, AHRC was set a financial target by DIUS over the period 2007 –2011 to engage with TSB programmes. The main mechanism for delivering this engagement will be through the AHRC's sponsorship of TSB's Knowledge Transfer Partnerships (KTPs), which is set to increase over the period. However, the most significant progress and impact achieved by AHRC has been through our influence and engagement with the TSB's Collaborative R&D funding activity for the CIs. The AHRC's co-funding with TSB of a number of successful collaborative projects from this activity represents a major step change in progress for AHRC in engaging with an organisation that, through its fundamental focus on technological innovation, has in the past borne no obvious relationship with arts and humanities research. The AHRC will build upon and strengthen our strategic relationship with TSB especially in areas where the potential value and contribution of arts and humanities research are less evident though nevertheless carry significant promise in contributing to innovation processes.

The AHRC aims to strengthen its strategic partnership with TSB to deliver a step change in the social, economic and cultural impact from arts and humanities research across key technology areas, in particular:

- To lead on a series of joint activities that explore and stimulate topics of interest between TSB key technology priorities and the humanities disciplines and that leverage TSB interest in AHRC Strategic Programmes;
- To achieve maximum impact through new collaborations from the TSB's Knowledge Transfer Network for the CIs;

- To work with TSB to widen the reach of the AHRC's Knowledge Catalyst scheme in order to increase the number of small businesses that can gain a competitive edge through R&D activities; and
- To develop strategic relationships with the Devolved Administrations (DAs) and Regional Development Agencies (RDAs) to identify and implement activities that increase arts and humanities engagement with, add value to and influence DA policy agendas and regional economic prosperity.

Policy development and advocacy

As a Research Council, the AHRC is in a unique position to operate at policy level to promote and foster KT for the arts and humanities. Prior to the establishment of the AHRC in 2005, there was no national body with a remit to enable KT and act as an advocate for the arts and humanities research base. Since 2005 AHRC has made significant progress in understanding the complex nature of KT in the arts and humanities and in creating opportunities for the research community to undertake dedicated KT activities in a flexible and tailored way.

The AHRC will strengthen its leading intermediary role at national and regional government levels within and across the national innovation and policy landscapes. Specifically we shall introduce initiatives that intend to:

- Advance understanding of arts and humanities research as an innovation driver amongst our stakeholders, notably UK government, TSB and other non-academic organisations;
- Increase our understanding and promote the characteristics of arts and humanities research that hold significant value to the wider economy and to areas of public policy;
- Through production of case study evidence and advocacy, encourage our research base to actively engage with and contribute to key areas of public policy and wider public understanding;
- Increase opportunities for AHRC-led cross-Research Council (RC) programmes that address cross cutting policy themes and develop co-production models of knowledge exchange;
- Strengthen AHRC's relationship with the TSB to increase the contribution of arts and humanities research to the national innovation agenda;
- Embed KT in AHRC Programmes areas, especially research grants.

Innovation

The collaborative AHRC/NESTA paper *Arts and Humanities Research and Innovation* was launched at a seminar in London on the 24th November 2008. This was an important step in raising the AHRC's profile in this significant policy area. Additional work will continue to demonstrate the growing role for arts and humanities research in UK innovation, including:

- A short briefing document aimed directly at policymakers will be published in March 2009;
- Presentations based on the innovation paper will be given to the Technology Strategy Board (10 March 2009) and to the *Art of Innovation* conference in Leeds (27 April 2009);
- The AHRC has been asked to write a foreword for a new report on a group of long term collaborations between arts organisations and Higher Education Institutions. The report has been written by an independent consultancy as part of the EPSRC-funded Creator Cluster.

Further opportunities to develop this strand of work will be explored, including the development of an Innovation Framework for the AHRC to demonstrate how arts and humanities research contributes to UK innovation.

