

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Investing in world class research</b>				
<b>Investing in multidisciplinary research.</b>	Coordinate the delivery of multidisciplinary research in six priority areas	1.1	Develop process and contacts for effective coordination and delivery across the Councils	Q1: Joint meeting of all the theme leads; Communications workshop to develop strategy across the themes; Scientific presentations to RDG in rotation
<b>Investing in multidisciplinary research.</b>	Coordinate the delivery of multidisciplinary research in six priority areas	1.1	Develop process and contacts for effective coordination and delivery across the Councils	Q2: Scientific presentations to RDG in rotation
<b>Investing in multidisciplinary research.</b>	Coordinate the delivery of multidisciplinary research in six priority areas	1.1	Develop process and contacts for effective coordination and delivery across the Councils	Q3: Joint meeting of all the theme leads; Scientific presentations to RDG in rotation
<b>Investing in multidisciplinary research.</b>	Coordinate the delivery of multidisciplinary research in six priority areas	1.1	Develop process and contacts for effective coordination and delivery across the Councils	Q4: Priority themes workshop to share experience and best practice; Scientific presentations to RDG in rotation
<b>Investing in multidisciplinary research.</b>	Coordinate the delivery of multidisciplinary research in six priority areas	1.1	Develop process and contacts for effective coordination and delivery across the Councils	Yr3: Annual theme presentation to Adrian Smith, 6 monthly joint meeting of all the theme leads, annual scientific presentation to RDG, Annual priority themes workshop to share experience and best practice
<b>Providing UK researchers with access to world class research facilities</b>	Determine the priorities for investment in the research infrastructure required by UK researchers	1.2	Produce the Large Facilities Roadmap biennially and provide recommendation to DIUS on the LFCF. Advise DIUS on the alignment of UK needs with European and global infrastructure priorities.	Q1
<b>Providing UK researchers with access to world class research facilities</b>	Determine the priorities for investment in the research infrastructure required by UK researchers	1.2	Produce the Large Facilities Roadmap biennially and provide recommendation to DIUS on the LFCF. Advise DIUS on the alignment of UK needs with European and global infrastructure priorities.	Q2: Devise and issue a stakeholder consultation with academic and user communities on the 2010 Large Facilities Roadmap
<b>Providing UK researchers with access to world class research facilities</b>	Determine the priorities for investment in the research infrastructure required by UK researchers	1.2	Produce the Large Facilities Roadmap biennially and provide recommendation to DIUS on the LFCF. Advise DIUS on the alignment of UK needs with European and global infrastructure priorities.	Q3: Analyse consultation responses and produce draft Large Facilities Roadmap
<b>Providing UK researchers with access to world class research facilities</b>	Determine the priorities for investment in the research infrastructure required by UK researchers	1.2	Produce the Large Facilities Roadmap biennially and provide recommendation to DIUS on the LFCF. Advise DIUS on the alignment of UK needs with European and global infrastructure priorities.	Q4: Publish 2010 Large Facilities Roadmap; Coordinate the Research Councils' engagement in the revision of the 2010 ESFRI roadmap.
<b>Providing UK researchers with access to world class research facilities</b>	Determine the priorities for investment in the research infrastructure required by UK researchers	1.2	Produce the Large Facilities Roadmap biennially and provide recommendation to DIUS on the LFCF. Advise DIUS on the alignment of UK needs with European and global infrastructure priorities.	Yr3: Advise DIUS on the allocation of the LFCF; Coordinate the Research Councils' engagement in the revision of the 2010 ESFRI roadmap.
<b>Strengthening the research base</b>				
<b>Promoting the sustainability of the UK research base</b>	Shape the development of a metrics-based research assessment framework	2.1	Liaise with DIUS and the Funding Councils to shape the new framework and maximise the opportunities for data sharing across both sides of the dual support system	Q1: High level engagement with HEFCE to discuss follow up to RCUK submission to REF consultation; Future engagement plan with HEFCE developed; David Sweeney invited to attend quarterly meetings with RDG.
<b>Promoting the sustainability of the UK research base</b>	Shape the development of a metrics-based research assessment framework	2.1	Liaise with DIUS and the Funding Councils to shape the new framework and maximise the opportunities for data sharing across both sides of the dual support system	Q2: David Sweeney invited to attend quarterly meetings with RDG; implementation of engagement plan

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<b>Promoting the sustainability of the UK research base</b>	Shape the development of a metrics-based research assessment framework	2.1	Liaise with DIUS and the Funding Councils to shape the new framework and maximise the opportunities for data sharing across both sides of the dual support system	Yr3: David Sweeney invited to attend quarterly meetings with RDG; implementation of engagement plan
<b>Promoting the sustainability of the UK research base</b>	Monitor the implementation of Full Economic Costing (FEC)	2.2	Monitor the efficiency of fEC, reviewing its effectiveness to demonstrate its long-term value to the research base.	Q1: fEC Review Report published 15apr09
<b>Promoting the sustainability of the UK research base</b>	Monitor the implementation of Full Economic Costing (FEC)	2.2	Monitor the efficiency of fEC, reviewing its effectiveness to demonstrate its long-term value to the research base.	Q2: Response to Alexander Report recommendations
<b>Promoting the sustainability of the UK research base</b>	Monitor the implementation of Full Economic Costing (FEC)	2.2	Monitor the efficiency of fEC, reviewing its effectiveness to demonstrate its long-term value to the research base.	Q3:
<b>Promoting the sustainability of the UK research base</b>	Monitor the implementation of Full Economic Costing (FEC)	2.2	Monitor the efficiency of fEC, reviewing its effectiveness to demonstrate its long-term value to the research base.	Q4: Annual monitoring of fEC impact on grants
<b>Promoting the sustainability of the UK research base</b>	Monitor the implementation of Full Economic Costing (FEC)	2.2	Monitor the efficiency of fEC, reviewing its effectiveness to demonstrate its long-term value to the research base.	Y3: Improved physical & human sustainability metrics in Funders Forum Report
<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.1	Annual assessment of the health of the UK research base to identify the need for action	Q1: Produce updated report on Health of Research Base
<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.1	Annual assessment of the health of the UK research base to identify the need for action	Q2
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<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.1	Annual assessment of the health of the UK research base to identify the need for action	Y3: Produce updated report on Health of Research Base
<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.2	Take forward actions and recommendations of the Review of UK Physics	Q1: Monitor progress and implement recommendations

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<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.2	Take forward actions and recommendations of the Review of UK Physics	Q2: Monitor progress and implement recommendations
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<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.3	Conduct next health of the research base review - e-Science	Q1: Scope, terms of reference and timetable for next review to be agreed
<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.3	Conduct next health of the research base review - e-Science	Q2: Conduct review
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<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.3	Conduct next health of the research base review - e-Science	Q4: Publish e-Science review report
<b>Promoting the sustainability of the UK research base</b>	Monitor the health of disciplines in the UK research base	2.3.3	Conduct next health of the research base review - e-Science	Y3: Develop action plan for e-Science review
<b>Promoting multidisciplinary and transformative research</b>	Encourage research organisations to support multidisciplinary and transformative research	2.4	Share good practice, review guidance to researchers and reviewers and consider further encouragements.	Q1: On agenda for workshop - changing cultures within Universities
<b>Promoting multidisciplinary and transformative research</b>	Encourage research organisations to support multidisciplinary and transformative research	2.4	Share good practice, review guidance to researchers and reviewers and consider further encouragements.	Q2
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<b>Promoting multidisciplinary and transformative research</b>	Encourage research organisations to support multidisciplinary and transformative research	2.4	Share good practice, review guidance to researchers and reviewers and consider further encouragements.	Q4: Review the cross-Council joint funding agreement including the threshold level - evaluating its success and effectiveness. Produce best practice guide for dissemination and annual evaluation.

