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Key points

1. Over the next spending period the AHRC will develop its role as a strategic investor in research, focussing its resources to generate excellent research and training and stimulate partnerships across disciplines, providers, agencies and countries.

2. The Delivery Plan for 2011-15 recognises the more severe economic circumstances of the forthcoming period and the need to use research investment strategically for maximum benefit. The Plan has evolved from that for the last spending review period and has three major aims:

   • To support arts and humanities research of the very highest quality and to ensure that strategic capability in arts and humanities disciplines is sustained;

   • To focus resources in order to obtain the greatest efficiencies and best value for money;

   • To deliver maximum benefits for society and the economy by leading the strategic stimulus of research and knowledge exchange, supporting the creative economy to stimulate growth, and by contributing to the improvement of wellbeing and public services especially in relation to communities.

3. Judged by quality, proportion of global output and return on investment, arts and humanities research in the UK is internationally pre-eminent. The AHRC is committed to funding researchers to enhance the excellence of this achievement across the range of the disciplines within its remit. We will:

   • Award longer and larger grants to proven centres of excellence in a number of HEIs, and promote consortia arrangements to support talent across the board and develop collaborative critical mass;

   • Invest in the development of individuals and projects at all levels from postgraduates, through early career researchers, to projects of exceptional scope and importance through the award of Fellowships;

   • Implement the new thematic programmes on which the AHRC has consulted over an extended period to stimulate discipline-crossing research and respond to changing methodologies and opportunities;

   • Sustain key areas of strategic national need (for example in modern languages) through these measures and through additional support as indicated below.

4. The AHRC’s new thematic programmes – Digital Transformations, Translating Cultures, Care for the Future and Science in Culture, as well as the Connected Communities programme delivered in collaboration with other Research Councils – will receive enhanced support. They reflect the ways in which modern research is changing with the impact of new technologies, the rise of cross-disciplinary work, the increase in international and multi-agency funding, and the growing interaction between HEIs, non-academic partners and the general public. The programmes will develop interdisciplinary research, cross-institutional partnerships and engagement between with private, public and voluntary sector organisations that use this research.

5. We will continue to invest around a third of our resource to support postgraduate research and training and develop our provision in line with the principles established in the Block Grant Partnership (BGP) to maintain disciplinary capability. We will focus on centres of excellence and high-quality institutional consortia. The latter will ensure sustained support for strategically important areas where current provision is dispersed. This will pool expertise, make best use of potential and deliver efficiencies. We will support the development of researchers in all phases of their careers, particularly those at an early stage. The AHRC strongly endorses the UK ‘Concordat to Support the Career Development of Researchers’ (2010).¹

6. The AHRC will deepen its contribution to cross-Council programmes addressing the RCUK ‘Grand Challenges’. Among these we will prioritise Digital Economy and Living with Environmental Change alongside Connected Communities. We are also aware of the importance of our contribution to Global Uncertainties, particularly the research we fund on ideologies and beliefs, the strand on which we lead.

¹ http://www.researchconcordat.ac.uk/
7. The AHRC will embed the stimulus towards impact across all of its activities. In particular, we will implement a new strategy for knowledge exchange and economic impact focusing on the creative economy. The UK’s creative economy – embracing the multiple sectors of the creative industries and the public infrastructure of museums, galleries, libraries, orchestras, theatres and the like – is large, exceptionally dynamic and of growing importance both socially and economically. Through a revised strategy for knowledge exchange, we will create a number of (provisionally-named) Creative Economy ‘hubs’ coordinated at national level. Their purpose will be to develop research in partnership with the creative and cultural sectors including both commercial and public partners. Through the ‘hubs’, and by direct means, we will develop sustainable partnerships with private sector enterprises and enhance our collaborations with public bodies such as the BBC, the British Library and British Museum mindful of the synergies between these and the commercial sector.

8. Arts and humanities research brings major social benefits in, for example, the maintenance of heritage and the development of wellbeing and citizenship. We will prioritise heritage research including leading on this in Europe, and we will launch new initiatives in medical humanities and research on the role of culture in wellbeing. A major thread of activity over the next period will be focused on communities. We will work alongside key government departments to assist in developing improved public services and evidence-based policymaking in areas such as medical and professional ethics, public values and the lessons learnt from history.

9. The AHRC will continue its leadership in Europe and develop its engagements with leading American funders to support research in core areas. As a new step we will also prioritise our work in South Asia. In addition, to reflect the global nature of culture and creativity as well as research, we will seek to facilitate interaction with the creative and cultural economy internationally. The AHRC is mindful of the important role of culture in diplomacy and in establishing authority in the UK’s overseas relationships. We will continue to support research that generates knowledge of the important languages and complex cultures of the parts of the world with which the UK is strategically engaged.

10. The research sector faces major challenges over the coming period in the context of reduced resource. Sustaining quality and volume of output will require efficiencies, prioritisation and new methods. This Plan outlines the steps the AHRC will take to maximise the use of its resources with respect to the following. We will:

- Manage demand so that resource is used to maximum advantage for researchers, HEIs and the AHRC.

- Focus on excellence and critical mass allowing increased autonomy through longer and larger awards thus extending the principles behind the BGP into other domains.

- Ensure complementarity with other funders, particularly the support offered in HEIs through Quality of Research funding, and by the British Academy (BA), to ensure provision for all stages and modes of research. With the funding councils, we will seek to ensure the continuing health of key disciplines through a period of change.

- Scrutinise administrative systems to realise efficient and fair processes, using new techniques to award funding on a strategic basis (e.g. ‘sandpit-style’ events). We will employ robust evaluation to ensure we are delivering both programmes and peer review effectively.

- Work in partnership with the other Research Councils and the Shared Services Centre to deliver significant collective savings and benefits in back-office functions.
Section 1: Introduction
Understanding the fabric of our history, culture and body of ideas – researching, interpreting and communicating it – helps us to understand who we are and who we want to be. Research in the arts and humanities reworks these legacies, including those of other cultures that bear upon ours and the international context in which we have developed, and transmits the whole across the generations. The skills and abilities of arts and humanities researchers refresh and maintain our understanding of the world and the power of our thinking. An engagement with our history, with cultural development over time and in diverse circumstances, and with values and critical thinking are among the attributes vital to a vigorous democracy. They illustrate the importance, power and authority of the arts and humanities in our lives.