Economic and Public Policy Impact

Policy Influence

The AHRC aims to develop its role as a strategic body through the establishment of a new Directorate of Policy and Public Affairs, which aims to influence policy and support researchers in communicating with policymakers to demonstrate the role that the arts and humanities can play in influencing public policy and providing evidence to feed into key issues and debates. To achieve these aims, the AHRC will set up a dedicated public policy function. We will lead a programme to boost ethical, cultural, legal, philosophical and historical dimensions in evidence-based policymaking and practice. This will be done by producing:

- A range of regular policy briefings, some with think-tanks and opinion formers;
- A series of policy seminars, workshops and networks in Westminster and Whitehall;
- Policy fellowships in collaboration with ESRC to help researchers work alongside civil servants and policymakers;
- A network of policy partnerships with think tanks, professional bodies, faith-based organisations, community organisations, regulatory and advisory bodies;
- Evidence gathering and expertise for All Party Parliamentary Groups, including literature reviews, speakers, witnesses and other research inputs; and
- An informal user panel of civil servants, parliamentarians, and opinion formers to horizon-scan for opportunities to contribute to public policy.

Economic Impact: Building the evidence base

To complement the introduction of impact summaries and plans to applications, the AHRC intends to review its final reporting process. Informed by the cross-Council Outputs and Outcomes Collection System (OOCs) project, the AHRC intends to conduct a review of its current systems with the aim of providing a joined-up process of impact assessment from application to completion of projects. The main focus for the project will be:

- To consider ways of tracking outcomes and impacts from projects for up to five years after completion;
- To introduce changes to the peer review of final reports; currently, the AHRC peer reviews all projects three months after completion, which means that potential outputs and outcomes are reviewed. We intend to introduce a system that enables us to review *actual* outcomes a year after the awards are completed; and
- To encourage award-holders to update their outcomes and impacts for the full five-year period. We are planning to tie this reporting process to applications so that peer reviewers can see the outcomes of previous projects when making funding decisions. This will provide a more 'joined up' approach to impact, and will enable the AHRC to develop its evidence base for impact in a more robust and systematic way.

In 2009, the AHRC plans to commission an in-depth report on the value and impact of arts and humanities research. This is an important step for both the organisation and the research community, as will demonstrate that impact can be achieved across the full spectrum of AHRC-funded research, and will develop our evidence base in this crucial area.

Impact Workshops and Impact Fellowships

The AHRC has funded five Impact Workshops in 2008, in partnership with the Arts Council England (ACE) and NESTA. The workshops will focus on key strategic areas: understanding the visitor/audience experience and impact; evidencing and assessing innovation; the role of the humanities in the twenty-first century; and evaluating the Knowledge Transfer process. The

workshops will take place in 2009 with stakeholder audiences, and their findings will be brought together at a final event in September 2009.

The AHRC also funds a total of five Fellowships, three of which are co-funded with ACE and one with ESRC. Impact seminars will be held by the Fellows across the life of their project, providing opportunities to engage with stakeholders in discussions of key issues and themes relating to their work.

Review of Collaborative Funding with the British Museum

The Evaluation team is working with the British Museum to establish a collaborative approach to impact assessment. The project will focus on three key areas: the benefits of IRO status to organisations such as the British Museum, particularly in terms of building and/or extending a research base within the institution; the benefits and value of collaborative research projects to both the Museum and the academic partner(s) involved, along with a discussion of what the research brings to the project that would not otherwise be possible; and a review of the benefits and value of CDAs to all partners involved. The project started in January 2009, and will complete in December 2009.

Impact Assessment of Strategic Programmes

The Evaluation team has worked closely with AHRC Strategic Programme Directors to set a range of key performance indicators against each of their programmes' objectives. The Directors will work with the Evaluation team to ensure that robust evidence and data is collected through the life of their programme to demonstrate its value and impact. The Evaluation team will continue to work with Directors to identify potential case studies to demonstrate the success of their programmes in meeting their aims and objectives, to highlight particular projects with notable social, cultural or economic impacts, and to address issues of monitoring and evaluation. Case studies have been identified for the 'Diasporas, Migration and Identities' and 'Landscape and Environment' programmes, and initial discussions of potential case studies have been held with the 'Religion and Society' Director.