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<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Ensure researchers have access to clear information regarding international research opportunities	2.5	Promote the RCUK brand to develop a single point of access for the community.	Q1: Develop the RCUK International pages as an international portal for all Research Councils
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Ensure researchers have access to clear information regarding international research opportunities	2.5	Promote the RCUK brand to develop a single point of access for the community.	Q2: Launch the new international portal
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Ensure researchers have access to clear information regarding international research opportunities	2.5	Promote the RCUK brand to develop a single point of access for the community.	Q3: Monitor and update website
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<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Ensure researchers have access to clear information regarding international research opportunities	2.5	Promote the RCUK brand to develop a single point of access for the community.	Yr3: Monitor and update website
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Remove potential barriers to international collaboration	2.6	Where possible, RCUK will ensure that such projects are assessed under a single review process, by sharing good practice in international review and developing new agreements with overseas funders.	Q1: Work with Research Councils and outside stakeholders (e.g. SIN) to build and maintain good relationships with funding organisations overseas, identifying opportunities to build joint programmes without double jeopardy (ongoing).
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Remove potential barriers to international collaboration	2.6	Where possible, RCUK will ensure that such projects are assessed under a single review process, by sharing good practice in international review and developing new agreements with overseas funders.	Q2: Work with Research Councils and outside stakeholders (e.g. SIN) to build and maintain good relationships with funding organisations overseas, identifying opportunities to build joint programmes without double jeopardy

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<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.1	Through the RCUK overseas offices in China (£2.6M), the US (£1.2M), India (£1.5M) and the UK Research Office in Brussels (£0.7M), RCUK will expand its services to increase the volume, range, and durability of research collaborations between priority countries and the UK.	Q1: Work with Research Councils and Overseas Offices to identify potential areas for collaboration, raising the profile of the Research Councils as partners of choice in these countries (ongoing).
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.1	Through the RCUK overseas offices in China (£2.6M), the US (£1.2M), India (£1.5M) and the UK Research Office in Brussels (£0.7M), RCUK will expand its services to increase the volume, range, and durability of research collaborations between priority countries and the UK.	Q2: Work with Research Councils and Overseas Offices to identify potential areas for collaboration, raising the profile of the Research Councils as partners of choice in these countries
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<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.2	Develop process and contacts to ensure that best practice is shared amongst the offices	Q1: Set up RCIG as Supervisory Board for overseas Offices. Hold first meeting to consider all Office business plans.
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.2	Develop process and contacts to ensure that best practice is shared amongst the offices	Q2: Via bimonthly meeting of Research Councils International Group ensure that communication is efficient and effective, using task groups to deliver specific objectives on e.g. best practice.
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.2	Develop process and contacts to ensure that best practice is shared amongst the offices	Q3: Hold second meeting of Supervisory to review status of all Office business plans and consider opportunities for information sharing and best practice.
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.2	Develop process and contacts to ensure that best practice is shared amongst the offices	Q4: Via bimonthly meeting of Research Councils International Group ensure that communication is efficient and effective, using task groups to deliver specific objectives on e.g. best practice.
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.2	Develop process and contacts to ensure that best practice is shared amongst the offices	Yr 3: Continue to operate RCIG as Supervisory Board, with twice yearly meetings and interim bimonthly meetings of RCIG to ensure that communication is efficient and effective, using task groups to deliver specific objectives on e.g. best practice.
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.3	Review progress of the International offices to ensure they are on track against their own objectives	Q1:
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.3	Review progress of the International offices to ensure they are on track against their own objectives	Q2: Scope review procedure for Overseas Offices at Supervisory board meeting
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.3	Review progress of the International offices to ensure they are on track against their own objectives	Q3:

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<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.3	Review progress of the International offices to ensure they are on track against their own objectives	Q4
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.3	Review progress of the International offices to ensure they are on track against their own objectives	Yr3: Full review of Overseas Offices
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.4	Monitor global developments and assess gaps in the Research Council's international representation	Q1: Assess and refresh engagement strategy via RCIG and RCEU
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.4	Monitor global developments and assess gaps in the Research Council's international representation	Q2:
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.4	Monitor global developments and assess gaps in the Research Council's international representation	Q3:
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.4	Monitor global developments and assess gaps in the Research Council's international representation	Q4:
<b>Encouraging collaboration between UK researchers and the best researchers from around the world</b>	Develop international partnerships (with a focus on Europe, China, India, and the USA)	2.7.4	Monitor global developments and assess gaps in the Research Council's international representation	Yr3: Annual assessment of engagement strategy
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Influence policy and decision making to shape UK debate on research and innovation	2.8	RCUK will strengthen the Councils' collective interactions with key policy makers and stakeholders such as DIUS, the Funding Councils, and other Government Departments.	Q1: Develop Strategy Unit stakeholder engagement plan; Arrange annual one-day meeting with Funding Councils; Monthly SU/DIUS Research Base liaison meetings; Six-monthly high level bilateral with UUK.

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<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Influence policy and decision making to shape UK debate on research and innovation	2.8	RCUK will strengthen the Councils' collective interactions with key policy makers and stakeholders such as DIUS, the Funding Councils, and other Government Departments.	Q3: On going stakeholder engagement in line with plan [milestones to be updated when plan complete]; Monthly SU/DIUS Research Base liaison meetings; Six-monthly high level bilateral with UUK.
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Influence policy and decision making to shape UK debate on research and innovation	2.8	RCUK will strengthen the Councils' collective interactions with key policy makers and stakeholders such as DIUS, the Funding Councils, and other Government Departments.	Q4: Review and update stakeholder engagement plan; Monthly SU/DIUS Research Base liaison meetings.
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Influence policy and decision making to shape UK debate on research and innovation	2.8	RCUK will strengthen the Councils' collective interactions with key policy makers and stakeholders such as DIUS, the Funding Councils, and other Government Departments.	Yr3: Ongoing stakeholder engagement in line with plan; Annual meeting with Funding Councils; Monthly SU/DIUS Research Base liaison meetings; Six-monthly high level bilaterals with UUK
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.1	Provide high quality briefings and data to develop the evidence base for the Science Budget.	Q1: Monthly meetings of the next SR working group as required; Formal plan developed when timetable for next spending review known
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.1	Provide high quality briefings and data to develop the evidence base for the Science Budget.	Q2: Monthly meetings of the next SR working group as required; Formal plan developed when timetable for next spending review known
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.1	Provide high quality briefings and data to develop the evidence base for the Science Budget.	Q3: Monthly meetings of the next SR working group as required; Formal plan developed when timetable for next spending review known; LARCI Stakeholder Conference; Produce a new LARCI publicity flyer, including case studies.
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.1	Provide high quality briefings and data to develop the evidence base for the Science Budget.	Q4: Monthly meetings of the next SR working group as required; Formal plan developed when timetable for next spending review known;
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.1	Provide high quality briefings and data to develop the evidence base for the Science Budget.	Y3:

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<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.2	Provide high quality briefings and data in response to inquiries and consultations	Q1: Strategy Unit to co-ordinate responses in a timely manner as they arise
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.2	Provide high quality briefings and data in response to inquiries and consultations	Q2: Strategy Unit to co-ordinate responses in a timely manner as they arise; produce refreshed guidelines for Research Council responses to inquiries and consultations
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.2	Provide high quality briefings and data in response to inquiries and consultations	Q3: Strategy Unit to co-ordinate responses in a timely manner as they arise
<b>Increasing the collective influence of the Research Councils on UK research policy</b>	Better inform Government and policy makers about the Research Councils' activities and the impact of their work	2.9.2	Provide high quality briefings and data in response to inquiries and consultations	Q4: Strategy Unit to co-ordinate responses in a timely manner as they arise
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**Leading and promoting the research agenda in society**

<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.1	Develop an external relations programme alongside the international offices to raise the profile of RCUK and its offices	Q1: Host international visits as they arise and provide briefing for international delegations; Jointly host, where possible, international stakeholders consultation meetings
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.1	Develop an external relations programme alongside the international offices to raise the profile of RCUK and its offices	Q2: Publish refreshed RCUK International Strategy; Host international visits as they arise and provide briefing for international delegations; Jointly host, where possible, international stakeholders consultation meetings
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.1	Develop an external relations programme alongside the international offices to raise the profile of RCUK and its offices	Q3: Host international visits as they arise and provide briefing for international delegations; Jointly host, where possible, international stakeholders consultation meetings
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.1	Develop an external relations programme alongside the international offices to raise the profile of RCUK and its offices	Q4: Host international visits as they arise and provide briefing for international delegations; Jointly host, where possible, international stakeholders consultation meetings
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.1	Develop an external relations programme alongside the international offices to raise the profile of RCUK and its offices	Yr3: Host international visits as they arise and provide briefing for international delegations; Jointly host, where possible, international stakeholders consultation meetings