Research funded by the AHRC maintains this life blood. It provides specific knowledge of many areas including rights and values and the way we sustain our tangible and intangible heritage. It provides expert background to our global engagements, especially in parts of the world where common knowledge understands little of local culture, history and way of life. And, as described later – especially in Section 3 – it has extensive economic and societal impact.

The AHRC’s support of research is complementary to that of the BA and the charitable sector. The AHRC and the BA have different remits: the Academy does not support the arts, for example, and its brief includes social science. Nonetheless our support over the next period will be integrated and complementary. Broadly speaking, the AHRC supports postgraduate research and training, whilst the BA provides post-doctoral awards. Both organisations offer Fellowships and are attentive in different ways to early- and mid-career needs. We have jointly examined the whole-career life cycle of humanities researchers to ensure provision neither overlaps nor leaves gaps. Distinctive in the AHRC provision are: the strategic themes, the explicit support of inter-disciplinary (including cross-Council) work, the stimulus of economic and societal impact, and incentives for collaborative research. The two bodies will continue to work closely together to integrate provision and jointly-fund activities when appropriate (e.g. the BA Policy Centre – also with ESRC). The AHRC will allocate the majority of its Fellowships to areas of strategic priority and national capability (e.g. languages, digital humanities, creative economy, heritage, and interdisciplinary research with science subjects) and to deliver research of exceptional scale and importance. (The AHRC, British Academy and the ESRC simultaneously publish a joint statement on provision – www.ahrc.ac.uk/About/Policy/Documents/Jointagreement2010.pdf)

The AHRC also appreciates the importance of not duplicating provision under ‘dual support’. There will be clear distinction, in areas such as research leave, of the difference between the support provided through QR allocations (usually in the form of sabbaticals) and that provided by AHRC Fellowships which, as above, will target strategic priorities and research of exceptional scale and importance.

The AHRC will liaise with the funding councils on matters of shared interest, especially the development of the REF and the need to sustain strategically important capability. In particular, we have concerns in the area of Modern Languages, art and design and heritage management. The AHRC
and the funding councils will continue to hold periodic developmental meetings especially in view of the historically close fit in the arts and humanities between research and teaching.

1.7 Section 2 of this plan details the priorities for the development of arts and humanities research over the next period, while Section 3 describes a new approach to leading enhanced benefit and impact. A number of overall points are worth noting:

- The AHRC will direct support to areas of strategic priority and to sustain capability.

- The AHRC will progressively concentrate resource through the award of fewer, longer and larger grants based on established excellence, innovation and critical mass. Awards under thematic programmes will require leadership from such centres; BGPs for PG research and training will require critical mass as well as an established record; the development of Creative Economy ‘hubs’ (see Section 3) will allow HEIs with strong records of knowledge exchange to focus and specialise.

- The development of consortia will provide opportunities for the research to draw from distinctive excellence in all institutions and generate new modes of collaborative working.

- The AHRC will incentivise and organise partnership working between organisations inside and outside the academy, especially to enhance impact.

- The Fellowship scheme will be further developed. Fellowships will be used for particular purposes as above and to develop research leadership skills, collaboration (where appropriate) and early-career support.

- With a reduced number of funded institutions, the AHRC will work more closely with these on issues such as demand management, collaborative working and the enhancement of impact.

- We will continue to use the recently-introduced mechanism of ‘commissioned research’ to provide further investment in areas of strategic or emerging importance in the form of, for example, scoping studies or intelligence gathering; to stimulate innovative approaches and new methods (e.g. in interdisciplinary research); and to sponsor partnership working and stimulate impact.

1.8 The AHRC’s international priorities will focus on:

- Extending our engagement in European arts and humanities research through continued leadership of the Humanities in the European Research Area (HERA), the new Joint Programme Initiative (JPI) in Cultural Heritage, and extending a strong record of leveraged funding;

- Accelerating the AHRC’s involvement in North American research, with a greater focus on (1) partnership funding of projects and policy development with the US National Science Foundation (NSF) and National Endowment for the Humanities (NEH) and the Canadian Social Sciences and Humanities Research Council (SSHRC); (2) the development of new work with the US National Institutes of Health (NIH) on medical humanities; and (3) the extension of the successful Library of Congress scheme to other institutions and to early career researchers.

- Exploring the natural opportunities that arise from a shared history, elements of a shared culture and increasingly shared population by focussing on India and South Asia will be the main focus for new development over the next period. There are, in addition, as with the US, opportunities to be developed in the creative industries (especially film). In engaging with India, the AHRC is aware of the value of a multi-agency approach, as for example in its concordat with the British Library, and the need to work with the RCUK office and the Indian Research Network, including the Department for International Development (DFID).
Section 2: Research and training priorities
2.1 The AHRC's priorities for the research and training for which it has lead responsibility

2.1.1 We will continue to develop research in areas of UK strength and international leadership across the arts and humanities portfolio. We will concentrate our support on excellent research which has transformative potential, fosters cross-disciplinary working inside and outside the arts and humanities, and engages researchers with partners outside the academy. Through highlight notices, follow-on funds and greater encouragement of ‘pathways to impact’, the AHRC will accelerate the realisation of the value and benefit of research in all core areas. Specifically we will:

• Support research that provides deep understanding of the history, intellectual development and creative output of our own heritage and those of countries with which we engage diplomatically, culturally and economically.

• Encourage research that provides a better-informed approach to communications with partner and competitor nations and with the UK’s own multi-cultural communities. This will help ensure that the UK sustains its place in a globalised world.

• Build on the successes of previous projects in which arts and humanities research influences public policy and community cohesion, ethical challenges and debates about human rights. Research in these fields has explored areas such as religion and youth, the ways we use logic to tackle problems, ethical dilemmas in decision making, the lessons of the past and of war and conflict, and fundamental issues such as tolerance, trust in public life, belief and conflict.

• Support research that preserves and refreshes the creative arts traditions for which Britain and its diasporic communities are celebrated internationally, and which underpins the UK’s capacity for innovation in fields such as design, new media and digital technology.

• Build capacity in endangered areas of heritage science and enhance the role of culture in economic regeneration by working in partnership with the UK’s world-leading cultural institutions.

The outcomes and benefits of this research extends from underpinning outstanding exhibitions of art and history, attracting both domestic and international visitors, to providing techniques used in forensic archaeology (e.g. identifying victims in mass graves). We will support projects that help build a stronger understanding of the past and a deeper connection with local, national and international heritage.