Impact Task Force

The AHRC Impact Task Force has worked over the course of 2008/09 to develop a methodology, a major portfolio of evidence and an innovation narrative to express the ways in which arts and humanities research contributes to economic performance, public policy, quality of life and other areas of the UK's economic and social health. The draft final report was completed in March 2009, and the final report will be launched in April 2009 to stakeholder audiences.

International Activities

Influencing the International research agenda

The AHRC recognises that participating in international collaboration is crucial to sustaining excellence in UK arts and humanities research and training. The AHRC has a pivotal role to play in identifying and seizing opportunities to promote and position UK arts and humanities research internationally. The AHRC is committed to advancing UK's leadership on, and contribution to, major policy issues in international research with counterpart organisations around the world.

The AHRC is well placed to further the interests of its research community in this arena and should therefore play a greater role in influencing the European and international agenda. To that end, we will:

- build new relationships with key international institutions in order to facilitate access to funding, facilities and resources within and beyond Europe.
- We aim to be at the heart of the EU research strategy to ensure that that EU and UK priorities in the field of the arts and humanities are aligned.
- We will also work to develop research programmes in close collaboration with national and international funding bodies with a view to enhancing their impact and further reinforcing the UK research strengths in the field of the arts and humanities

Promoting the UK as a world centre for research and innovation

The AHRC will promote the international visibility of UK arts and humanities research through its international activities; its strategic choices; and its national and international, existing and new, collaborations.

We aim to facilitate this by:

- Opening up opportunities for researchers to engage in joint international projects to enhance the impact of the UK international activities and bolster the competitiveness of UK arts and humanities research on a European and global level.
- Positioning the UK arts and humanities researchers as partners of choice to the best research groups and creative industries in the world, and working to ensure that Britain remains an attractive environment for research and innovation.

Facilitating access to other funding sources, facilities and resources

The world of research funding is being internationalised. National Governments are devoting ever-increasing resources to multilateral research mechanisms, understanding that important research questions are more likely to be answered by pooling research capabilities together around the world. This is particularly true in Europe, where the current Framework Programme (FP7) already allocates a substantial amount of resources to the Arts and Humanities.

We currently contribute to ERA-NETs (HERA and Net-Heritage) that benefit UK arts and humanities research, that support the AHRC's strategic objectives and that promote the development and internationalisation of arts and humanities research. We also facilitate access to other pan-European funding sources such as European Science Foundation (ESF) and Eurohorcs. We will go on working with these key European institutions and expend our networks and influence to other international organisations.

Promoting the movement of researchers to and from the UK

Many researchers benefit from working overseas, particularly in the early part of their careers. It provides them with different skills and ideas and lays the foundation for career-long collaborations. We will promote the UK as a place to undertake research; we will encourage our researchers to spend time overseas; and we will equip them with the skills they need to thrive there.

It is equally important that we internationalise advanced training if we wish to develop graduates and scholars who are internationally knowledgeable, culturally flexible, and who take into account, in their work, the increasingly interdependent nature of the world. To this end, we will build on the success of the Library of Congress scheme and develop new schemes with similarly prestigious institutions.

Encouraging collaboration between UK researchers and the best researchers from around the world

Where possible, the AHRC will remove barriers to international collaboration and provide more opportunities for new and established researchers to have access to, contribute to, and lead international collaborative activities. We will promote and support the production of world-class research in the arts and humanities through embedding international collaboration by:

- Ensuring that our entire grant portfolio has the potential to be internationalised, a long-term goal of our International Strategy as agreed by AHRC Council;
- Capitalising on the opportunities offered by the RCUK International offices in Washington, Beijing and Delhi and by fully participating in the RCUK's international activities;
- Avoiding double jeopardy by continuing to develop co-funding agreements with analogue agencies internationally to create single peer review processes, as with the AHRC/Deutsche Forschungsgemeinschaft (DFG) concordat of December 2007;
- Providing opportunities for international collaboration within both postgraduate and postdoctoral research.