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<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.2	Build a UK International Fellowship Association in association with the National Academies and other funders	Q1: Extend Association to cover fellowships from new Academies/RCUK International Fellowships and those from other organisations' schemes.
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.2	Build a UK International Fellowship Association in association with the National Academies and other funders	Q2: High profile Ministerial launch of the Association
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.2	Build a UK International Fellowship Association in association with the National Academies and other funders	Q3: Decision on continued means of delivery to include an options analysis of in house vs outsourced
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.2	Build a UK International Fellowship Association in association with the National Academies and other funders	Q4: Depending on Q3 decision co-ordinate rolling engagement programme to include events and other activities
<b>Promoting the UK as a world centre for research and innovation</b>	Raise the international profile of the Research Councils	3.1.2	Build a UK International Fellowship Association in association with the National Academies and other funders	Yr3: Initiate an initial review of the Association and propose improvements for delivery Overseas even
<b>Promoting the UK as a world centre for research and innovation</b>	Contribute to national efforts to increase inward investment in research and development	3.2	Develop partnerships with FCO and UKTI to stimulate inward investment	Q1: Represent RCUK interests on UKTI R&D Programme Board. Strategy Unit to coordinate RC inputs to target companies, as these emerge through the year. RCUK Overseas Offices to work with UKTI Overseas teams.
<b>Promoting the UK as a world centre for research and innovation</b>	Contribute to national efforts to increase inward investment in research and development	3.2	Develop partnerships with FCO and UKTI to stimulate inward investment	Q2: Represent RCUK interests on UKTI R&D Programme Board. Strategy Unit to coordinate RC inputs to target companies, as these emerge through the year. RCUK Overseas Offices to work with UKTI Overseas teams.
<b>Promoting the UK as a world centre for research and innovation</b>	Contribute to national efforts to increase inward investment in research and development	3.2	Develop partnerships with FCO and UKTI to stimulate inward investment	Q3: Represent RCUK interests on UKTI R&D Programme Board. Strategy Unit to coordinate RC inputs to target companies, as these emerge through the year. RCUK Overseas Offices to work with UKTI Overseas teams.
<b>Promoting the UK as a world centre for research and innovation</b>	Contribute to national efforts to increase inward investment in research and development	3.2	Develop partnerships with FCO and UKTI to stimulate inward investment	Q4: Represent RCUK interests on UKTI R&D Programme Board. Strategy Unit to coordinate RC inputs to target companies, as these emerge through the year. RCUK Overseas Offices to work with UKTI Overseas teams.
<b>Promoting the UK as a world centre for research and innovation</b>	Contribute to national efforts to increase inward investment in research and development	3.2	Develop partnerships with FCO and UKTI to stimulate inward investment	Yr3: Represent RCUK interests on UKTI R&D Programme Board. Strategy Unit to coordinate RC inputs to target companies, as these emerge through the year. RCUK Overseas Offices to work with UKTI Overseas teams.
<b>Influencing the international research agenda</b>	Contribute to national efforts to increase inward investment in research and development	3.3	Align RCUK priorities with the European Framework Programme, support the European Research Council, the European Heads of Research Councils and the UK Collaborative for Development Science.	Q1: Continue European engagement in line with plan, paying particular attention to FP8 development
<b>Influencing the international research agenda</b>	Contribute to national efforts to increase inward investment in research and development	3.3	Align RCUK priorities with the European Framework Programme, support the European Research Council, the European Heads of Research Councils and the UK Collaborative for Development Science.	Q2: Continue European engagement in line with plan, paying particular attention to FP8 development
<b>Influencing the international research agenda</b>	Contribute to national efforts to increase inward investment in research and development	3.3	Align RCUK priorities with the European Framework Programme, support the European Research Council, the European Heads of Research Councils and the UK Collaborative for Development Science.	Q3: Continue European engagement in line with plan, paying particular attention to FP8 development

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<b>Influencing the international research agenda</b>	Contribute to national efforts to increase inward investment in research and development	3.3	Align RCUK priorities with the European Framework Programme, support the European Research Council, the European Heads of Research Councils and the UK Collaborative for Development Science.	Q4: Continue European engagement in line with plan, paying particular attention to FP8 development
<b>Influencing the international research agenda</b>	Contribute to national efforts to increase inward investment in research and development	3.3	Align RCUK priorities with the European Framework Programme, support the European Research Council, the European Heads of Research Councils and the UK Collaborative for Development Science.	Yr3: Continue European engagement in line with plan, paying particular attention to FP8 development
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Identify public attitudes to be considered in the conduct of research	3.4	Ensure relevant processes are in place so that outcomes from public attitude studies are considered within decision-making processes	Q1: Contact DIUS to identify future RCUK involvement with the Public Attitudes to Science Survey
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Identify public attitudes to be considered in the conduct of research	3.4	Ensure relevant processes are in place so that outcomes from public attitude studies are considered within decision-making processes	Q2: Consult ESRC to ensure relevant research outputs are being considered
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Identify public attitudes to be considered in the conduct of research	3.4	Ensure relevant processes are in place so that outcomes from public attitude studies are considered within decision-making processes	Q3: Ensure attitude study outcomes are considered as part of development for the new RCUK SIS strategy publication
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Identify public attitudes to be considered in the conduct of research	3.4	Ensure relevant processes are in place so that outcomes from public attitude studies are considered within decision-making processes	Q4: Consult ESRC to ensure relevant research outputs are being considered
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Identify public attitudes to be considered in the conduct of research	3.4	Ensure relevant processes are in place so that outcomes from public attitude studies are considered within decision-making processes	Yr3:
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Foster successful public dialogue on topics of wider public relevance	3.5	Identify upcoming trends and issues within the cross-Council multidisciplinary programmes which could benefit from public involvement	Q1:
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Foster successful public dialogue on topics of wider public relevance	3.5	Identify upcoming trends and issues within the cross-Council multidisciplinary programmes which could benefit from public involvement	Q2: To be identified in 6 monthly meetings with theme leaders
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Foster successful public dialogue on topics of wider public relevance	3.5	Identify upcoming trends and issues within the cross-Council multidisciplinary programmes which could benefit from public involvement	Q3:

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<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Foster successful public dialogue on topics of wider public relevance	3.5	Identify upcoming trends and issues within the cross-Council multidisciplinary programmes which could benefit from public involvement	Q4: To be identified in 6 monthly meetings with theme leaders
<b>Identifying public attitudes to be considered in the conduct of research and fostering debate</b>	Foster successful public dialogue on topics of wider public relevance	3.5	Identify upcoming trends and issues within the cross-Council multidisciplinary programmes which could benefit from public involvement	Yr3: Public Dialogue to feature in theme annual workshops and presentations/reports to RDG
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.1	Work with the Funding Councils and the Wellcome Trust, through the Beacons for Public Engagement initiative (2008-2012) to achieve improved recognition for public engagement within HEIs	Q1: Liaise with the Beacons to ensure dissemination of their learning and progress at key stakeholder events throughout 2009/10
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.1	Work with the Funding Councils and the Wellcome Trust, through the Beacons for Public Engagement initiative (2008-2012) to achieve improved recognition for public engagement within HEIs	Q2:
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.1	Work with the Funding Councils and the Wellcome Trust, through the Beacons for Public Engagement initiative (2008-2012) to achieve improved recognition for public engagement within HEIs	Q3:
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.1	Work with the Funding Councils and the Wellcome Trust, through the Beacons for Public Engagement initiative (2008-2012) to achieve improved recognition for public engagement within HEIs	Q4: Plan options for post-Beacons (2011) work to capitalise on learning about improving recognition for public engagement within HEIs
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.1	Work with the Funding Councils and the Wellcome Trust, through the Beacons for Public Engagement initiative (2008-2012) to achieve improved recognition for public engagement within HEIs	Yr3: Complete interim initiative evaluation (report due summer 2010)
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.2	Ensure processes and policies for public engagement as part of a researchers career are in line with the statement of expectation	Q1: Work to ensure this policy development is taken into account in research grants and processes

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<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.2	Ensure processes and policies for public engagement as part of a researchers career are in line with the statement of expectation	Q2: Work to ensure this policy development is taken into account in research grants and processes
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.2	Ensure processes and policies for public engagement as part of a researchers career are in line with the statement of expectation	Q3: Assimilate outputs from RCUK SIS workshops to identify ways to demonstrate impact of public engagement
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.2	Ensure processes and policies for public engagement as part of a researchers career are in line with the statement of expectation	Q4: Include new developments in refreshed SIS strategy publication
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve rewards and recognition for researchers who engage with the public	3.6.2	Ensure processes and policies for public engagement as part of a researchers career are in line with the statement of expectation	Yr3
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve accessibility to support for public engagement	3.7	Provide access to public engagement training and best practice guidance and support.	Q1
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve accessibility to support for public engagement	3.7	Provide access to public engagement training and best practice guidance and support.	Q2: Assimilate outputs from RCUK SIS workshops to identify ways to improve best practice guidance and support
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve accessibility to support for public engagement	3.7	Provide access to public engagement training and best practice guidance and support.	Q3: Work with Beacons to identify how the project can continue to support best practice development.
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve accessibility to support for public engagement	3.7	Provide access to public engagement training and best practice guidance and support.	Q4: Update best practice guidance for researchers carrying out PE in refreshed SIS strategy publication. Identify plans for forthcoming training support for researchers in 2010/11

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Encouraging researchers funded by the Research Councils to engage with the public</b>	Improve accessibility to support for public engagement	3.7	Provide access to public engagement training and best practice guidance and support.	Yr 3:
<b>Foster continued focus on issues of research integrity, ethics and good research conduct</b>	Develop a co-ordinated approach to guidance and monitoring of issues related to research integrity	3.8	Issue guidance and establish a body to promote good research conduct	Q1: Issue and publicise new RCUK policies and guidance on the management of good research conduct, following the consultation with research organisations during 2008, and to incorporate these into individual RC regulations.
<b>Foster continued focus on issues of research integrity, ethics and good research conduct</b>	Develop a co-ordinated approach to guidance and monitoring of issues related to research integrity	3.8	Issue guidance and establish a body to promote good research conduct	Q2
<b>Foster continued focus on issues of research integrity, ethics and good research conduct</b>	Develop a co-ordinated approach to guidance and monitoring of issues related to research integrity	3.8	Issue guidance and establish a body to promote good research conduct	Q3
<b>Foster continued focus on issues of research integrity, ethics and good research conduct</b>	Develop a co-ordinated approach to guidance and monitoring of issues related to research integrity	3.8	Issue guidance and establish a body to promote good research conduct	Q4: Establish in conjunction with Universities UK and other key stakeholders a body to promote and oversee good research conduct across all research and science areas in the UK.
<b>Foster continued focus on issues of research integrity, ethics and good research conduct</b>	Develop a co-ordinated approach to guidance and monitoring of issues related to research integrity	3.8	Issue guidance and establish a body to promote good research conduct	Yr3