2.1.2 The AHRC will further develop its BGP funding model to support postgraduate research and training. We will make fewer awards and focus on centres of excellence where training and facilities are of the highest quality. So as not to lose capacity, the AHRC will encourage collaboration among institutions. The AHRC will no longer support an open competition for studentships. We will refocus our PG support on doctoral provision and, through the BGPs, support Masters only as part of a programme leading to doctoral awards. We will increase our expectation that PG training stimulates knowledge exchange and the interaction between postgraduate research and non-academic agencies for all students. We will re focus any project-based studentships to address priorities (e.g. language-based area studies).

2.1.3 The AHRC will develop its Fellowship scheme as indicated above (paras. 1.5–1.7). In addition to supporting research in priority areas and projects of exceptional scale and importance, the new scheme will stimulate leadership development for early- and mid-career researchers.

2.1.4 The AHRC will promote and further develop opportunities for postgraduates and early career researchers to gain experience outside their core disciplines, outside Higher Education and outside the UK, building on the success of its Collaborative Doctoral Awards and Library of Congress scheme, and by developing additional international partnerships especially in North America and Asia.

2.1.5 We remain committed to the development of early career researchers, to develop their skills, benefit the wider economy, and to ensure the continuing pipeline of excellent researchers. In this Delivery Plan Period we will:

• Continue to support the implementation of the ‘Concordat to Support the Career Development of Researchers’;
• Continue to provide tailored support for ECRs through, for example, ECR Fellowships;

• Work across RCUK and with other partners to ensure continuity of training investment after the end of ‘Roberts’ funding through the embedding of skills development within normal business;

• Work with universities to ensure a better understanding of our expectations for researcher development;

• Enable mobility between sectors, including the private, public and voluntary sectors.

2.2 National Capability and Health of Disciplines

2.2.1 With reduced funding, we will prioritise sustaining national capability in key areas. We will work with the Funding Councils to ensure that we are aware of any loss of capacity in core areas, and will intervene if we feel that national capability is endangered. We will ensure capacity is maintained in domains shared with other Research Councils (e.g. Archaeology, Design, Law, Modern Languages and Politics). We will also liaise with Independent Research Organisations (IROs), Skillset and businesses on skills development and knowledge exchange in key domains of the creative economy.

2.2.2 We will allocate specific funds towards three areas of current strategic need:

• Modern Languages: we will work with ESRC, Funding Councils, and other parties (including HEIs, learned societies and key users) to build on the success of the Language Based Area Studies (LBAS) centres (which focus on Eastern Europe, Asia and the Middle East). We will also use our Translating Cultures thematic funding and targeted Fellowships for these and western European languages. Our leadership in HERA includes both the current Joint Research Programmes on Cultural Dynamics and Creativity and Innovation, and a new programme on Cultural Encounters, modelled on AHRC’s Translating Cultures.

• Design: we will work with the Design Council and key business users (especially through the Connected Communities programme) to target support for design for social purposes (e.g. against crime) and commercialisation. Research in Design and Environment discovers ways to stimulate desired behaviours (e.g. facilitating neighbourly and community interaction) and avoid the undesirable (e.g. crime). AHRC will build on the outcomes of its earlier Design in the 21st-century programme (funded jointly with EPSRC), the ‘Design against Crime’ initiative and a joint project on residential wellbeing developed with the (now disestablished) Commission for Architecture and the Built Environment (CABE).

• Heritage: building on the Science and Heritage programme, we will continue to work with partners in Europe and elsewhere (e.g. India), with EPSRC and IROs to develop co-funding opportunities where possible and ensure that findings are communicated widely and effectively to public audiences to enhance impact and encourage economic benefit.

In each of these areas, we will offer BGP and Fellowships to build capacity.

2.2.3 To enhance strategic support for vital so-called ‘minority’ languages (i.e. those largely outside the current, largely western European, provision), the AHRC will allocate £675k per annum additionally to the measures noted above. This money will develop the successful LBAS initiative (see para. 2.2.2 above) into a second phase. Originally funded for five years by two Research Councils and two funding councils, and required to become self-sustaining, the five Centres were developed to build capacity in areas of particular strategic importance (the Arabic-speaking world, China, Japan, Russia and Central and Eastern Europe). Phase 2 funding will focus on realising the benefits of the work the Centres have done. We do not anticipate funding the Centres on the same basis as currently, nor making a significant contribution to the maintenance or extension of infrastructure. Instead, the additional resource will be used (subject to satisfactory proposals) to enhance impact and we will seek to secure additional contributions from partner bodies including current funders and host HEIs.

We will encourage Centres that have overlapping areas of expertise to collaborate where appropriate and do not necessarily anticipate funding all of the current Centres separately. In terms of future developments, the AHRC will explore the potential for further centres focusing on South Asian
(especially Indian) languages and Brazilian Portuguese. We will use the new BGP-2 scheme to focus on these new areas to develop capacity at postgraduate level as a first step.

2.3 Cross-Council and multidisciplinary priorities

2.3.1 The AHRC undertakes to continue its commitment to RCUK’s cross-Council activities and programmes, and to enhance its commitment in some areas. Our highest priorities are Connected Communities and the cross-Council programmes in Digital Economy and Living with Environmental Change (LWEC) in that order. We will also offer targeted support to Global Uncertainties and Lifelong Health and Wellbeing using highlight notices and other methods to generate relevant research from our core programmes. Amongst the six RCUK cross-Council ‘Challenge’ programmes, it is in these four, plus Connected Communities, that AHRC can have most significant impact.

2.3.2 Our contribution to cross-Council programmes will in part be delivered through the AHRC’s four new priority themes: Care for the Future, Translating Cultures, Digital Transformations and Science in Culture. The choice of these themes – which has followed very extensive consultation – reflects the changing nature of the research domain (e.g. in technology); key priorities for impact (e.g. in heritage management); the enhancement of national capability (e.g. in cross-cultural communication and languages); and the need to investigate the relationship between natural science and the arts and humanities.

2.4 Connected Communities

2.4.1 This new programme is led by the AHRC in partnership with EPSRC, ESRC, MRC, NERC and a range of external partners (e.g. Department of Communities and Local Government [DCLG] and the Royal Society of Arts [RSA]). All were involved in the June 2010 inaugurating summit and are participating in the cross-disciplinary projects that ensued. The programme will be delivered over the spending period as a multi-agency collaboration building on the ‘connected’ engagements of the arts and humanities research base with communities and local organisations.

