

Creative Industries Clusters Programme

Policy and Evidence Centre

Call specification

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1. Summary

The Creative Industries Clusters Programme (CICP) led by the Arts and Humanities Research Council (AHRC) and funded through the **Industrial Strategy Challenge Fund** (ISCF) aims to provide significant investment to develop the creative industries in the UK.

In addition to the eight Creative Research and Development partnerships, which are being commissioned separately, the Programme will establish a national Creative Industries Policy and Evidence Centre (PEC) to provide insight and independent analysis on the creative industries that is of national and international significance.

The PEC will establish a clear research agenda for the creative industries, synthesise existing research and conduct and commission new research and analysis on key sectoral and sub-sectoral challenges that will be of direct benefit to policymakers and creative businesses.

A total of £6 million (80 per cent full economic costing) in funding is available through the CICP for the PEC for 57 months (July 2018 to March 2023). The Centre will be expected to leverage a minimum additional 33.3 per cent of the total AHRC contribution.

The PEC will be hosted by either a higher education institution (HEI) or **independent research organisation** (IRO) and will be composed of relevant stakeholders, bringing together high-quality, multidisciplinary researchers with trade associations and other key partner organisations.

This document contains information on the PEC only and how to apply. You are advised to read this in conjunction with the **Creative Industries Clusters Programme Scope**

Document, which sets out the Programme-level aims and ambitions. Please read both documents thoroughly before submitting an application.

2. Eligibility: who can apply?

We invite applications from eligible HEIs or IROs, working in partnership with a consortium of relevant stakeholders including HEIs, IROs, trade associations and other key partner organisations, potentially including private sector research organisations.

The HEI and/or IRO partners must be able to demonstrate broad knowledge of the creative industries sector and of the associated policy landscape as well as a strong and credible track record of excellence in research on the creative industries. They should provide evidence of significant current engagement with the creative industries sector and government across the UK.

Only one HEI or IRO can host the PEC, however, the Centre should include at least two eligible HEIs or IROs. There is no upper limit to the number of HEIs or IROs that can be involved in the PEC, and the overall design and model of the PEC is open to applicants to determine.

However, applicants must set out a clear rationale for the model they propose and make a clear case for the contribution of each of the partners (including HEIs, non-academic partners and other relevant stakeholders) included in the Centre. It is intended that as part of its operations, the PEC will operate a research commissioning programme and therefore applicants should take care to balance the composition of the central team in such a way as to make this possible.

The host HEI or IRO should be compliant with AHRC's eligibility criteria as published in Section 3 of the **AHRC Research Funding Guide** and have the infrastructural capability to deliver a large-scale, collaborative centre.

3. Scope and objectives of the Policy and Evidence Centre call

Overview and key characteristics

The Creative Industries Policy and Evidence Centre is a **national resource** that will position itself as an **independent voice** in providing analysis, evidence and research to other researchers, policy makers, creative businesses and sector organisations in the creative industries. The Centre will facilitate collaborations, connections and research in order to form a detailed understanding of the creative industries, including how they are working together in clusters and across the wider economy, so that future policy and strategy can be informed by world-class insights to further accentuate success. The

Centre will be independent in the evidence and analysis it provides and will work both for and with the industry, as well as with policymakers and other stakeholders.

Objectives of the Policy and Evidence Centre

The objectives of the PEC are to:

- **Be a trusted, authoritative and independent voice** on the sector, making an evidence-driven contribution to the case for the creative industries sector across the UK.
- **Enable greater collaboration** between the creative industries and HEIs, building cross-sector networks and communities of understanding and practice around shared challenges and concerns.
- **Provide independent, impartial research**, analysis and other information to the creative industries, policymakers and research base, communicating it in ways that can be understood and used.
- **Establish the future research agenda** on and for the creative industries and identify research gaps.
- **Undertake a new programme of research** on key sectoral and sub-sectoral challenges, including a programme of methodological research. Some of this research will also be commissioned externally.
- **Expand the capacity and capability of researchers** to work on and with the creative industries, including through a programme of training and support around the use of new methodologies.
- **Enable greater access to, and use of, independent data** about the creative industries.
- **Act as an internationally-recognised contributor to the success of** the UK's creative industries.
- **Establish a clear management and governance structure** that supports the Centre's core principles and functions.
- **Identify future routes to sustainability** beyond the initial period of funding.

4. Design of the Centre

Applicants are expected to design an appropriate structure for the PEC that will meet the core functions of the Centre, reflecting its UK-wide remit and role as an independent, national resource. The model for the Centre's structure is therefore left open to allow

applicants to propose different, innovative ways of addressing the Centre's objectives and functions. Any proposed model would need to ensure that the Centre is open and inclusive, able to draw in the right expertise from across its core team and beyond, and is set up both to undertake and commission research.