### **Investing in training and fellowships**

<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.1	Identify and promote actions likely to attract students into research training.	Q1: Publish agreed PhD stipend levels for 2010/11. Partner the HEA and other stakeholders to develop an agenda for the 'Future of the Doctorate' workstream led by the HEA.
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.1	Identify and promote actions likely to attract students into research training.	Q2: Position paper on RCUK objective to attract the most creative minds into research.
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.1	Identify and promote actions likely to attract students into research training.	Q3: Report on interactions with QAA and HEFCE funded CETLs addressing research and research awareness at undergraduate level.
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.1	Identify and promote actions likely to attract students into research training.	Q4:

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<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.1	Identify and promote actions likely to attract students into research training.	Yr3: Publish agreed PhD stipend levels for 2011/12
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.2	Develop data partnership with HESA around student data	Q1: Agree 2009/10 actions to develop the partnership with HESA at annual Statutory Customer's meeting
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.2	Develop data partnership with HESA around student data	Q2: Agree need for revised contract with HESA for provision of DLHE and other data
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.2	Develop data partnership with HESA around student data	Q3: Present RCUK view on partnership with HESA to HESA Board.
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.2	Develop data partnership with HESA around student data	Q4:
<b>Attracting the best potential researchers into research careers</b>	Maintain the attractiveness of the UK PhD	4.1.2	Develop data partnership with HESA around student data	Yr 3: Review progress on data partnership with HESA and take further actions to develop it.
<b>Attracting the best potential researchers into research careers</b>	Encourage the production of trained researchers to meet the needs of the research base	4.2	Promote the use of enhanced stipend and salaries and longer PhDs for recruitment Monitor Academic Fellowships	Q1: Establish Academic Fellows Steering Group for annual conference and surveys.
<b>Attracting the best potential researchers into research careers</b>	Encourage the production of trained researchers to meet the needs of the research base	4.2	Promote the use of enhanced stipend and salaries and longer PhDs for recruitment Monitor Academic Fellowships	Q2
<b>Attracting the best potential researchers into research careers</b>	Encourage the production of trained researchers to meet the needs of the research base	4.2	Promote the use of enhanced stipend and salaries and longer PhDs for recruitment Monitor Academic Fellowships	Q3 3rd Academic Fellows Conference - organised by Fellows with RCUK support
<b>Attracting the best potential researchers into research careers</b>	Encourage the production of trained researchers to meet the needs of the research base	4.2	Promote the use of enhanced stipend and salaries and longer PhDs for recruitment Monitor Academic Fellowships	Q4: Report on career progression of Academic Fellows
<b>Attracting the best potential researchers into research careers</b>	Encourage the production of trained researchers to meet the needs of the research base	4.2	Promote the use of enhanced stipend and salaries and longer PhDs for recruitment Monitor Academic Fellowships	Yr3: Monitor career progression of 2nd Tranche of Academic Fellows and hold 4th conference
<b>Embedding transferable skills in research training</b>	Embed transferable skills in the PhD	4.3	Ensure that the key stakeholders (doctoral students, HEIs, supervisors and employers) recognise the value of transferable skills and that they have become fully embedded in the UK PhD.	Q1: Include questions on sustainability of the skills agenda within the Roberts skills reporting framework.
<b>Embedding transferable skills in research training</b>	Embed transferable skills in the PhD	4.3	Ensure that the key stakeholders (doctoral students, HEIs, supervisors and employers) recognise the value of transferable skills and that they have become fully embedded in the UK PhD.	Q2 (of each year until 2010) To announce the earmarked allocation of skills funding for the following Academic Year with co-ordinated payments by all Councils.
<b>Embedding transferable skills in research training</b>	Embed transferable skills in the PhD	4.3	Ensure that the key stakeholders (doctoral students, HEIs, supervisors and employers) recognise the value of transferable skills and that they have become fully embedded in the UK PhD.	Q3 (of each year until 2010) To receive reports from HEIs on the use of funds in the previous academic year.

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<b>Embedding transferable skills in research training</b>	Embed transferable skills in the PhD	4.3	Ensure that the key stakeholders (doctoral students, HEIs, supervisors and employers) recognise the value of transferable skills and that they have become fully embedded in the UK PhD.	Q4 a) Critical assessment the sustainability of transferable skills in the PhD. b) (of each year until 2010) Report the key trends in the use of skills funding back to the HE sector.
<b>Embedding transferable skills in research training</b>	Embed transferable skills in the PhD	4.3	Ensure that the key stakeholders (doctoral students, HEIs, supervisors and employers) recognise the value of transferable skills and that they have become fully embedded in the UK PhD.	Yr3: Use feedback from stakeholders to inform future direction of skills development with particular focus on sustainability of the agenda.
<b>Embedding transferable skills in research training</b>	Promote better enterprise skills for researchers	4.4	Continue the development of User-led skills (including Enterprise, Outreach and Science-into-Policy training).	Q1: Include perspectives of employers re: skills provision in the longitudinal cohort study of PhD graduates.
<b>Embedding transferable skills in research training</b>	Promote better enterprise skills for researchers	4.4	Continue the development of User-led skills (including Enterprise, Outreach and Science-into-Policy training).	Q2:
<b>Embedding transferable skills in research training</b>	Promote better enterprise skills for researchers	4.4	Continue the development of User-led skills (including Enterprise, Outreach and Science-into-Policy training).	Q3 Reports on progress on Roberts skills agenda received from Universities.
<b>Embedding transferable skills in research training</b>	Promote better enterprise skills for researchers	4.4	Continue the development of User-led skills (including Enterprise, Outreach and Science-into-Policy training).	Q4: Reports on a) progress by universities in developing/delivering enterprise, outreach and research influencing policy skills and b) perspectives of employers re skills of PhD graduates.
<b>Embedding transferable skills in research training</b>	Promote better enterprise skills for researchers	4.4	Continue the development of User-led skills (including Enterprise, Outreach and Science-into-Policy training).	Yr3: Define wider agenda for user-led of KT skills
<b>Embedding transferable skills in research training</b>	Promote better early career researcher training and development	4.5 (3.7)	Support the development of the Vitae programme to create a continuum of development throughout the early research career (first 10 years).	Q1: Align the practice-sharing and evidence building activities of the RDP with the Concordat Implementation Plan.
<b>Embedding transferable skills in research training</b>	Promote better early career researcher training and development	4.5 (3.7)	Support the development of the Vitae programme to create a continuum of development throughout the early research career (first 10 years).	Q2: Share practices on management of researchers through the Vitae Researcher Development Conference
<b>Embedding transferable skills in research training</b>	Promote better early career researcher training and development	4.5 (3.7)	Support the development of the Vitae programme to create a continuum of development throughout the early research career (first 10 years).	Q3: Vitae to report on 3 benchmarking projects for the Concordat
<b>Embedding transferable skills in research training</b>	Promote better early career researcher training and development	4.5 (3.7)	Support the development of the Vitae programme to create a continuum of development throughout the early research career (first 10 years).	Q4: Vitae to report on remaining 3 benchmarking projects for the Concordat
<b>Embedding transferable skills in research training</b>	Promote better early career researcher training and development	4.5 (3.7)	Support the development of the Vitae programme to create a continuum of development throughout the early research career (first 10 years).	Yr3: Ensure that the Vitae programme is enhancing the capability of the sector to implement the Concordat
<b>Strengthening the skills base</b>				
<b>Embedding transferable skills in research training</b>	Make career paths in research more visible to early-career researchers	5.1	Provide more detailed information on PhD employment and destinations to inform researchers decisions about their careers.	Q1: Ensure that the structure for career profiles (developed by the Vitae programme) is publicised