2.4.2 There is increasing recognition of the central role that communities play in tackling social challenges in the co-delivery of services and the prosperity of local economies to sustain quality of life. Research is essential to understanding communities as complex, diverse and changing entities and the forces and values that shape their evolution. Within this broad portfolio, arts and humanities research will, for example, contribute to knowledge of the role of beliefs and cultural and creative activities in community life. Overall, the programme will coordinate research across the Research Councils to empower communities for sustainable development, active citizenship, economic regeneration, social cohesion and wellbeing.

2.4.3 Key priorities over the Spending Review period are to support cross-disciplinary research in partnership with government departments, devolved assemblies, local government and the charitable and voluntary sector, as well as with communities themselves. This research will address key challenges such as: the potential of the creative economy to stimulate community prosperity; the role of changing civic values and community cultures in fostering community cohesion; the relationship between community values and problems such as crime, anti-social behaviour, and low social mobility and educational participation; and ways to increase community participation, engagement and self-reliance.

2.4.4 Connected Communities will enable the AHRC to contribute to the government’s initiatives on localism and the ‘Big Society’ in the following areas:

- **Broadcasting and new virtual communities**: the influence of media – including local media – on issues such as dissemination of information and the enablement of community activity is clearly relevant, as are the ways in which communities are constituted through virtual means.

- **Regeneration through Arts and Culture**: the AHRC was a major partner (with the Department of Culture, Media and Sport [DCMS] and the European Commission) in researching the impact of ‘Liverpool 08’ (European City of Culture), and we will continue to work in this area in Liverpool and elsewhere (e.g. seaside towns; the new V&A in Dundee; the 2012 Cultural Olympiad; and Derry-Londonderry UK City of Culture 2013). This is directly related to the AHRC work on the Creative Economy.
• **Heritage, museums, libraries, theatres, and galleries:** these can be crucial not only for their economic impact (including regeneration projects) but also as a focus and means for community activity. Theatre and creative writing or archaeological and local history, for instance, can be agents in drawing people together and understanding shared identities and values.

• **Values and concepts:** recent speeches on the 'Big Society' have made use of key behavioural or evaluative concepts that can be difficult to pin-down such as fairness, engagement, responsibility, mutuality, individualism, selfishness. In addition key related ideas are frequently used by proponents: liberty, trust, civility, justice, citizenship and common interest. Research clarifies and contextualises these.

• **History:** communities are historically-specific entities which thrive or decline as conditions and circumstances change. Understanding why societies change and how, inevitably, communities and individuals are caught between values as they do so must be central to the project. An example of a key issue for investigation might be the evolution of civic institutions mediating between the citizen and the state and the role of these institutions in developing (or frustrating) engagement (e.g. schools, churches, GP practices, the voluntary sector).

• **Faith, Multiculturalism and diasporic communities:** our communities are changing in very obvious ways that we barely understand despite familiarity. The impact of migration, the conflict around faith, the power of new technologies to provide ways of understanding (or mechanisms for terrorist organisation) – these are major issues. We are increasingly aware of different modes of life, but often we know little about them. How can research help us understand differences in history, culture and outlook?

• **Generations:** we face the certain prospect of an ageing population and a tilting of the demographic balance. How the youngest and the older parts of our community relate to each other will be an important issue in national life in coming years and will involve major issues such as the cross-generational transmission of knowledge, skills and traditions. There is a growing research literature that indicates a correlation between cultural participation and both longevity and subjective assessments of well-being amongst older people.\(^2\) The AHRC is working with DCMS and ESRC on understanding the role of cultural participation in such sequences.

2.4.5 Research reviews and scoping studies for Connected Communities are underway. We will use summits and ‘sandpits’ as well as calls for Collaborative Doctoral Awards, research networks and Fellowships to develop research teams across disciplines with external partners in the public, private and third sectors. This will ensure communities are engaged and the research is developed ‘on the ground’.

2.5 **Digital Economy**

2.5.1 The Digital Economy (DE) programme is already established with contributions from the AHRC on Salford Media City and design in the digital age, for example. Our main contribution during the next period will come through the Digital Transformations priority theme, the Centre for Copyright and New Business Models (see below), and through continued work with Salford Media City and the Digital Economy Hubs focusing particularly on the communities and culture theme in the DE programme and interacting with Connected Communities. There are also synergies with the AHRC’s new strategy on the Creative Economy.

2.5.2 During the next SR period, the AHRC will establish and lead a new centre for **Copyright and New Business Models** with several partners (EPSRC, ESRC, IPO, NESTA and TSB). There is consensus across these agencies, leading researchers and business leaders, that issues such as rights management, the legal framework for copyright, and the revision of conventional business models produced by the global reach of the digital revolution will demand new kinds of research and new collaborative cross-disciplinary and cross-sectoral enquiry. The intention is to develop a centre responsive to these digitally-led challenges. This will embrace key areas of arts and humanities research such as content creation, copyright law, archive and heritage management,

\(^2\) Yun Wong and Marianne Law, DCMS and the Ageing Population – Opportunities and Risks for Our Sectors, an evidence-based strategic narrative (DCMS Evidence and Analysis Unit, 2010).
the historical context of legal and regulatory frameworks, and the impact of publicly-disseminated information, as well as issues to do with open access, democratic decision making and free speech. This will integrate with several areas of existing activity, most notably the Digital Transformations theme and the Creative Economy strategy.

2.5.3 Digitisation transforms methods of interpreting and exploiting new knowledge and creative possibilities in the arts and humanities. Perspectives on modes of reproduction and dissemination, and the ways in which society communicates and uses information will be crucial to understanding the potential, scope, limits and impacts of digital technologies. This will engage a broad range of partners among, e.g., theatre companies, national institutions, galleries, publishing, law, and media companies.

2.5.4 Through calls under the Digital Transformations theme, we will exploit the potential of digital technologies to transform research in the arts and humanities in methodology and cross-disciplinary thinking. Digital innovation, the online revolution, the potential for an ‘infinite archive’ and associated changes are transforming the way people and organisations interact. They also raise complex ethical and social issues around responsibility, identity, privacy and data security.