Efficiency and Effectiveness

There have been a number of internal changes within the AHRC (and within RCUK more generally) which are designed to enable the organisation to be more flexible, to encourage working across boundaries, to respond more readily to changing needs in the academic community and beyond, to integrate knowledge transfer and international activities into all its work, and to attend to the economic impact of the research it supports. These changes include a harmonisation of Research Council processes through the Shared Services Centre; an internal restructuring; an integration of the KT and International teams into the Programmes Division; and changes to the decision-making structures for awarding grants.

Decision-making structures

The new decision-making structure will allow a more appropriate engagement with stakeholders; a more effective incorporation of programmes, KT and international strategies; an improvement of the peer review college through their greater involvement in the assessment of grants; greater transparency and consistency in decision-making; and a reduction of real or perceived barriers to interdisciplinary research.

The new system involves several changes. The first of these is an Advisory Board, reporting to Council, which will advise on strategies for research, training, knowledge transfer, economic impact, evaluation and international engagement. For large grants in responsive mode, there will now be four panels replacing the current eight with the possibility for greater flexibility in constituting the disciplinary balance on panels. The panels will match the four programme teams: History, Thought and Systems of Belief; Creative and Performing Arts; Cultures and Heritage; and Languages and Literature.

The greater flexibility in the system has enabled the AHRC to eliminate deadlines for large research grants from January 2009, and for the new Fellowships scheme launching in September 2009. This will allow for grant applications to be submitted when they are ready and when the research is most urgent, rather than in response to artificial deadlines.

SSC Project and Relocation to Swindon

SSC Project

The Shared Services Centre Project is continuing to progress. The AHRC is working to deliver the transfer of IT, IS, HR, Finance, Procurement and grants processing functions to the SSC across 2009 -2010, in line with our project plan. We are also designing a retained function to complement the services provided by the SSC, and to provide an end to end service to users that is seamless and maximises the potential for appropriate automation of services.

Relocation of AHRC offices to Polaris House, Swindon

The AHRC is working on a project plan to facilitate the relocation of the AHRC offices to Swindon. The plan will focus on the delivery of a smooth and cost-effective relocation, with the aim of minimising the impact on the AHRC's ability to deliver its strategy, and maximising the transfer or retention of corporate memory.

The relocation presents a range of exciting opportunities for the AHRC, as well as delivering cost-efficiencies: it enables the organisation to work more closely with the other Research Councils; and also provides wider opportunities for AHRC staff to develop their careers with access to vacancies across the Councils.

Finance and Planning

The Finance and Planning team continues to address the issues and implement the recommendations arising from the KPMG review of AHRC's financial planning, forecasting and budgeting processes. A temporary restructuring of the team has enabled resources to be specifically allocated to implementing the KPMG actions. This has also provided opportunities for staff within the team to gain experience in other areas of the finance function, increasing the knowledge base of the team.

One of the main outcomes of the review is the continuing design and implementation of a new Budgeting, Forecasting and Reporting Tool. When the model is fully implemented it will provide the following benefits for the AHRC: real-time budget and forecast information allowing Council and SMT to make informed decisions; the ability to accurately scenario plan in the run up to the next Spending Review; provide a common repository of financial information, to which all finance reports can be reconciled.

Risk

In 2008/09, AHRC reviewed its key risks. In doing so, it changed one of the two key risks identified in 2007/08: that AHRC does not successfully take account of the needs of the academic community when providing leadership to it. This is now presented as: in fulfilling its mission and providing leadership to the academic community, the AHRC does not satisfy their needs. The second key risk remains the same: AHRC fails to act as an effective advocate to DIUS for arts and humanities research.