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<b>Embedding transferable skills in research training</b>	Make career paths in research more visible to early-career researchers	5.1	Provide more detailed information on PhD employment and destinations to inform researchers decisions about their careers.	Q2: Publication by the Vitae programme of What do Researchers do?
<b>Embedding transferable skills in research training</b>	Make career paths in research more visible to early-career researchers	5.1	Provide more detailed information on PhD employment and destinations to inform researchers decisions about their careers.	Q3:
<b>Embedding transferable skills in research training</b>	Make career paths in research more visible to early-career researchers	5.1	Provide more detailed information on PhD employment and destinations to inform researchers decisions about their careers.	Q4: Publish Career profiles gathered through the longitudinal cohort study.
<b>Embedding transferable skills in research training</b>	Make career paths in research more visible to early-career researchers	5.1	Provide more detailed information on PhD employment and destinations to inform researchers decisions about their careers.	Yr3: Assess and maximise the use and impact in the sector of the career information provided through Vitae and from the Cohort study..
<b>Embedding transferable skills in research training</b>	Promote better career development for research staff	5.2	Ensure (by taking a lead role and together with the proposed steering group) that the implementation of the revised Concordat improves the career development of research staff.	Q1: publish papers and minutes of first Concordat Steering Group including outline implementation plan. Announce appointment of Concordat co-ordinator.
<b>Embedding transferable skills in research training</b>	Promote better career development for research staff	5.2	Ensure (by taking a lead role and together with the proposed steering group) that the implementation of the revised Concordat improves the career development of research staff.	Q2:
<b>Embedding transferable skills in research training</b>	Promote better career development for research staff	5.2	Ensure (by taking a lead role and together with the proposed steering group) that the implementation of the revised Concordat improves the career development of research staff.	Q3 2nd Concordat steering Group - Initial reports on 3 Benchmarking projects
<b>Embedding transferable skills in research training</b>	Promote better career development for research staff	5.2	Ensure (by taking a lead role and together with the proposed steering group) that the implementation of the revised Concordat improves the career development of research staff.	Q4: Publish draft benchmark of the status of the sector at the outset of the Concordat. Reports on remaining Benchmarking projects
<b>Embedding transferable skills in research training</b>	Promote better career development for research staff	5.2	Ensure (by taking a lead role and together with the proposed steering group) that the implementation of the revised Concordat improves the career development of research staff.	Yr3: Establish the parameters for the three year review of implementation of the concordat.
<b>Promoting the movement of researchers to and from the UK</b>	Attract the best international talent to the UK	5.3	Ensure the overall quality of the overseas students attracted by the DHPA scheme and maintain contact with them as alumni	Q1: RCUK to provide management data on current portfolio to DIUS
<b>Promoting the movement of researchers to and from the UK</b>	Attract the best international talent to the UK	5.3	Ensure the overall quality of the overseas students attracted by the DHPA scheme and maintain contact with them as alumni	Q2:
<b>Promoting the movement of researchers to and from the UK</b>	Attract the best international talent to the UK	5.3	Ensure the overall quality of the overseas students attracted by the DHPA scheme and maintain contact with them as alumni	Q3: New awards to start in October with DIUS to suggest industrial sector partners
<b>Promoting the movement of researchers to and from the UK</b>	Attract the best international talent to the UK	5.3	Ensure the overall quality of the overseas students attracted by the DHPA scheme and maintain contact with them as alumni	Q4:
<b>Promoting the movement of researchers to and from the UK</b>	Attract the best international talent to the UK	5.3	Ensure the overall quality of the overseas students attracted by the DHPA scheme and maintain contact with them as alumni	Yr3:

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Promoting the movement of researchers to and from the UK</b>	Equip UK students and researchers to make the most of the opportunities for research the globalised world offers	5.4	Ensure that researchers are encouraged to gain international experience (including visits overseas and virtual mobility) during their research and that they acquire and recognise the appropriate skills.	Q1:
<b>Promoting the movement of researchers to and from the UK</b>	Equip UK students and researchers to make the most of the opportunities for research the globalised world offers	5.4	Ensure that researchers are encouraged to gain international experience (including visits overseas and virtual mobility) during their research and that they acquire and recognise the appropriate skills.	Q2: Evaluate with other stakeholders the options for a report on the value of overseas experience to researchers and the skills needs and barriers.
<b>Promoting the movement of researchers to and from the UK</b>	Equip UK students and researchers to make the most of the opportunities for research the globalised world offers	5.4	Ensure that researchers are encouraged to gain international experience (including visits overseas and virtual mobility) during their research and that they acquire and recognise the appropriate skills.	Q3:
<b>Promoting the movement of researchers to and from the UK</b>	Equip UK students and researchers to make the most of the opportunities for research the globalised world offers	5.4	Ensure that researchers are encouraged to gain international experience (including visits overseas and virtual mobility) during their research and that they acquire and recognise the appropriate skills.	Q4: Study on value of overseas experience to researchers (either by separate procurement or collaboration with existing non-RCUK project).
<b>Promoting the movement of researchers to and from the UK</b>	Equip UK students and researchers to make the most of the opportunities for research the globalised world offers	5.4	Ensure that researchers are encouraged to gain international experience (including visits overseas and virtual mobility) during their research and that they acquire and recognise the appropriate skills.	Yr3
<b>Promoting the movement of researchers to and from the UK</b>	Increase the mobility of students and researchers by removing barriers to international working	5.5	Encourage the sector to explore opportunities for international working and aim to ensure that the best students are attracted to the UK.	Q1: collaborate with stakeholders to develop a UK action plan under the EC Communication on 'Better Research Careers and Mobility'
<b>Promoting the movement of researchers to and from the UK</b>	Increase the mobility of students and researchers by removing barriers to international working	5.5	Encourage the sector to explore opportunities for international working and aim to ensure that the best students are attracted to the UK.	Q2:
<b>Promoting the movement of researchers to and from the UK</b>	Increase the mobility of students and researchers by removing barriers to international working	5.5	Encourage the sector to explore opportunities for international working and aim to ensure that the best students are attracted to the UK.	Q3: Agree formal connections between implementation of the UK Concordat, the EU Charter and Code and 'Better Research Careers and Mobility'
<b>Promoting the movement of researchers to and from the UK</b>	Increase the mobility of students and researchers by removing barriers to international working	5.5	Encourage the sector to explore opportunities for international working and aim to ensure that the best students are attracted to the UK.	Q4:
<b>Promoting the movement of researchers to and from the UK</b>	Increase the mobility of students and researchers by removing barriers to international working	5.5	Encourage the sector to explore opportunities for international working and aim to ensure that the best students are attracted to the UK.	Yr3 Maintain the UK Concordat for Research Careers as the prime focus for partnership with the European Commission on research careers and mobility.
<b>Promoting diversity within the research workforce</b>	Attract researchers back into research after a career break	5.6	Implement the Diversity and Equality principle of the 2008 Concordat for Career Development of Researchers including the role of UKRC.	Q1: Define the nature of the ongoing relationship between UKRC and the Research Councils.
<b>Promoting diversity within the research workforce</b>	Attract researchers back into research after a career break	5.6	Implement the Diversity and Equality principle of the 2008 Concordat for Career Development of Researchers including the role of UKRC.	Q2:
<b>Promoting diversity within the research workforce</b>	Attract researchers back into research after a career break	5.6	Implement the Diversity and Equality principle of the 2008 Concordat for Career Development of Researchers including the role of UKRC.	Q3: Benchmark the state of the sector in relation to diversity within the Concordat benchmarking process.
<b>Promoting diversity within the research workforce</b>	Attract researchers back into research after a career break	5.6	Implement the Diversity and Equality principle of the 2008 Concordat for Career Development of Researchers including the role of UKRC.	Q4

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Promoting diversity within the research workforce</b>	Attract researchers back into research after a career break	5.6	Implement the Diversity and Equality principle of the 2008 Concordat for Career Development of Researchers including the role of UKRC.	Yr3 Ensure that a focus on Diversity and Equality is maintained within the Implementation process for the Concordat
<b>Promoting diversity within the research workforce</b>	Gain a fuller understanding of participation by ethnic minorities in research	5.7	RCUK will collaborate with the Equality Challenge Unit to provide a definitive account of the equality profile of staff and students in higher education.	Q1: Develop an outline scope for a study for the progression of undergraduate to doctorates taking account of socio-economic background and other diversity indicators.
<b>Promoting diversity within the research workforce</b>	Gain a fuller understanding of participation by ethnic minorities in research	5.7	RCUK will collaborate with the Equality Challenge Unit to provide a definitive account of the equality profile of staff and students in higher education.	Q2:
<b>Promoting diversity within the research workforce</b>	Gain a fuller understanding of participation by ethnic minorities in research	5.7	RCUK will collaborate with the Equality Challenge Unit to provide a definitive account of the equality profile of staff and students in higher education.	Q3:
<b>Promoting diversity within the research workforce</b>	Gain a fuller understanding of participation by ethnic minorities in research	5.7	RCUK will collaborate with the Equality Challenge Unit to provide a definitive account of the equality profile of staff and students in higher education.	Q4: Report on the progression of undergraduates from different diversity groups into research degrees
<b>Promoting diversity within the research workforce</b>	Gain a fuller understanding of participation by ethnic minorities in research	5.7	RCUK will collaborate with the Equality Challenge Unit to provide a definitive account of the equality profile of staff and students in higher education.	Yr3 Jointly identify with ECU further projects to understand the diversity of the research postgraduate population.
<b>Promoting diversity within the research workforce</b>	Promote good practice in Research Council Institutes as employers as an example to the sector	5.8	Where the Research Councils are employers of research staff they will aim to set high standards as an exemplar for the sector.	Q1: Ensure that the scope for the study of Funder's Responses to the Concordat refers to practices within Research Councils Institutes.
<b>Promoting diversity within the research workforce</b>	Promote good practice in Research Council Institutes as employers as an example to the sector	5.8	Where the Research Councils are employers of research staff they will aim to set high standards as an exemplar for the sector.	Q2:
<b>Promoting diversity within the research workforce</b>	Promote good practice in Research Council Institutes as employers as an example to the sector	5.8	Where the Research Councils are employers of research staff they will aim to set high standards as an exemplar for the sector.	Q3:
<b>Promoting diversity within the research workforce</b>	Promote good practice in Research Council Institutes as employers as an example to the sector	5.8	Where the Research Councils are employers of research staff they will aim to set high standards as an exemplar for the sector.	Q4: Benchmark the state of the sector in relation to research institutes within the Concordat benchmarking process.
<b>Promoting diversity within the research workforce</b>	Promote good practice in Research Council Institutes as employers as an example to the sector	5.8	Where the Research Councils are employers of research staff they will aim to set high standards as an exemplar for the sector.	Yr3
<b>Leading and influencing the skills agenda</b>				
<b>Engaging young people with contemporary research</b>	Engage young people and teachers with contemporary research	6.1	Ensure development of our schools programme is aligned with the national STEM programme priorities, and encourage partners who are delivering extra-curricular and informal education to include contemporary research contexts.	Q1: Appoint contractors for the new RCUK Teacher CPD programme; Work closely with RCUK RCD to ensure compatibility with workstreams linked to supporting the skills pipeline.
<b>Engaging young people with contemporary research</b>	Engage young people and teachers with contemporary research	6.1	Ensure development of our schools programme is aligned with the national STEM programme priorities, and encourage partners who are delivering extra-curricular and informal education to include contemporary research contexts.	Q2: Run workshops to help develop a) an identity for researchers working with schools and b) an attributes framework for researchers