2.5.5 We will internationalise this work through several routes: (1) In India through a collaborative venture on Digital Knowledge Exchange with the British Library and Indian researchers and cultural institutions; (2) through involvement in the UK/US/Canadian/Dutch programme on ‘Digging into Data’; (3) through exploration of further research collaboration, especially in Asia where there is a strong interest in the arts and humanities element of the digital economy.

2.6 Living with Environmental Change (LWEC)

Building on the work we have funded in our Landscape and Environment and Science and Heritage programmes, our core contribution to LWEC will come through the Care for the Future theme, developing work on environmental values, rights, responsibilities, justice and intergenerational equity in exploiting natural resources, mitigating and adapting to future environmental change and conserving our cultural heritage. Linking with the Connected Communities programme, we will support further research on engaging communities through culture to promote sustainable behaviour. We will deepen our international collaboration in this area through the European Joint Programming Initiative on Cultural Heritage and Global Change.

2.7 Global Uncertainties

Our contribution to Global Uncertainties will largely be through our Translating Cultures theme. The need for diverse cultures to understand and communicate with each other is greater than ever, and translation in its widest sense is an essential tool to ensure that languages, values, beliefs, histories and narratives can be shared and understood. These issues have considerable policy relevance culturally, linguistically and ethnically at home and abroad, and underpin the security focus of Global Uncertainties.

We need diplomats, charitable organisations, senior military officials and businesses who engage sensitively in a complex global environment.

We will support research that informs knowledge of strategically significant parts of the world, and helps us engage with our European neighbours in government, business and cultural matters. Furthermore, the global significance of the UK creative economy—including institutions such as the BBC and the forthcoming Cultural Olympiad—requires informed engagement with cultural diversity.

We will enable researchers to engage with government departments and agencies (including the Home Office, the Cabinet Office and the Foresight Programme) as well as with local authorities, voluntary, minority and other community groups, the private sector, the museum, archive, library and heritage sectors, and the professions to increase understanding of future needs, the role of history and tradition, issues of risk, resilience and public controversy, and the cultural context of attitudes and behaviour.

2.8 Lifelong Health and Wellbeing

Building on our contribution to the New Dynamics of Ageing programme, new research in the Science in Culture theme (see below) will include the medical humanities, the role of culture and participation in cultural activities in mental and physical wellbeing.
(including the role of cultural values, rights, religions and systems of belief), and the legal, ethical and public policy issues associated with some areas of medicine and health technology. This includes capacity building work in the area of health and wellbeing which we are conducting in partnership with the Scottish Funding Council and NIH in the US. Linking with the Connected Communities Programme, we will contribute to exploring the roles of communities in providing care for vulnerable groups.

2.9 **Science in Culture—supporting interdisciplinary research with STEM subjects**

This new AHRC theme will enhance cross-disciplinary understanding. Research on historical, cultural, legal and ethical context is critical for the future development of many leading areas of science and the policy debates and controversies that can surround them. It contributes to our understanding of the nature, value and limits of scientific knowledge, and the role of imagination, argumentation, creativity and discovery in scientific enquiry. Research will also examine the complex ethical and regulatory issues raised by some applied technology.

The AHRC has already developed work in this area through projects with the EPSRC (on robotics), the Royal Society (on neuroscience and the criminal justice system), the Scottish Funding Council (on medical humanities), and BBSRC (on the design of visually complex data sets).

2.10 **Other government research and development initiatives**

2.10.1 **Government Departments**

We will contribute to public services and policy, collaborating with other government departments and their sponsored agencies, the Devolved Administrations and local government to assist with evidence based policymaking. We will focus on issues such as the ‘Big Society’, localism and cohesion (with DCLG and local government), national security (with the Security Services), cultural diplomacy (with the BBC World Service and British Council), civil liberties (with the Home Office), medical humanities and bioethics (with Scottish Funding Council and Department of Health), cultural policy, wellbeing and the ageing population (with DCMS and the Devolved Administrations), and human rights (with the Ministry of Justice [MoJ], Foreign and Commonwealth Office [FCO] and the UK Parliament).

2.10.2 **Technology Strategy Board (TSB)**

The AHRC will continue to work with the TSB to develop research in the creative economy and knowledge exchange. This will pool endeavour, share expertise and add resource.

- **Creative Economy:** we will identify opportunities to work with TSB on our Creative Economy strategy, seek engagement by them in the ‘hubs’, and deepen our engagement with the TSB Creative Industries KT Network. We will also explore initiatives to work with TSB on creative entrepreneurship.

- **Digital Economy:** this includes the Centre of Copyright and New Business Models (see 2.5.2 above: AHRC’s commitment to this is £2M over the spending period), the existing DE hubs, and areas of mutual interest in the Assisted Living Innovation Platform, especially research in design and ethics in delivering technological solutions for improved quality of life and wellbeing.

- **KTPs:** we are currently the second largest Research Council sponsor of KTPs and will develop this portfolio.

2.11 **Spending Profile**

2.11.1 Like most government departments and agencies, the AHRC will operate with significant real-terms reduced resource over the next spending period. We will ensure that administrative and efficiency savings make available the maximum amount of funding for research. Nonetheless we need to prioritise resources, reduce allocations in some areas and cease spending in some. Savings will be reallocated to support other areas of research, knowledge exchange and postgraduate training.

- **Closure of the Creative and Performing Arts Fellowships, Research Grants Practice-led & Applied Route, KT Fellowships and Catalyst Schemes;**


• Scheduled ending of the following centres and programmes during the CSR period: Landscape and Environment; Diasporas, Migration and Identity; Beyond Text; Design in the 21st Century; Religion and Society; Science and Heritage; Centre for the Evolution of Cultural Diversity; Centre for Law, Gender and Sexuality; Centre for Scottish and Irish Studies; the Archaeology Data Service; Centre for Studies in Intellectual Property; the Museums and Galleries Research Programme; and EUROBABEL.

• We will make some reductions to postgraduate funding in line with the overall settlement including withdrawal from stand-alone Masters (though we will allow increased flexibility for 1+3 doctoral support under BGP).

2.12 Focusing on Excellence

2.12.1 Of late, and in line with developments across all the Research Councils, the AHRC has made awards to fewer institutions and in larger amounts using mechanisms such as the BGP in postgraduate funding. In research awards, currently 39% of funding (excluding PG) is held by 10 institutions, 60% by 20, and 75% by 30. (Factoring in PG funding increases the concentration because research and PG activity are strongly correlated.) Nonetheless AHRC makes awards of relatively small amounts to a significant number of other institutions. (Over the current spending period, the AHRC has made awards in one form or another to over 80 institutions.) It is therefore appropriate to look at the overall distribution and at how effective focus might be achieved given the real-terms reduction in funding and the relatively high cost of processing small awards. In making these adjustments, we will ensure that specialist providers continue to be supported in strategically important areas and that excellent researchers have the opportunity to bid for funding through partnership consortia.