It is expected there will be a number of phases to the Centre's operation, taking account of the need for an initial scoping and consultation phase and flexible research activity, which will allow for new priorities for the Centre to emerge. In particular, it is expected that the first year of operation will include the establishment of a clear and detailed research agenda along with the appropriate processes and mechanisms to undertake each of the Centre's functions.

Applicants should take this into account when submitting their proposals and in particular should give a clear indication of how the Centre will operate in this first phase. Given this phased approach, there will also be a stage-gate timed at the end of the scoping phase to allow the AHRC to review the final proposed work plan, research agenda and processes that the successful team has developed over that phase. The focus of applications for the PEC should therefore be on the design of the Centre and organising principles in particular, as well as the partnerships and proposed engagement strategy. Applicants should demonstrate they are the right team to deliver the design they have proposed and deliver against what has been proposed in the application.

5. Functions of the Policy and Evidence Centre

Core functions

The core functions of the PEC are based on the objectives outlined above and identified below.

While the Centre should undertake each of the following objectives and functions, it is recognised the final shape of some will only become clear following the initial scoping and consultation phase. Applicants should therefore outline how they plan to address each function, acknowledging that some specifics may well need to change in reaction to the scoping work.

They should, in particular, focus on the design of the Centre, its organising principles, partnerships and proposed engagement strategy as these will underpin many of its other functions.

Applicants can also propose additional functions and approaches that might enhance or build upon the functions below providing they can be fully justified.

The AHRC reserves the right to work with a successful bid to ensure its approach meets fully the objectives of the programme.

The Centre will:

- Be a trusted, authoritative and independent voice on the sector and will:
 - Play a national leadership role and position itself as a truly UK-wide centre of expertise in the creative industries.
 - Develop the trust and respect of industry and academia through its range of expertise, transparency and independent voice.
 - Help make the case for the creative industries and for the benefit of collaborations between academia and industry in support of the sector, based on its rigorous approach to evidence and analysis.
- Provide independent, impartial research, analysis and other information to the creative industries, policymakers, research base and other stakeholders, communicating it in ways that can be understood and used. The Centre will therefore:
 - Generate and synthesise available evidence and disseminate findings in easily assimilated and usable formats to a range of audiences, without bias or undue support for particular interests.
 - Provide evidence of key research gaps and issues to AHRC and the other Councils of UK Research and Innovation (UKRI) in order to inform potential future streams of activity.
- Work to enable greater collaboration between the creative industries and HEIs/IROs and build cross-sector networks and communities of understanding and practice around shared challenges and concerns. The Centre will therefore:
 - Build partnerships with a variety of stakeholders based on a clear research agenda.
 - Establish a process for engaging with stakeholders, including both large corporations and SMEs, that takes into account both the variety of interests and the workload of the Centre.
 - Ensure its research and other activity is independent and subject to appropriate governance and oversight, including in the commissioning process and in quality approval.
 - Ensure there is appropriate public affairs, knowledge exchange, communications and media relations expertise within the Centre's core

team, who will work to communicate its activity and findings in such a way as to maximise impact in the UK and abroad.

- Identify research gaps and establish a clear, innovative research agenda that is beneficial to the UK's creative industries and has buy-in from the sector. This agenda should consider both short- and long-term evidence needs, will set the direction for the work undertaken and commissioned by the Centre, and enable decisions to be taken both strategically and in response to reactive requests for research or analysis. The Centre will therefore:
 - Undertake a broad consultation to identify research and analysis needs, gaps and priorities and ensure the buy-in of stakeholders to the agenda established by the Centre.
 - Establish and communicate a clear research agenda that is of use to the UK's creative industries with broad potential benefits (economic, cultural, social and environmental). This will set the direction for the work undertaken and commissioned by the Centre, influence the work undertaken by others, and enable decisions to be taken about reactive requests for research or analysis.
- Undertake a new programme of research on key sectoral and sub-sectoral challenges, balancing synthesis of existing research and conducting new research. The Centre will therefore:
 - Synthesise existing research and other evidence and communicate it in a way that's useful to the Centre's key stakeholders.
 - Conduct an original programme of research as part of the Centre's established research agenda, including methodological research to develop new tools and techniques to mine available data and evidence.
 - Commission, incentivise, and influence others to conduct additional research identified through the Centre's research agenda and establish robust, transparent mechanisms for commissioning such research.
- Expand the number, capacity and capability of researchers working on, and with, the creative industries, including through a programme of methodological training. The Centre will therefore:
 - Establish a core team representative of the disciplines and skills required to undertake the work of the Centre, as well as establishing processes to draw in additional expertise required, based on the research agenda established by the Centre. The core team should be no larger than

necessary to fulfil the core functions of the centre and should not attempt to encompass all research disciplines.