AHRC undertakes a range of activities to address these two key risks:

- We aim to maintain good relationships with DIUS based on mutual understanding, and have attended several meetings to achieve this. We also aim to maintain strong and vibrant relations with DIUS Ministers, HMT and other Whitehall/Westminster stakeholders, and we now have a Director of Policy and Public Affairs with specific responsibilities in this area.
- We also aim to maintain the active communication and consultation programme currently underway to ensure that the community understands the context for our activities, and supports us in moving forward with them. This aim is achieved through the wide range of institutional and more informal visits from SMT members, regional events, and the recent consultation on individual research. In February 2009, we launched a consultation with the arts and humanities community to discuss future directions for the AHRC, giving our researchers the opportunity to help us focus our priorities as we take an increasingly strategic approach to the support of arts and humanities.

ANNEX 1: SUMMARY TABLE – PRIORITIES AND DELIVERABLES

PRIORITIES	KEY DELIVERABLES
Strategic Research Priorities	Apply learning from creative approaches in the arts and humanities to the Creative Industries
	Shape public policy through the research insights of the humanities which help to understand the causes and manifestations of current threats to global security
	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
	Shape public policy around diverse ageing needs, including better design and planning for older people, and developing culturally appropriate care mechanisms
	Support co-production of knowledge in order to develop vibrant, cohesive and sustainable communities
	Capitalising on the UK's cultural assets – Delivery of programmes
	Capitalising on the UK's cultural assets – Impact of AHRC funding
	Stimulating innovation in the knowledge economy – Delivery of programmes
	Stimulating innovation in the knowledge economy – Influence and partnerships
Sustaining the Research Base	Enhance the existing connection between our strategic themes and our postgraduate provision
	Produce researchers equipped with a range of skills that will make them attractive to employers in the knowledge economy
	Responsive-mode research to complement and underpin strategic programmes; build collaborative research capacity; and support partnerships beyond academia
Economic Impact	Embed a culture of KT informed by employers' needs across all programmes
	Demonstrate the value and impact of arts and humanities research – Delivery of Programmes
	Demonstrate the value and impact of arts and humanities research – Developing the evidence base
	Demonstrate the value and impact of arts and humanities research – Policy interventions
International	Enhance the quality of research through embedding opportunities for international collaboration in all programmes
Effective Management	Efficiency savings
	Working with SSC Ltd
	Relocation of AHRC offices to Polaris House, Swindon
	Improve the effectiveness of decision-making processes at the AHRC
	Maintaining a dialogue with the research community
	Develop a strategy for stakeholder engagement with organisations in the creative, cultural and public policy sectors

ANNEX 2: FINANCIAL INFORMATION

Distribution of Council's Expenditure by Strategic Theme

	2008/09 Plan £m	2008/09 Actual £m	2009/10 Plan £m
Stimulating the Creative Economy	15.58	15.54	17.30
Security & Identity	12.91	12.88	11.10
Skilled People	20.25	20.20	20.21
Sustaining the Research Base	21.97	21.92	19.50
Challenges Posed by Globalisation	20.89	20.84	19.51
Environmental and Social Challenges	12.69	12.66	9.77
Other	7.39	7.96	8.22
Total	111.67	112.02	105.62

The budget for 2009/10 is £105.62m, funded as follows: £103.40m from DIUS, £1.51m from ESRC, £0.31m from EPSRC, £0.40m from other sources.

Council Expenditure by Funding Mechanism

	2008/09 Plan £m	2008/09 Actual £m	2009/10 Plan £m
Strategic Research	16.26	14.32	14.35
Responsive Mode Research	43.52	45.59	38.97
Postgraduate Training	38.57	38.37	37.45
Knowledge Transfer	5.93	5.78	6.62
Programme Delivery & Administration	7.39	7.96	8.22
Total	111.67	112.02	105.62

Proposed Contribution to RCUK Priorities

	2008/09 Plan £m	2008/09 Actual £m	2009/10 Plan £m
Living With Environmental Change	2.34	1.84	1.92
Global Threats to Security	5.94	4.24	7.07
Digital Economy	0.92	0.57	2.26
Ageing: Life-long Health and Wellbeing	0.30	0.04	0.30
Total	9.50	6.69	11.55