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<b>Engaging young people with contemporary research</b>	Engage young people and teachers with contemporary research	6.1	Ensure development of our schools programme is aligned with the national STEM programme priorities, and encourage partners who are delivering extra-curricular and informal education to include contemporary research contexts.	Q3: Assimilate the outputs from the workshops
<b>Engaging young people with contemporary research</b>	Engage young people and teachers with contemporary research	6.1	Ensure development of our schools programme is aligned with the national STEM programme priorities, and encourage partners who are delivering extra-curricular and informal education to include contemporary research contexts.	Q4: Include any new developments as guidance in refreshed SIS strategy publication; Identify researcher training and funding support needs arising from new policy developments identified in Q1-Q4 of 2009/10.
<b>Engaging young people with contemporary research</b>	Engage young people and teachers with contemporary research	6.1	Ensure development of our schools programme is aligned with the national STEM programme priorities, and encourage partners who are delivering extra-curricular and informal education to include contemporary research contexts.	Yr3: Roll out any researcher training and funding support schemes arising from new schools policy developments identified in Q1-Q4 of 2009/10.
<b>Engaging young people with contemporary research</b>	Engage with the process of education policy making	6.2	Influence education policy in order to increase the role of contemporary research in the school curriculum	Q1:
<b>Engaging young people with contemporary research</b>	Engage with the process of education policy making	6.2	Influence education policy in order to increase the role of contemporary research in the school curriculum	Q2: Identify where RCUK involvement in development of the school curriculum will be most beneficial.
<b>Engaging young people with contemporary research</b>	Engage with the process of education policy making	6.2	Influence education policy in order to increase the role of contemporary research in the school curriculum	Q3: Meet with HEFCE to identify partnership opportunities as part of the HE STEM programme
<b>Engaging young people with contemporary research</b>	Engage with the process of education policy making	6.2	Influence education policy in order to increase the role of contemporary research in the school curriculum	Q4: Begin development of any schemes identified as part of the work in Q1, ready for roll out in Yr 3.
<b>Engaging young people with contemporary research</b>	Engage with the process of education policy making	6.2	Influence education policy in order to increase the role of contemporary research in the school curriculum	Yr3: Undertake an independent review of Research Council activity in the education field
<b>Demonstrating the economic impact of the PhD</b>	Develop a better understanding of career flows and mobility within and between sectors	6.3	Prepare a detailed/overview picture of the career paths actually followed by PhD graduates and use this to demonstrate the Impact (economic, social and cultural) of the PhD. Develop a better understanding of the evidence for the impact of the PhD.	Q1 Interim report of longitudinal survey - analysis of longitudinal DLHE responses by Postgraduate Researchers. Commission qualitative study of impact of PhD holders.
<b>Demonstrating the economic impact of the PhD</b>	Develop a better understanding of career flows and mobility within and between sectors	6.3	Prepare a detailed/overview picture of the career paths actually followed by PhD graduates and use this to demonstrate the Impact (economic, social and cultural) of the PhD. Develop a better understanding of the evidence for the impact of the PhD.	Q2 Publish final report of initial analysis longitudinal survey findings
<b>Demonstrating the economic impact of the PhD</b>	Develop a better understanding of career flows and mobility within and between sectors	6.3	Prepare a detailed/overview picture of the career paths actually followed by PhD graduates and use this to demonstrate the Impact (economic, social and cultural) of the PhD. Develop a better understanding of the evidence for the impact of the PhD.	Q3 Report initial findings of studies on impact of PhD holders
<b>Demonstrating the economic impact of the PhD</b>	Develop a better understanding of career flows and mobility within and between sectors	6.3	Prepare a detailed/overview picture of the career paths actually followed by PhD graduates and use this to demonstrate the Impact (economic, social and cultural) of the PhD. Develop a better understanding of the evidence for the impact of the PhD.	Q4: Report on qualitative study of the impact of PhD holders

RCUK Delivery Plan Scorecard	Delivery Plan Objective	Number (please include links)	Activities/Actions	Milestones
<b>Demonstrating the economic impact of the PhD</b>	Develop a better understanding of career flows and mobility within and between sectors	6.3	Prepare a detailed/overview picture of the career paths actually followed by PhD graduates and use this to demonstrate the Impact (economic, social and cultural) of the PhD. Develop a better understanding of the evidence for the impact of the PhD.	Yr3: Assess early evidence from cohort study on PhD impact and complementary findings from other studies by Research Councils.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Provide the framework to enable the HE sector to build its capacity to develop its researchers	6.4 (3.6)	RCUK will take the lead (working through the Vitae programme) in developing a new competency framework for researchers to support their career and skills development.	Q1 Vitae will publish a draft of the Researcher Competency Framework for comment by stakeholders.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Provide the framework to enable the HE sector to build its capacity to develop its researchers	6.4 (3.6)	RCUK will take the lead (working through the Researcher development Programme) in developing a new competency framework for researchers to support their career and skills development.	Q2
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Provide the framework to enable the HE sector to build its capacity to develop its researchers	6.4 (3.6)	RCUK will take the lead (working through the Researcher development Programme) in developing a new competency framework for researchers to support their career and skills development.	Q3 Final version of Researcher Competency framework.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Provide the framework to enable the HE sector to build its capacity to develop its researchers	6.4 (3.6)	RCUK will take the lead (working through the Researcher development Programme) in developing a new competency framework for researchers to support their career and skills development.	Q4: Promulgate the Competency framework amongst sector stakeholders.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Provide the framework to enable the HE sector to build its capacity to develop its researchers	6.4 (3.6)	RCUK will take the lead (working through the Researcher development Programme) in developing a new competency framework for researchers to support their career and skills development.	Yr3: Embed the new Reseecher Competency Framework in future implementation of the Concordat, Roberts skills agenda., and sector surveys (e.g. CROS and PRES)

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<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Demonstrate the benefit of the framework to encourage other funders to contribute		RCUK and the Vitae Programme will develop new approaches to researcher development and the Concordat Strategy Group will align the implementation strategies for researcher development of the signatory funders and the HEIs.	Q1: Vitae programme to issue call for proposals to develop and pilot new ideas and approaches for developing researcher skills and careers.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Demonstrate the benefit of the framework to encourage other funders to contribute		RCUK and the Vitae Programme will develop new approaches to researcher development and the Concordat Strategy Group will align the implementation strategies for researcher development of the signatory funders and the HEIs.	Q2: Announce successful Vitae projects for developing researcher skills and careers. Agree scope for the Concordat benchmarking projects for HEI strategies for career development and Funders responses to the Concordat.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Demonstrate the benefit of the framework to encourage other funders to contribute		RCUK and the Vitae Programme will develop new approaches to researcher development and the Concordat Strategy Group will align the implementation strategies for researcher development of the signatory funders and the HEIs.	Q3: Report on progress and outcomes of projects for developing researcher skills and careers
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Demonstrate the benefit of the framework to encourage other funders to contribute		RCUK and the Vitae Programme will develop new approaches to researcher development and the Concordat Strategy Group will align the implementation strategies for researcher development of the signatory funders and the HEIs.	Q4: Report progress on benchmarking projects towards Concordat benchmarking projects for HEI strategies for career development and Funders responses to the Concordat.
<b>Influencing the culture in research organisations in relation to support and training for early career researchers</b>	Demonstrate the benefit of the framework to encourage other funders to contribute		RCUK and the Vitae Programme will develop new approaches to researcher development and the Concordat Strategy Group will align the implementation strategies for researcher development of the signatory funders and the HEIs.	Yr3 Publicise and evaluate the outcomes of the Vitae projects on researcher implementation and develop further the implementation of the Concordat.
<b>Investing for Economic Impact</b>				
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments		RCUK will lead the assessment, analysis and integration of economic impact within the Research Councils, including the improvement of methodologies for the assessment of economic impact (£1M).	Q1: RCUK Strategy Unit to appoint and host an ESRC/RCUK policy Fellow, to review economic impact methodologies within the Councils ;- RCUK to actively promote awareness and take up of research findings arising from the ESRC/Funding Council research initiative into Impact of HEIs on Regional Economies;