2.12.2 The following approaches to this issue have diverse aims but are intended to produce a more effective focus of resource.

• Make longer and larger awards to fewer institutions: strategic awards will require leadership as well as excellence in relevant specialist areas.

• Through these awards, development of the BGP scheme and other means, we will encourage the development of consortia to give opportunities to excellent researchers everywhere, create critical mass (e.g. in ‘minority’ modern languages), develop leadership capacity and experience, and engage non-HEIs in the research process.

• Use the Creative Economy ‘hubs’ to ensure that relevant talent and expertise continues to be supported at effective levels, and to enable partnerships with more experienced research leaders.

• Preserve capability in areas of strategic importance (e.g. Design) occurring in institutions conventionally outside those receiving larger amounts of funding (e.g. schools of art or music).
Section 3: Economic, societal and cultural impact
3.1 Arts and humanities research has economic, societal and cultural impact in a number of ways: direct economic impact through, for example, commercialisation of research outputs; indirect economic impact through the maintenance and enhancement of heritage and culture and the intake of a large number of overseas students; impact on society through research-informed policy development and improvement to public services; impact on culture through contributions to the cultural infrastructure; and impact on public understanding, engagement and wellbeing of broad and various kinds.

3.2 Up to now, mechanisms for enabling impact have been diverse. We will continue to promote the impact of the research we support across the full range by developing 'pathways to impact', the provision of 'follow-on' funding to develop opportunities, and other means including commissioned research. But during the next spending period the AHRC will take a more focused and developmental approach to stimulating and increasing impact.

3.3 The AHRC recognises that developing the societal and economic impact of arts and humanities research is a complex matter and will involve careful preparation and the need to work with researchers and HEIs to build awareness, methods and opportunities. We will undertake to do this over the next spending period by, for example, working with HEIs on training, spreading good practice, building partnerships and opportunities with the private and public sectors, and working with the funding councils to align proposals with those in the REF.3 There is much to build on. An AHRC-commissioned report by the Cambridge Business Research, based on interviews with 21,000 researchers and research users, indicates that arts and humanities researchers already engage in some areas (e.g. with communities) more than any other disciplinary domain, and that a third of them work with the private sector.4

3.4 Over the next spending period, the AHRC will focus the main thrust of its impact strategy on the Creative Economy5, coordinating activities through the network of ‘hubs’ as described below. Located in HEIs, these will be developed in partnership with non-academic organisations in both the private and the public sectors.

3.5 Why the Creative Economy? It is an increasingly strong and forward-looking part of the national economy in the UK. Relative to GDP, the UK has probably the largest creative sector in the world.6 The creative industries account for over 6% of the overall economy, contributing around £600Bn per annum with exports accounting for around £108bn. With average growth of 6% per annum between 1997 and 2005, the creative industries are growing twice as fast as the economy as a whole. In most British cities they account for between 2-8% of the workforce, and in London in 2005 680,000 people were employed in creative industries, accounting for 15% of the workforce and a turnover of £25-298bn.7 There is also a body of evidence indicating that significant developments in the relationship between HEIs and the creative industries occur when there are sectoral or local clusters of activity to build ready synergy (e.g. Brighton, Dundee, London, Salford, the ‘South-West Corridor’); when there is a high level of interdisciplinary interaction (e.g. between designers and computer engineers); and when there is well-targeted brokerage and investment by regional bodies, Research Councils and HEIs.8 This argues for focus and concentration of resource.

3.6 The AHRC will deploy the majority of its Knowledge Exchange budget to establishing centres or ‘hubs’ for knowledge exchange in the creative and cultural industries. These will be developed in collaboration with industry leaders, TSB, Skillset, the new LEPs (Local Enterprise Partnerships) and others as appropriate. They will be centred on

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3 Other mechanisms include: greater developmental use of the ‘pathways to impact’ statements, a significantly more prominent role for impact planning in the award of strategic funding (e.g. through ‘sandpits’); enhancement of postgraduate and early career training in impact, communication and working in different environments through the BGP and other means (such as the AHRC’s collaboration with the BBC on ‘Next Generation Thinkers’); building on the success of the AHRC’s Collaborative Doctoral Awards; the strategic use of impact and policy fellowships; and dissemination by the Creative Economy ‘hubs’.4

4 Alan Hughes and Michael Kitson, with Anna Bullock and Isabel Milner, Knowledge Exchange between Arts and Humanities and the Private, Public and Third Sectors. A comparative perspective (Centre for Business Research, University of Cambridge, forthcoming March 2011).

5 The AHRC’s working definition of the Creative Economy is to be found in the opening Key Points.

6 Work Foundation, Staying ahead: the economic performance of the creative industries (UK: DCMS 2007) 16

7 Figures quoted from Chris Atton et al., Creative Futures: Building the Creative Economy through Universities (Edinburgh, Million+, 2008) 8-9.

particular HEIs, will operate on a consortium basis, and be established by application and competition in relevant centres of appropriate excellence in arts and humanities research. They will be charged with developing programmes with a sectoral emphasis in the Creative Economy and stimulating joint ventures. Leveraging funding will be an essential requirement. We will also establish an overall coordinating function with a national remit. We have commissioned two scoping projects to investigate business needs in order to ensure integration.

3.7 In addition to their primary functions the ‘hubs’ will offer best practice models for KE work more widely and lift its reputation; capitalise on the expertise of institutions with specialist remits which may not have conventional research portfolios; enable other institutions with less-developed expertise in these areas to contribute under the consortium model; and act as a focus to integrate KE activity with other AHRC and EPSRC programmes (e.g. Centre for Copyright and New Business Models). Through the ‘hubs’ and by other means, AHRC has set a target of establishing 30 sustainable partnerships with significant private sector enterprises over the spending period. These will include corporate partners with whom we already collaborate (e.g. BBC, BT).