- Actively encourage and catalyse interdisciplinary approaches and research teams working on challenges about the creative industries sector.
- Develop a programme of training courses in areas of identified need. This is to develop the capacity of the research community to conduct research on the creative industries and in the new methodologies that enable such research.
- Develop clear links with existing capability investments (such as the AHRC **DTPs** and **CDTs**) to enable further training needs to be identified and met.
- Enable greater access to, and use of, independent data about the creative industries. The Centre will therefore:
 - Act as a conduit to data owners, key datasets and to organisations and investments with the ability to provide access to different sources of data. The Centre will not normally curate or provide access to data itself, but will build strong partnerships with organisations to unlock access to data (e.g. with the Office for National Statistics), as well as developing policies and processes that allow for a strong open data ethos within the Centre.
 - Draw on existing data and data infrastructure as far as possible.
 - Identify new data needs and work with partners to address them.
- Act as an internationally recognised contributor to the success of the UK's creative industries. The Centre will therefore:
 - Have a clear international remit in terms of the international activities and ambitions of the UK creative industries sector.
 - Provide evidence and analysis to policymakers to inform international trade strategies and opportunities for the UK creative industries.
 - Bring together key UK bodies with a stake in the international role and success of the UK creative industries (e.g. the Department for International Trade, Department for Digital Culture Media and Sport, and the British Council) to consider mutual challenges and opportunities.
 - Investigate the opportunities for a wider, future role as an 'international observatory' for the creative industries.
- Identify future routes to sustainability beyond the initial period of funding. The Centre will therefore:

- Develop plans for sustainability as part of its work programmes by considering operating models and sources of funding (subscription, research commissions, etc.) while always remaining within the bounds of the objectives and independent role of the Centre.
- Establish clear management and governance arrangements for the Centre, including appropriate advisory bodies that represent the Centre's broad stakeholders and preserves its independence.

6. Research agenda and programme

As outlined above, the PEC will establish a research agenda to guide the operation of the Centre and influence wider researchers and stakeholders to conduct research in areas identified as priorities for the creative industries. The agenda must be beneficial to the UK's creative industries and have a broad view of the potential benefits of the creative industries including economic, cultural, social and environmental.

This research agenda should be established in the first year of operation of the Centre through broad consultation with key stakeholders, and will be flexible enough to respond to new opportunities and challenges over the 57-month life of this investment.

The research agenda will, in part, lead to a programme of synthetic research and novel research; some of which, but not all, will be conducted by the Centre's core team. Alongside its programme of research, the Centre, and those commissioned by it, will develop new methodologies and tools to improve understanding of the available data and evidence about the creative industries. The Centre will also be expected to influence wider organisations to conduct research in areas established in its research agenda, including areas of methodological research.

The Centre is expected to be multi-disciplinary and cross-institutional, bringing the necessary skills and expertise to address the core functions of the Centre. Importantly, it is expected that the Centre will commission research to address the needs of the creative industries from outside its core team. In the commissioning of research, the Centre must establish a robust and transparent mechanism for commissioning.

7. Management

The PEC must demonstrate strong leadership and have appropriate infrastructural capability to deliver a large-scale collaborative research programme. It is expected to have both academic and non-academic experts and experience that will enable the Centre to deliver its core functions as set out above.

The Centre will be led by a suitably qualified director (principal investigator) with a demonstrable and relevant track record. The director should demonstrate wide experience and command respect across both industry and academia. This will help the PEC to establish itself as a trusted national centre of expertise. The director must be based at the host HEI or IRO and must be costed at a minimum of 0.6FTE.

Co-directors are encouraged where specific expertise or skills are required for the Centre. A co-director can be an academic or non-academic by background and does not need to be based at an HEI or IRO. Proposed directors and co-directors cannot be named on another PEC application; they can however be named on a Creative R&D Partnership application, but must not be costed in at over 1.0FTE.

Co-investigators (Co-I) should be identified where their skills and expertise are required to support and/or deliver strands of research activity. It is permissible for a Co-I to be named on an application for the Creative R&D Partnerships, but only where it can be demonstrated that sufficient time is available to dedicate to the Partnership and Centre should they both be successful.