Please note that these figures only includes research under some calls relating to the Strategic Programmes, not the full range of research we are supporting which contributes to them

ANNEX 3: ECONOMIC IMPACT MEASURES

As outlined in the main document, the AHRC is developing the evidence base for the economic impact of arts and humanities across a range of activities, including:

- In partnership with the other Research Councils, the AHRC is introducing impact summaries and plans to application forms across all schemes to encourage researchers to consider potential beneficiaries for their work, and activities which may maximise the impact of their findings;
- In tandem with these new measures, the AHRC is also undertaking a review of final reporting processes, with the aim of improving mechanisms for capturing actual outcomes and impacts of funded research;
- The AHRC is working to embed KT and international activities across all schemes to maximise the potential for impact for all researchers;
- The AHRC is developing its policy function with the aim of positioning itself as a key strategic agency influencing policy, and acting as a strong advocate for the arts and humanities in providing evidence on key policy issues and debates;
- The AHRC is undertaking a range of case studies from strategic programmes, and from museum and galleries awards to increase the stock of 'good practice' examples of impact;
- The AHRC is commissioning an in-depth study of the value and impact of arts and humanities research to provide evidence and advocacy materials;
- The AHRC is undertaking a review of collaborative funding in partnership with the British Museum to consider the 'added value' of collaborative research, IRO status and CDAs;
- The AHRC is supporting a range of Impact Workshops and Fellowships to investigate new approaches to impact assessment across a range of key areas, in discussion with key stakeholders;
- The AHRC has developed a paper, 'The Economic Impact of the Arts and Humanities', which it will deliver to a range of stakeholder audiences in 2009 to stimulate discussion and debate around key issues.

Economic Impact Baseline 2007/08

DELIVERABLE	TARGET	2007/08 BASELINE
DELIVERING BENEFITS TO BUSINESS		
Facilitating 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 across KT bespoke schemes and CDA schemes in 2007/08 £3.3m expenditure on these schemes in 2007/08
	Maintain involvement of non-academic partners across funded research	456 (37.3%) of awards ending in 2007/08 reported collaboration with non-academic partners 53 awards (10.8%) made in 2007/08 named an non-academic organisation as one of the project partners
	Maintain number of awards involving IROs	22 (4.5%) of awards made in 2007/08 named an IRO as the

		lead institution or project partner
DELIVERING HIGHLY-SKILLED PEOPLE TO THE LABOUR MARKET		
Delivering highly-skilled people to the labour market	Maintain awards and expenditure for schemes which develop postgraduates with professional practice and business sector skills	<p>327 new awards in the Professional Preparation Masters scheme made in 2007/08</p> <p>£3.9m expenditure on PPMs in 2007/08</p> <p>66 new CDA awards made in 2007/08</p> <p>£2.3m expenditure on CDAs in 2007/08</p> <p>13 new Knowledge Catalyst awards made in 2007/08</p> <p>£89k expenditure on KCs in 2007/08</p>
	Maintain high submission rates for AHRC-funded PhD students	Submission rate for PhDs in 2007/08 was 79%
	Maintain proportion of AHRC-funded students employed in the business or public sector as a first destination	<p>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)</p> <p>46.5% of AHRC-funded Master's students identified in the survey are employed in business and public sector (9% in HE sector)</p>
DELIVERING ECONOMIC IMPACT		
Creating a beneficial impact for the UK economy through support for high quality arts and humanities research	Attract overseas students' inward investment, drawn by the international standing of UK arts and humanities research	Undergraduate and postgraduate overseas students studying arts and humanities subjects in the UK are estimated to have contributed £1.306m in tuition fees and living costs in 2007/08
	Maintain numbers of exhibitions (which evidence suggests result in high economic impact) as outputs from AHRC-funded research	118 exhibition outputs reported by awards ending in 2007/08