3.8 Alongside these engagements with the commercial sector, we will continue to develop our partnerships with major public cultural institutions such as the Arts Council, British Library and British Museum bearing in mind the very close synergies between the private sector and public provision in the UK Creative Economy. Research funded by the AHRC feeds directly into the output of, amongst others, broadcasters, exhibition organisers, publishers, designers, performers, and heritage and museum professionals. The AHRC will continue to develop and showcase the feed-through from AHRC-funded research which informs and can create major art exhibitions and TV and radio broadcasts, for example.

3.9 The Creative Economy strategy will sit alongside other AHRC activity to enhance value in translating research into economic and societal impact. Cultural tourism is an organic and increasingly important part of the UK economy. A recent VisitBritain report highlights the attractions of British culture as follows: ‘It not only encompasses traditional culture such as visiting museums, music and theatre performances, galleries, cultural heritage etc., but also the way of life in a certain area including aspects of language, beliefs, cuisine, dress, customs etc and the products that arise from it.’

The report estimates that Britain’s culture and heritage attracts £4.58bn worth of spending by inbound visitors annually, equivalent to more than one-quarter of all spending by international visitors, and thereby underpins more than 100,000 jobs across the UK. The AHRC will continue to prioritise heritage development, promotion and management as well as research for public use in, for example, art and design, music and theatre. Meanwhile, the quality, scale, variety and reputation of the arts and humanities in the UK attract large numbers of overseas students bringing substantial economic benefits. The AHRC will continue to promote the benefits of UK as a destination for talented young researchers by enhancing the quality of research training and provision in major centres of excellence.

3.10 The broader societal impacts of arts and humanities research are considerable. The contribution of AHRC plans to the ‘Big Society’ agenda are described in Section 2, as are other public policy impacts. The AHRC will, with the ESRC, continue to support the British Academy Policy Centre, working on issues ranging from cultural heritage to family policy. The AHRC will also continue to develop appropriate methodologies for measuring and conceptualising the benefits of arts and humanities research, building on current work with the Home Office, DCMS, HEFCE/REF, HERA, individual projects such as Liverpool '08 and the National Coordinating Centre for Public Engagement.

9 (http://www.visitbritain.org/Images/Culture%20%26%20Heritage%20Profile%20Full_tcm139-184566.pdf)
10 A recent survey demonstrates that international undergraduate and postgraduate students perceive the UK as having a strong reputation for academic quality, with 95 percent rating the UK as an attractive or very attractive place to study based on criteria such as reputation of qualifications, and high quality teaching and research. (GraduateStudentPulse survey 2008, quoted in Million+, Universities and international higher education partnerships. Making a difference (2009) 17.) We can estimate that the 80,000 non-UK arts and humanities undergraduates and postgraduates studying in the UK in 2008 made a direct contribution to the economy of approximately £1 309bn: £621m in tuition fees and £688m in living expenses. (More recent figures are not yet available for non-UK students, so 2007/08 numbers are used with updated tuition fees and recommended living costs.)
It is often said that the primary resource for research impact is the researchers we train and develop. For instance, it is emblematic that an estimated 1 in 3 of all those working in the UK’s creative industries hold a postgraduate qualification.\(^{11}\) Through the Creative Economy strategy, initiatives such as Connected Communities, Care for the Future (for heritage) and the Digital Economy programme, as well as the measures described below, we will increase significantly the research interactions (including ‘people flow’) between HEIs and external users and co-developers of projects. The AHRC strongly supports RCUK’s strategy on ‘Impact through people’ and Principle 3 of the ‘Concordat to Support the Career Development of Researchers’ (‘Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.’).\(^{12}\)

The AHRC also strongly supports the principles and policies articulated in the ‘Concordat to Engage the Public with Research.’ (2010)\(^{13}\) In line with the Government’s ‘Big Society’ agenda, and taking into account the Government’s Science and Society policy to further co-ordinate activities aimed at engaging the public, the AHRC will continue to support the integrated programme of RCUK Public Engagement with Research activities and work with other Research Councils to develop joint measures. (The detailed RCUK programme for the Spending Review period will be finalised early in 2011.) Measures specific to the AHRC will include those referred to at 3.3-4 (and footnote) and 3.10 above.

\(^{11}\)Ball, L. et al. Creative Graduates, Creative Futures (London: Creative Graduates Creative Futures HE Partnership 2010).

\(^{12}\)http://www.researchconcordat.ac.uk/

Section 4: Resources
4.1 The AHRC will deliver the priorities outlined in its Plan by redistributing and re-focusing available resource. Careful decision making will be necessary and additional resource in one area will require reduced or discontinued investment elsewhere. The focus on key priorities in relation to the AHRC’s national role is therefore the main strategic driver.

4.2 The AHRC strongly supports moves towards further harmonisation across the Councils and achieving increased savings through shared services. An important context is the AHRC’s recent move to join the other Research Councils in Swindon. This enables increased opportunity for collaborative working, interdisciplinary synergy and a more prominent leadership role for the AHRC in RCUK.

From the point of view of this SR period, it has also been timely in allowing the AHRC to reshape the organisation.

4.3 The AHRC does not support any independent institutes or centres; nor does it make significant use of capital or large facilities.

4.4 Resource allocations for the four year CSR period are as follows:

4.5 Expenditure will be as follows over the CSR period:

<table>
<thead>
<tr>
<th>Resource</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation/Impairments (£m)</td>
<td>99.881</td>
<td>98.370</td>
<td>98.370</td>
<td>98.370</td>
<td>394.993</td>
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<tr>
<td>Capital (£m)</td>
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<td>0.165</td>
<td>0.152</td>
<td>0.151</td>
<td>0.638</td>
</tr>
</tbody>
</table>

Notes:
1. Administration figures have not yet been finalised.
2. Administration will include the costs of activities that either are or shortly will be delivered by RCUK SSC Ltd. Work is ongoing on how best to deliver the necessary administrative savings whilst minimising the impact on our service delivery. Until this has been completed, it is not possible to identify specifically the element of our administrative budgets that will be spent on the service we receive from RCUK SSC Ltd. This will be a key element of our ongoing administrative expenditure and as such will be subject to close scrutiny to ensure we receive maximum value for money.
3. Dedicated Knowledge Exchange allocation excludes knowledge exchange activities delivered under the strategic research and post-graduate training headings (e.g. those embedded in strategic research programmes and centres, commissioned research and collaborative training awards).
4. International funding excludes international collaborative activities delivered under the strategic research and post-graduate training headings (e.g. those embedded in strategic research programmes and centres and commissioned research).