The PEC must demonstrate a strong management structure to deliver a programme of this scale. In building their team, applicants are encouraged to consider the range of capabilities that will be required – both within the core team and externally commissioned – to deliver the functions outlined above. This will likely include:

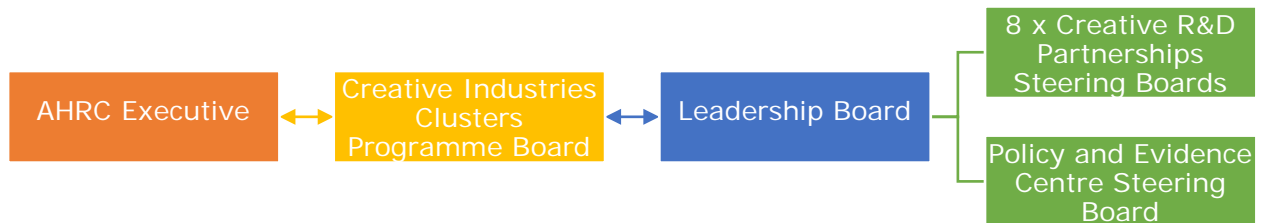
- Leadership of the Centre (director role and co-directors as appropriate);
- Interdisciplinary academic and research team, likely spanning the arts and humanities, social sciences and STEM;
- Programme management and administration;
- Economic analysts;
- Data scientists;
- Policy experts;
- Communication and public affairs experts;
- Knowledge exchange expertise, including business engagement and stakeholder managers;
- Evaluation experts.

Applicants may draw upon existing resources, either within a HEI, IRO or partner organisation in building their teams. A maximum of 10 per cent of the total award from the AHRC can be used to cover management and operational staff costs. (This does not

include costs related to the research activities that form part of the funding delivery budget.)

In addition, the Centre will contract in further expertise and will commission external research based on its published research agenda; clear processes must be established for such contracting and commissioning.

8. Governance



Steering Board

The PEC must have a robust governance structure in place to which all partner organisations show a commitment. There should be a Steering Board to oversee strategy and direction, provide developmental support, provide constructive challenge on processes and practice, and monitor delivery against key performance indicators (KPIs). The Centre must have appropriate personnel to deliver these responsibilities.

The membership of this board will be reviewed by the AHRC and should include people who understand and can represent the views of external stakeholders at a senior level, drawn from, for example, trade associations, sector bodies and government departments. The Steering Board will include a senior representative from the AHRC.

Leadership Board

The PEC and Creative R&D Partnerships will form part of a UK-wide cohort and will be expected to work collectively to support the long-term aims of the overall national initiative; this will include compliance with branding and active engagement with the communications activities of the overall programme. A Leadership Board will be established covering the eight Creative R&D Partnerships, comprising the directors of each partnership, the Policy and Evidence Centre director and AHRC representation.

The Leadership Board will meet quarterly and will be used to impart knowledge and share best practice from the Partnerships and the Centre, identify issues as they arise and otherwise support a coordinated approach to the Programme, including the identification of opportunities for Programme-level collaborations.

During the early stages of the award period, the AHRC will convene a workshop with the successful PEC and Creative R&D Partnerships to inform and shape how the Programme Leadership Board will operate in practice.

The aim of the workshop will be to ensure that the structure functions effectively to help the Centre and Partnerships to work collaboratively to identify any issues and challenges, and to be responsive to changes over the lifetime of the award.

Programme Board

The Leadership Board will report to the Creative Industries Clusters Programme Board, which will have oversight of the deliverables of the Creative R&D Partnerships and the Policy and Evidence Centre.

9. Monitoring, reporting and key performance indicators

As part of the Industrial Strategy Challenge Fund monitoring and evaluation requirements, the PEC will be required to complete quarterly dashboard updates and formal six-monthly reports to the Programme Management Board, which will be shared with the Creative Industries Clusters Programme Board.

The Centre will report on both quantitative and qualitative outputs and outcomes, including performance against KPIs, objectives, and deliverables as well as financial reporting. The information provided in the reports will complement the data submitted via the Research Councils' outputs and outcomes reporting system, Researchfish®.

The AHRC will work with the PEC to identify an efficient approach to designing a long-term reporting structure, developing 'SMART' KPIs and agreeing objectives prior to the award start date. The AHRC will also work across the Creative R&D Partnerships and PEC to ensure there is a harmonised approach to data captured where this is useful. The aim will be for KPIs to assist the successful management of the Programme.

Applicants are encouraged to give full consideration to the resource requirements and the systems used to capture and report on data and to cost this accordingly. Innovative approaches to data capture and analysis could form an interesting component of the structure and approach of a partnership.

Evaluation of the Policy and Evidence Centre

The PEC's Steering Board is expected to reflect, review and challenge the Centre's strategy, activity and impact. It should therefore establish an effective and robust reporting and self-assessment process to enable this in the form of appropriate management information structures and processes.