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<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.1	RCUK will lead the assessment, analysis and integration of economic impact within the Research Councils, including the improvement of methodologies for the assessment of economic impact (£1M).	Q2: RCUK to actively promote awareness and take up of research findings arising from the ESRC/Funding Council research initiative into Impact of HEIs on Regional Economies
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.1	RCUK will lead the assessment, analysis and integration of economic impact within the Research Councils, including the improvement of methodologies for the assessment of economic impact (£1M).	Q3: ESRC/RCUK policy Fellow, to report on findings of project to review economic impact methodologies within the Councils. RCUK to actively promote awareness and take up of research findings arising from the ESRC/Funding Council research initiative into Impact of HEIs on Regional Economies, including a major autumn conference in London.
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.1	RCUK will lead the assessment, analysis and integration of economic impact within the Research Councils, including the improvement of methodologies for the assessment of economic impact (£1M).	Q4: RCUK to actively promote awareness and take up of research findings arising from the ESRC/Funding Council research initiative into Impact of HEIs on Regional Economies
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.1	RCUK will lead the assessment, analysis and integration of economic impact within the Research Councils, including the improvement of methodologies for the assessment of economic impact (£1M).	Y3: RCUK to actively promote awareness and take up of research findings arising from the ESRC/Funding Council research initiative into Impact of HEIs on Regional Economies (ongoing);
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.2	Improve the evidence base of ouput and impact data to support assessment of economic impact	Q1: Output and Outcomes Collection Project will present business case to OSG recommending options to develop a system; RCUK Strategy unit to commission a portfolio of projects to improve the knowledge base of economic impacts (eg origin of spinouts, cohort study, impact from collaboration, bibliometric analysis, international collaboration).(ongoing).
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.2	Improve the evidence base of ouput and impact data to support assessment of economic impact	Q2: Complete analysis of data sharing and integration between TSB and Research Councils
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.2	Improve the evidence base of ouput and impact data to support assessment of economic impact	Q3: start up an implementation project based on OOC proposal, subject to OSG approval of business case
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.2	Improve the evidence base of ouput and impact data to support assessment of economic impact	Q4:
<b>Increasing the economic impact of Research Council investments</b>	Undertand and demonstrate the impacts of Research Council investments	7.1.2	Improve the evidence base of ouput and impact data to support assessment of economic impact	Y3: pilot and roll out of project based on OOC proposal, subject to OSG approval of business case; RCUK Strategy unit to commission a portfolio of projects to improve the knowledge base of economic impacts (eg origin of spinouts, cohort study, impact from collaboration, bibliometric analysis).(ongoing)

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<b>Increasing the economic impact of Research Council investments</b>	Increase the economic impact of collective Research Council investments	7.2	Maximise the impact of the six multidisciplinary programmes by promoting user involvement and strong KT	Q1: Report on progress with KT (included as part of Annual Theme reporting)
<b>Increasing the economic impact of Research Council investments</b>	Increase the economic impact of collective Research Council investments	7.2	Maximise the impact of the six multidisciplinary programmes by promoting user involvement and strong KT	Q2
<b>Increasing the economic impact of Research Council investments</b>	Increase the economic impact of collective Research Council investments	7.2	Maximise the impact of the six multidisciplinary programmes by promoting user involvement and strong KT	Q3
<b>Increasing the economic impact of Research Council investments</b>	Increase the economic impact of collective Research Council investments	7.2	Maximise the impact of the six multidisciplinary programmes by promoting user involvement and strong KT	Q4
<b>Increasing the economic impact of Research Council investments</b>	Increase the economic impact of collective Research Council investments	7.2	Maximise the impact of the six multidisciplinary programmes by promoting user involvement and strong KT	Yr3 report on progress with KT (included as part of Annual Theme reporting)
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.1	Coordinate RC engagement with the TSB to collectively invest at least £120M over the CSR period through complementary and collaborative activity.	Q1: Progress towards target is being monitored by the Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.1	Coordinate RC engagement with the TSB to collectively invest at least £120M over the CSR period through complementary and collaborative activity.	Q2: Progress towards target is being monitored by the Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.1	Coordinate RC engagement with the TSB to collectively invest at least £120M over the CSR period through complementary and collaborative activity.	Q3: Progress towards target is being monitored by the Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.1	Coordinate RC engagement with the TSB to collectively invest at least £120M over the CSR period through complementary and collaborative activity.	Q4: Progress towards target is being monitored by the Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.1	Coordinate RC engagement with the TSB to collectively invest at least £120M over the CSR period through complementary and collaborative activity.	Yr3: Progress towards target is being monitored by the Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.2	Introduce an effective strategic and working level interface between the TSB and Research Councils.	Q1: RCUK Strategy Unit to facilitate strategic dialogue between Councils and TSB through the RCUK-TSB Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.2	Introduce an effective strategic and working level interface between the TSB and Research Councils.	Q2: RCUK Strategy Unit to facilitate strategic dialogue between Councils and TSB through the RCUK-TSB Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.2	Introduce an effective strategic and working level interface between the TSB and Research Councils.	Q3: RCUK Strategy Unit to facilitate strategic dialogue between Councils and TSB through the RCUK-TSB Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.2	Introduce an effective strategic and working level interface between the TSB and Research Councils.	Q4: RCUK Strategy Unit to facilitate strategic dialogue between Councils and TSB through the RCUK-TSB Strategic Partnership Group
<b>Increasing collaboration with users</b>	Substantially expand partnership activity with the Technology Strategy Board	7.3.2	Introduce an effective strategic and working level interface between the TSB and Research Councils.	Yr3: RCUK Strategy Unit to facilitate strategic dialogue between Councils and TSB through the RCUK-TSB Strategic Partnership Group

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<b>Increasing collaboration with users</b>	Increase research collaborations involving SMEs	7.4	Promote SME collaborations with the research base to encourage greater awareness and appreciation of opportunities	Q1: Develop further SME case studies for the KT portal on an ongoing basis
<b>Increasing collaboration with users</b>	Increase research collaborations involving SMEs	7.4	Promote SME collaborations with the research base to encourage greater awareness and appreciation of opportunities	Q2: Develop further SME case studies for the KT portal on an ongoing basis
<b>Increasing collaboration with users</b>	Increase research collaborations involving SMEs	7.4	Promote SME collaborations with the research base to encourage greater awareness and appreciation of opportunities	Q3: Develop further SME case studies for the KT portal on an ongoing basis
<b>Increasing collaboration with users</b>	Increase research collaborations involving SMEs	7.4	Promote SME collaborations with the research base to encourage greater awareness and appreciation of opportunities	Q4: Develop further SME case studies for the KT portal on an ongoing basis
<b>Increasing collaboration with users</b>	Increase research collaborations involving SMEs	7.4	Promote SME collaborations with the research base to encourage greater awareness and appreciation of opportunities	Yr3: Develop further SME case studies for the KT portal on an ongoing basis
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.1	Improve the collective presentation of Research Council knowledge transfer schemes and initiatives through the knowledge transfer web portal	Q1: Monitor webstats to improve useability; update and refresh content; promote takeup and use of KT Portal - seek to involve intermediate organisations (KTN, UKTI, RDA etc).
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.1	Improve the collective presentation of Research Council knowledge transfer schemes and initiatives through the knowledge transfer web portal	Q2: Monitor webstats to improve useability; update and refresh content
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.1	Improve the collective presentation of Research Council knowledge transfer schemes and initiatives through the knowledge transfer web portal	Q3: Monitor webstats to improve useability; update and refresh content; Investigate scope for systems to improve connectivity between researchers and users - initial options
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.1	Improve the collective presentation of Research Council knowledge transfer schemes and initiatives through the knowledge transfer web portal	Q4: Monitor webstats to improve useability; update and refresh content
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.1	Improve the collective presentation of Research Council knowledge transfer schemes and initiatives through the knowledge transfer web portal	Yr3: Internal evaluation of impact of KT portal
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.2	Rationalise and harmonise the Research Council knowledge transfer schemes and initiatives in order to improve accessibility by users	Q1: Introduce a KT Consultation (alongside the KT Portal) - use feedback gained to inform further harmonisation, expansion or development of specific KT schemes
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.2	Rationalise and harmonise the Research Council knowledge transfer schemes and initiatives in order to improve accessibility by users	Q2: Introduce a KT Consultation (alongside the KT Portal) - use feedback gained to inform further harmonisation, expansion or development of specific KT schemes
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.2	Rationalise and harmonise the Research Council knowledge transfer schemes and initiatives in order to improve accessibility by users	Q3: Introduce a KT Consultation (alongside the KT Portal) - use feedback gained to inform further harmonisation, expansion or development of specific KT schemes
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.2	Rationalise and harmonise the Research Council knowledge transfer schemes and initiatives in order to improve accessibility by users	Q4: Introduce a KT Consultation (alongside the KT Portal) - use feedback gained to inform further harmonisation, expansion or development of specific KT schemes
<b>Investing in a progressive knowledge transfer portfolio</b>	Improve accessibility to Research Council knowledge transfer funding	7.5.2	Rationalise and harmonise the Research Council knowledge transfer schemes and initiatives in order to improve accessibility by users	Yr3: Introduce a KT Consultation (alongside the KT Portal) - use feedback gained to inform further harmonisation, expansion or development of specific KT schemes