4.5.1 The distribution of this funding can be displayed as follows. First, by type:

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Programmes</td>
<td>£m</td>
<td>%</td>
<td>£m</td>
<td>%</td>
</tr>
<tr>
<td>Strategic Themes</td>
<td>36.9</td>
<td>72</td>
<td>36.8</td>
<td>72</td>
</tr>
<tr>
<td>Commissioned Research</td>
<td>12.3</td>
<td>24</td>
<td>12.3</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>2.0</td>
<td>4</td>
<td>2.0</td>
<td>4</td>
</tr>
</tbody>
</table>

4.5.2 then by theme:

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Programmes</td>
<td>£m</td>
<td>%</td>
<td>£m</td>
<td>%</td>
</tr>
<tr>
<td>History, Thought &amp; Beliefs</td>
<td>11.9</td>
<td>24</td>
<td>11.9</td>
<td>24</td>
</tr>
<tr>
<td>Creative &amp; Performing Arts</td>
<td>7.8</td>
<td>15</td>
<td>7.8</td>
<td>15</td>
</tr>
<tr>
<td>Culture &amp; Heritage</td>
<td>7.8</td>
<td>15</td>
<td>7.8</td>
<td>15</td>
</tr>
<tr>
<td>Languages &amp; Literature</td>
<td>9.4</td>
<td>18</td>
<td>9.3</td>
<td>18</td>
</tr>
<tr>
<td>Strategic Themes &amp; Commissioned Research</td>
<td>11.3</td>
<td>22</td>
<td>10.3</td>
<td>20</td>
</tr>
<tr>
<td>Cross Council (LLH WB, GU, DE, LWE C) &amp; Centre for Copyright &amp; Business Models*</td>
<td>11.3</td>
<td>22</td>
<td>10.3</td>
<td>20</td>
</tr>
<tr>
<td>Connected Communities*</td>
<td>1.0</td>
<td>2</td>
<td>1.8</td>
<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>51.2</td>
<td>51.1</td>
<td>51.0</td>
<td>50.9</td>
</tr>
</tbody>
</table>

* This is directly allocated funding not including funds under other strategic themes.
4.5.3 and by cross-Council theme*

<table>
<thead>
<tr>
<th></th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Connected Communities</td>
<td>2.2</td>
<td>3.7</td>
<td>4.6</td>
<td>5.5</td>
<td>16.0</td>
</tr>
<tr>
<td>Digital Economy</td>
<td>2.4</td>
<td>2.6</td>
<td>3.1</td>
<td>3.9</td>
<td>12.0</td>
</tr>
<tr>
<td>Global Uncertainties</td>
<td>2.3</td>
<td>2.4</td>
<td>2.4</td>
<td>2.4</td>
<td>9.5</td>
</tr>
<tr>
<td>LWEC</td>
<td>1.6</td>
<td>1.9</td>
<td>1.5</td>
<td>2.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Lifelong Health &amp;</td>
<td>0.4</td>
<td>0.5</td>
<td>0.7</td>
<td>0.8</td>
<td>2.4</td>
</tr>
<tr>
<td>Wellbeing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* includes all funding modes, including directly allocated funding and funding derived from strategic themes.

4.6 Economies and Efficiencies

4.6.1 We will become a more efficient and effective organisation by:

- Delivering efficiency savings (including the specific measures noted below and through pay restraint) in line with government targets and expectations over the CSR period;

- Implementing a significant reduction in administrative costs under new government directives;

- An already-scheduled reduction of staff from 80 to 69 over the 4 year period during the full implementation of the Shared Services Centre (SSC);

- Reducing SSC processing and transaction costs which are included in the administrative baseline;

- Implementing public sector pay restraint measures with any pay increases in line with the GDP deflator;

- Processing all PG awards through BGPs rather than open competitions thus reducing costs;

- Continuously streamlining applications, peer review, evaluation and administration processes to ensure cost efficiency through fewer and larger awards;

- Using evaluation systems to ensure best value for money while maintaining quality;

- Exploiting secondment, placement and other opportunities to develop the skills and expertise of our staff in key strategic areas such as partnership working in the creative economy;

- Continuing to work with RCUK towards further harmonisation, thus maximising benefits from the relocation to Swindon including the development of the SSC;

- Implementing, and developing further, the Wakeham recommendations on indirect costs and indexation for Full Economic Cost (fEC) in coordination across RCUK, and work with HEIs to reduce the fEC of research whilst retaining a commitment to funding on the current fEC basis. We will work with RCUK partners to examine further options for driving efficiency savings which will be reinvested in research. It is expected that these recommendations will be implemented from April 2011. Further work will be carried out to investigate scope for additional savings.

4.7 Managing Demand

4.7.1 Managing demand is essential to reduce costs and the wasteful use of resources. The AHRC will reduce demand significantly and raise overall quality and success rates over the SR period. We have already taken some steps to manage demand. For example, the introduction of rolling deadlines has reduced application volume and thus raised success rates; and ending the Open Studentships scheme to focus on BGPs eliminates 5,000 applications annually. At the same time, focussing on fewer BGP awards will also reduce applications significantly.

4.7.2 In addition, during the next CSR period we will:

- Systematically collect, analyse and disseminate to HEIs and other bodies data on application trends and success rates for institutions, schemes and disciplines;

- This will be followed by strategic discussions with key HEIs, focusing particularly on those falling below the average, to develop self-management of demand and quality control of proposals in relation to their current and (where available) historic performance;
• Introduce sanctions if necessary if self-management proves ineffective (e.g. restrictions on frequency of submission; institution specific quotas);

• Tightened specifications on resubmissions and produce generic written guidance for HEIs on managing applications based on best practice;

• Use more targeted schemes and programmes to include fewer, longer and larger awards (thus reducing overall volume); more focused specifications for thematic awards to discourage opportunistic bidding; inauguration of KE 'hubs' to focus applications in this domain; redefinition of the Fellowship programme with a more specific remit;

• Develop new methodologies for making awards (including 'sandpits', 'summits', 'highlight calls', and expressions of interest) to promote collaboration and innovation and to reduce the number of 'open calls'.

4.7.3 These steps will be undertaken in coordination with measures across RCUK, including communications. Each Council is committed to improving the efficiency of the research funding system, and will set targets for reducing demand (and hence maintaining or increasing the success rates of grant applications) over the CSR period.