As the funding for this programme is drawn from the Industrial Strategy Challenge Fund, the AHRC is committed to undertaking a series of specific evaluations.

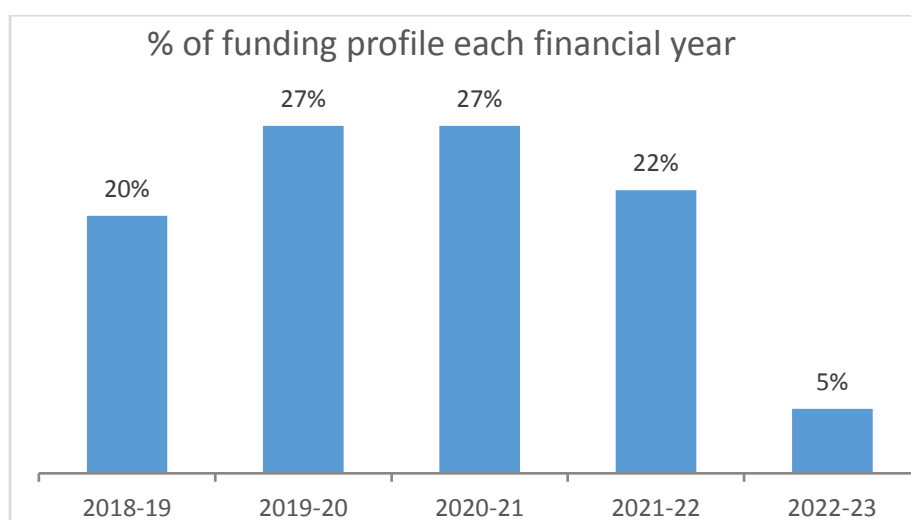
- o The AHRC will commission a process evaluation in the summer of 2018 to help our understanding of the commissioning process, which will be undertaken via a survey of all applicants.
- o A mid-term programme and impact evaluation will take place in 2020/21.
- o A further end-of-term programme and impact evaluation will be completed after the award has ended.

The AHRC will support the Centre from the outset to ensure the information required for the evaluations has been planned prior to the award commencing.

10. Funding

Funding available

An AHRC contribution of £6 million (80 per cent full economic cost) of funding is available to support the PEC for 57 months (July 2018 to March 2023). Successful applicants will be awarded funding at 80 per cent full economic costing (fEC). Awards will be made to the host HEI or IRO. Funding will be profiled over the period of the award, with continuation subject to a mid-term review to assess progress and performance against agreed KPIs and objectives. The AHRC CICP is profiled as follows. It is expected the Centre will broadly match this in their funding profile:



Please note: The financial year is 1st April to 31st March.

Leveraged funding

The Centre will be expected to leverage a minimum additional 33.3 per cent of the total AHRC contribution from HEIs, IROs and/or partner organisations over the period of the award. Therefore on a £7.5 million bid, the AHRC contribution will be £6 million and the Centre is expected to leverage an additional £2 million (i.e. 33.3 per cent of the £6 million). Therefore the total value of the Centre will be £9.5 million.

Applicants will be expected to demonstrate a commitment of expected leverage funding at the time of application. They will be required to have achieved at least 20 per cent towards the overall 33.3 per cent committed leverage funding by the mid-term review. Continuation funding from AHRC will be dependent on achieving this leverage funding.

Leveraged funding can be either cash or in-kind contributions from HEI, IRO and/or partner organisations.

An HEI's or IRO's 20 per cent FEC contribution will not be considered leveraged funding. Existing sources of funding for research, such as HEFCE, ERDF or Research Council funding, will **not** be considered leveraged funding. Where **new** sources of funding complement the ambitions of the PEC, a clear justification should be provided for how the funding will be used.

Eligible costs

Applicants should design their proposal in a way that best addresses the core functions of the Centre, as identified above. This will include budgeted funds to commission research based on the Centre's established research agenda.

While it is for applicants to determine the best mechanisms for funding such commissioned research, they should be flexible to allow for new opportunities and challenges as well as being open and transparent. Such funding should be used to enable a programme of this breadth and scale to be responsive to market and technology changes and to respond to the success or failure of specific activity. It should not be thought of as 'contingency reserve'.

Management and operational costs

The Centre must have a robust management and operational structure. Applicants should not underestimate the resources required to manage and deliver a multi-faceted and multi-partner programme of this scale.

Applicants are encouraged to give full consideration to the appropriate management and operational support required, and to covering the costs associated with this (either through the main award or from other sources of funding).

It is permissible to use a maximum of 10 per cent of the total award from AHRC to cover the costs of management and operational staff.

Non-academic partner costs

The PEC is expected to bring in expertise from both academic and non-academic partners. It is therefore permissible to support the participation of non-academic partners. Such activities must be entirely related to supporting and delivering the core functions of the Centre and will cover salary costs and fees only.

Funding should not support the core business or overhead costs of a non-academic partner. The non-academic partner costs must not exceed 30 per cent of the total cost of the award (100 per cent FEC) and will be paid at 100 per cent FEC in exception costs.

The AHRC expects to see funding awarded to non-academic partners costed within the application balanced against an appropriate contribution from that partner (financial or otherwise) to demonstrate commitment to the project. Where the PEC commissions other external organisations – including commercial research organisations – to undertake specific work on its behalf, such contributions are not necessarily expected.

Applicants must ultimately provide evidence that all expenditure will represent value for money and be appropriate to the aims of the Centre.

Capital funding

The PEC will be expected to budget for small amounts of capital expenditure to cover the costs of equipment, limited infrastructure and the development of data assets. 5-10 per cent of the total amount of funding requested from the AHRC can be allocated to capital expenditure.

Studentship funding

Funding for PhD studentships is **not** a permitted use of the funds from this programme by the Centre.

The Centre is encouraged to offer short-term placements or projects to PhD students funded through existing Research Council doctoral studentship schemes – such as Doctoral Training Partnerships (DTPs) and Centres for Doctoral Training (CDTs) – that support the research and activities of the Centre. It is also encouraged to look to additional sources of funding for full PhD studentships in future.

11. Communications and branding

A condition of award is that the PEC should adhere to the branding and communications principles and guidelines that will be laid out as part of the Programme¹. There is an expectation that the Centre will be part of a collective CICIP brand; and while adhering to this, it will develop its own identity in order to reinforce its independent position. The Programme as a whole will have support from a dedicated communications team based at AHRC.

A CICIP communications strategy will be created, to which the PEC will contribute. Close collaboration between all partners will be essential within a shared set of expectations. This will include the AHRC communications team working with all partner organisations. This strategy will cover a number of areas, including:

- branding, visual identity and logos
- media relations
- publications
- public affairs
- public engagement and events
- social media and digital communications
- stakeholder and industry engagement

Working within the wider branding guidelines, the PEC will be expected to develop its own independent identity. Early consideration to marketing, communications and broader stakeholder communications should be a key part of the application and will be considered as a significant part of the assessment process. Applications will be assessed on plans for policy engagement and public engagement throughout the UK and internationally. This must include the active involvement of creative industry bodies and seek to extend best practice in the field.

For these reasons, it is expected that the PEC will allocate significant and appropriate resourcing to support communications and outreach activities.

12. Assessment criteria

Applications will be assessed using the following criteria:

Strategy and vision

- Overall fit with the call specification: the vision established by the proposed Centre and its potential to realise the aims of the Creative Industries Clusters

¹ An interim visual identity and logo has been created to promote the Programme in its early stages. A workshop will be held in the summer of 2018 after which the full brand identity will be developed by representatives of the Creative R&D Partnerships, the Policy and Evidence Centre and the AHRC, working with branding experts.

Programme, especially the potential of the proposed activity to deliver a transformational impact on and insights into the creative industries;

- A clear vision for the design of the Centre, which will ensure the development of a robust research agenda, stakeholder engagement and establishment of core processes in Year 1;
- A clear vision and strategy for delivering all core functions of the Centre;
- The overall quality, ambition and aspirations of the application.

Engagement and partnerships

- The quality and suitability of the host HEI or IRO, the credibility of their research portfolio and its strengths in relation to the aims of the Programme;
- The relevance and suitability of the partners (academic and non-academic) in addressing the aims of the Centre;
- A strong and sustainable model of collaboration with all key stakeholders, and effective strategies for ensuring the buy-in of those stakeholders to the agenda established by the Centre;
- The plans to develop relevant links beyond the Centre members, to other organisations both in the UK and internationally, that are relevant to the Centre's work;
- The viability of leveraged funding over the lifetime of the award – a realistic and deliverable plan to leverage additional funding from partners and other sources;
- The strength and strategic rationale of the proposed partnerships between institutions, and the commitment to the programme demonstrated by participating HEIs and/or IROs as part of their wider research and industry engagement strategies.

Research agenda and research programme

- The plans for the development of a clear and well-evidenced research agenda, underpinned by the needs of the creative industries;
- Awareness of the current research landscape including its limitations and the priorities for future research agendas in the creative industries;
- A clear and coherent strategy for managing multi-disciplinary collaborative research within the Centre, both synthetic and new research;
- A clear, transparent and coherent strategy for commissioning additional research outside the programme conducted by the Centre's core team, and influencing

wider research through the development and dissemination of the Centre's research agenda;

- A clear and coherent data strategy that identifies appropriate data sources from across the UK and internationally, and facilitates their use;
- The quality and suitability of plans for communication and public engagement, including a robust strategy for the effective sharing of research outcomes in a format that is of use to policymakers and creative industry partners and, where possible, which influences public debate.

Management and governance

- The credibility and leadership qualities of the director, the balance of skills and expertise of the co-directors, and balance of skills and commercial experience across academic and non-academic partners;
- The strength and suitability of the management and governance structures, including the expertise, experience and balance of skills of the operational and leadership team to manage and deliver the proposed activities;
- The feasibility of the proposed work-plans and timetable;
- The infrastructure and capability of the host HEI or IRO to deliver the programme.

On-going delivery

- The strategy to ensure the sustainability of the Centre beyond the award period;
- Value for money of the proposed activities, including the allocation of funding to capital, non-academic partners, management and operational costs.

13. Award practicalities

Role of Host Organisation

The host HEI or IRO will be responsible and accountable for the management of the funding award. It is required that the host organisation will:

- ensure the effective financial management of the funding – allocating funds in line with the AHRC-approved budget – and report quarterly on expenditure;
- monitor funded activities, ensuring these are in line with the KPIs, managed effectively and completed on time;
- engage with the partners, ensuring they integrate with the overall Creative Industries Clusters Programme;

- ensure the appropriate governance structure is in place and performing effectively;
- report to the AHRC, ensuring required information is provided on time.

Funding allocation

If successful, the applicant will receive a notification email and the host HEI or IRO will receive Offer Documentation that will detail the overall cash limit of the award. This will also include the terms and conditions of the award, a budget summary and the details of the acceptance form process. The AHRC will make payments four times a year to the host organisation.

The AHRC, on advice from peer reviewers or panels, may remove items if they are not justified or not permitted under the scheme rules. You will be notified of any amendments made for this reason. For further information on funding allocation, please see page 98 of the [Research Funding Guide](#).

Funding Terms and Conditions

All award holders will be required to comply with [RCUK Grant Terms and Conditions](#).

Given the requirement for an initial scoping and consultation phase in the first year of the award, there will be a stage-gate at that point to allow the AHRC to review the final proposed work plan, research agenda and processes that the successful team has developed before the plan proceeds to further implementation. The successful team will be engaged in the planning and details of that stage-gate process once the award has been made.

Risk management

You must submit a statement on how you will put in place an appropriate framework for managing risks to the project. The following are some of the issues you may want to reflect upon in your statement. This should not be seen as a complete list.

- How you would deal with the loss of a partner during the lifetime of the award?
- How you would deal with the loss of partner funding?
- How you would deal with significant governance or staffing changes, e.g. the resignation of the director?
- How would you deal with a partner that was not delivering on the area or activity for which they are responsible?

Complaints and appeals procedures

For details on the complaints procedure or appeal process, please refer to the document [Complaints and Appeals Procedure](#) for applications and awards.

14. Financial reporting

A breakdown of funding expenditure and leveraged funding will be required as part of the quarterly dashboard and six-monthly reporting process. This will provide an overview of how the grant is being allocated between PEC activity and resource, as well as progress in generating further funding.

No later than three months after the end of the funded period, the host will be required to submit a final expenditure statement (FES). Final expenditure statements are made available in the host's Je-S account as soon as the end date of the grant has been reached. The host will need to complete and submit the statement using Je-S. Please note that it is the responsibility of the host to monitor when the FES is due and to submit on time accordingly. Further information can be found on page 100 of the [Research Funding Guide](#).

15. Research outputs, outcomes and impact

Award holders will also be required to submit outputs, outcomes and impacts that arise from AHRC's funding through the Researchfish system. Information can be added to Researchfish at any point once the award has started but award holders will also be required to 'submit' this information to AHRC at one 'submission period' each year. Award holders will receive an email with log-in details shortly after their award has started. More details on Researchfish are available on the RCUK website here: <http://www.rcuk.ac.uk/research/researchoutcomes/>.

16. Key dates and milestones

Activity	Date
Deadline for statement of intent submissions	11 th December 2017
Deadline for full applications	8 th February 2018
Assessment panel	Early March 2018

Interview panel	5 th April 2018
Announcement of successful award	End of April 2018
Launch of the Policy and Evidence Centre	July 2018

17. How to apply

In the first instance, applicants are required to submit a statement of intent. This must be received by **4pm on Monday 11th December 2017**; applications to the PEC will **not** be accepted without a statement of intent submission. The statement of intent form can be found [here](#). Further details can be found in Annex 2 below.

Full applications should be submitted through the Je-S system at the latest by **4pm on Thursday 8th February 2018**, and will need to go through the appropriate host HEI or IRO submission process. You should submit your proposal using the Research Councils' Joint electronic Submission (Je-S) System (<https://je-s.rcuk.ac.uk/>).

To prepare a proposal form in Je-S:

- log-in to your account and choose 'Documents' from the menu;
- then select 'New Document';
- 'AHRC' as the Council;
- 'Standard Proposal' as the Document Type;
- 'Centres' as the Scheme;
- 'Policy and Evidence Centre for the Creative Industries Sector – 8 February 2018' as the Call/Type/Mode;
- Then select 'Create Document'.

Je-S will then create a proposal form; this will request the following information:

- project title
- start date and duration
- main objectives of proposed research
- project summary
- impact summary

- summary of resources required
- project partners
- research area classifications

Please note, all applicants should select only one classification for this call:

The top level classification should be 'Cultural and Museum Studies'.

The secondary classification should be 'Policy, Arts Management and Creative Industries'.

Using the 'Help' link at the top of each section will provide guidance relevant to that section of the form.

Note that selecting 'Submit document' on your proposal form in Je-S initially submits the proposal to your host organisation's administration, not to the AHRC.

Please remember to allow sufficient time for your host HEI's or IRO's submission process between submitting your proposal to them and the call closing date.

Applications should address the aims of the call as listed in Section 2.

The following are a list of attachments that are permitted for this call. Please see Section 4 of the [AHRC Research Funding Guide](#) for further information about these attachments:

Attachment	Requirement and page limits (sides of A4)
Case for Support	Compulsory. 7 sides A4
Curriculum Vitae	Compulsory for the PI, Co-I and any named researchers. (no more than 2 sides A4 each)
Publication Lists	Compulsory. 2 sides of A4
Justification of Resources	Compulsory. 2 sides of A4
Pathways to Impact	Compulsory. 2 sides of A4
Partnership agreement	Compulsory. 2 sides A4

Project Partner Letter of Support	Compulsory. Maximum 2 sides A4 each; should be included for all major project partners.
Risk Management Statement	Compulsory. 2 Sides A4 (upload in Je-s using type 'Other')

18. Contact Information

For queries about the PEC such as eligible activities, costs or remit of the call please contact:

General enquiries

Tel: +44 (0)1793 41 6000

Email: enquiries@ahrc.ac.uk

Creative Economy Programme team

Email: creative@ahrc.ac.uk

19. Annex 1

Definitions

For the purposes of this Programme, the following definitions have been used:

Creative industries: the Department of Digital, Culture, Media and Sport (DCMS) definition of the creative industries includes ‘those industries which have their origin in individual creativity, skill and talent and have a potential for wealth and job creation through the generation and exploitation of intellectual property.’ (DCMS, 2011: p.6). The sub-sectors comprise of:

- advertising and marketing
- architecture
- crafts
- product design, graphic design and fashion design
- film, TV , video, radio and photography
- IT, software, video games and computer services
- publishing and translation
- museums, galleries and libraries
- music, performing arts, visual arts and cultural education

20. Annex 2

Statement of Intent

Purpose of the Statement of Intent

All prospective applicants to the Policy and Evidence Centre are required to submit a Statement of Intent; those that do not submit a statement of intent will not be eligible to progress to submit a full application. The Statements of Intent will not be formally assessed and no proposals will be rejected at this stage. Only one Statement of Intent can be submitted by each HEI/ IRO.

The purpose of the statement is:

- to gauge the number and scope of applications;
- to gauge the potential for further fruitful collaboration between prospective applicants;
- to shape discussions with applicants in advance of the full call deadline;
- to inform development conversations in order to ensure proposals remain within the scope of the call;

Requirements

Design of the Centre: you should outline the broad proposed design for the Centre, including the model for delivery and management structure (including who will lead the Centre and the main collaborating HEIs, and other partners).

Partnerships: you should outline the broad strategy of the Centre to draw in expertise and work with partners beyond those to be costed within the proposal.

Leverage funding – known and planned: successful applicants will be expected to leverage an additional 33.3 per cent funding; this could be through cash and in-kind funding. You will need to outline your strategies for sourcing funds should you be successful.

How to apply

All applicants to the Policy and Evidence Centre scheme are required to complete a statement of intent in order to be eligible for the Stage 1 application. Completed statements of intent should be submitted via Smartsurvey by Monday 11th December 2017 at 4pm. You can access the form [here](#). Any queries regarding the statement of intent should be directed to creative@ahrc.ac.uk.

21. Annex 3

Equal opportunities statement

To view the AHRC's equal opportunities statement, visit our [website](#).