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Investing in a progressive knowledge transfer portfolio</b>	Invest in knowledge transfer activities to address gaps in the innovation process	7.6	Promote the RCUK Business Plan Competition, offering researchers training and competition to develop business plans for commercially viable ideas	Q1: Initiate an independent evaluation of the Business Plan Competition
<b>Investing in a progressive knowledge transfer portfolio</b>	Invest in knowledge transfer activities to address gaps in the innovation process	7.6	Promote the RCUK Business Plan Competition, offering researchers training and competition to develop business plans for commercially viable ideas	Q2:
<b>Investing in a progressive knowledge transfer portfolio</b>	Invest in knowledge transfer activities to address gaps in the innovation process	7.6	Promote the RCUK Business Plan Competition, offering researchers training and competition to develop business plans for commercially viable ideas	Q3: Review the findings of the Business Plan Competition evaluation, including options for future support. Agree way forward
<b>Investing in a progressive knowledge transfer portfolio</b>	Invest in knowledge transfer activities to address gaps in the innovation process	7.6	Promote the RCUK Business Plan Competition, offering researchers training and competition to develop business plans for commercially viable ideas	Q4:
<b>Investing in a progressive knowledge transfer portfolio</b>	Invest in knowledge transfer activities to address gaps in the innovation process	7.6	Promote the RCUK Business Plan Competition, offering researchers training and competition to develop business plans for commercially viable ideas	Yr3
<b>Strengthening and enabling economic impact</b>				
<b>Building knowledge transfer capacity</b>	Align knowledge transfer excellence with research excellence	8.1	Promote the exchange of best practice in KT of RC institutes, particularly associated with the Science and Innovation Campuses	Q1: Establish ongoing LARCI seminar series targeted at local government needs
<b>Building knowledge transfer capacity</b>	Align knowledge transfer excellence with research excellence	8.1	Promote the exchange of best practice in KT of RC institutes, particularly associated with the Science and Innovation Campuses	Q2
<b>Building knowledge transfer capacity</b>	Align knowledge transfer excellence with research excellence	8.1	Promote the exchange of best practice in KT of RC institutes, particularly associated with the Science and Innovation Campuses	Q3
<b>Building knowledge transfer capacity</b>	Align knowledge transfer excellence with research excellence	8.1	Promote the exchange of best practice in KT of RC institutes, particularly associated with the Science and Innovation Campuses	Q4:
<b>Building knowledge transfer capacity</b>	Align knowledge transfer excellence with research excellence	8.1	Promote the exchange of best practice in KT of RC institutes, particularly associated with the Science and Innovation Campuses	Yr3
<b>Fostering an enterprise culture</b>	Recognise and reward successful knowledge transfer	8.2	Invest in incentives and awards (in partnership with other organisations) that demonstrate successful economic impact	Q1 Initiate a project (with Universities UK) to investigate the extent to which academic promotion criteria reflect achievement in KT/impact/outreach
<b>Fostering an enterprise culture</b>	Recognise and reward successful knowledge transfer	8.2	Invest in incentives and awards (in partnership with other organisations) that demonstrate successful economic impact	Q2 Promote take up of the RCUK Serendipity Award, in Partnership with Times Higher Education
<b>Fostering an enterprise culture</b>	Recognise and reward successful knowledge transfer	8.2	Invest in incentives and awards (in partnership with other organisations) that demonstrate successful economic impact	Q3: THE Serendipity Awards
<b>Fostering an enterprise culture</b>	Recognise and reward successful knowledge transfer	8.2	Invest in incentives and awards (in partnership with other organisations) that demonstrate successful economic impact	Q4 Evaluate the impact of the RCUK THE Serendipity Awards
<b>Fostering an enterprise culture</b>	Recognise and reward successful knowledge transfer	8.2	Invest in incentives and awards (in partnership with other organisations) that demonstrate successful economic impact	Yr3
<b>Fostering an enterprise culture</b>	Promote role models and leadership	8.3	Identify researchers that have achieved successful economic impact and actively promote these through RCUK communications (events and publications)	Q1: Place articles in relevant publications on an ongoing basis; produce impact on public policy brochure

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Fostering an enterprise culture</b>	Promote role models and leadership	8.3	Identify researchers that have achieved successful economic impact and actively promote these through RCUK communications (events and publications)	Q2: Place articles in relevant publications on an ongoing basis; Develop strategic requirements for next 'impacts brochure' topic selection
<b>Fostering an enterprise culture</b>	Promote role models and leadership	8.3	Identify researchers that have achieved successful economic impact and actively promote these through RCUK communications (events and publications)	Q3: Place articles in relevant publications on an ongoing basis;
<b>Fostering an enterprise culture</b>	Promote role models and leadership	8.3	Identify researchers that have achieved successful economic impact and actively promote these through RCUK communications (events and publications)	Q4: Place articles in relevant publications on an ongoing basis;
<b>Fostering an enterprise culture</b>	Promote role models and leadership	8.3	Identify researchers that have achieved successful economic impact and actively promote these through RCUK communications (events and publications)	Yr3: Produce a further 'Impacts' Brochure
<b>Improving wider access to knowledge</b>	Promote open access to research outputs	8.4	Evaluate and develop RCUK's position on open access to publications and research data	Q1: Review RCUK and individual research council position statements on open access
<b>Improving wider access to knowledge</b>	Promote open access to research outputs	8.4	Evaluate and develop RCUK's position on open access to publications and research data	Q2: Develop and publish RCUK policy on data sharing and curation
<b>Improving wider access to knowledge</b>	Promote open access to research outputs	8.4	Evaluate and develop RCUK's position on open access to publications and research data	Q3: Begin implementation of updated RCUK policy on open access; Commission 3 LARCI strategic overviews of relevance to local government.
<b>Improving wider access to knowledge</b>	Promote open access to research outputs	8.4	Evaluate and develop RCUK's position on open access to publications and research data	Q4 Commission three rapid reviews, and organise associated event aim at local government.
<b>Improving wider access to knowledge</b>	Promote open access to research outputs	8.4	Evaluate and develop RCUK's position on open access to publications and research data	Yr3: Report on progress on implementation of updated policy on access to research outputs
<b>Leading and influencing the innovation agenda</b>				
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.1	Establish a programme of events involving key stakeholders, partners and users to achieve a coordinated response to major topical issues.	Q1 Develop a forward programme, drawing on experiences with the recent TSB/RCUK Proof of Concept Event and the RCUK/UNICO KT Directors meeting
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.1	Establish a programme of events involving key stakeholders, partners and users to achieve a coordinated response to major topical issues.	Q2:
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.1	Establish a programme of events involving key stakeholders, partners and users to achieve a coordinated response to major topical issues.	Q3
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.1	Establish a programme of events involving key stakeholders, partners and users to achieve a coordinated response to major topical issues.	Q4
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.1	Establish a programme of events involving key stakeholders, partners and users to achieve a coordinated response to major topical issues.	Yr3
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.2	Maintain a governing LARCI strategic board and paid chair covering GB.	Q1: LARCI Chair and strategic Board to meet to direct LARCI strategy; Continue to build LARCI strategic board to full capacity.
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.2	Maintain a governing LARCI strategic board and paid chair covering GB.	Q2: Engage one additional central government department in LARCI process

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<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.2	Maintain a governing LARCI strategic board and paid chair covering GB.	Q3: Engage Northern Ireland in LARCI process; LARCI Chair and strategic Board to meet to direct LARCI strategy, including LARCI strategic plan
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.2	Maintain a governing LARCI strategic board and paid chair covering GB.	Q4: LARCI Chair and strategic Board to meet to direct LARCI strategy; Finalise and impliment LARCI strategic plan.
<b>Influencing the knowledge transfer arena</b>	Engage key opinion formers and stakeholder organisations	9.1.2	Maintain a governing LARCI strategic board and paid chair covering GB.	Yr3
<b>Influencing the knowledge transfer arena</b>	Build upon existing partnerships with RDAs and Das	9.2	Research Councils to develop their relationships with RDAs and share information to improve coordination and alignment between the Councils	Q1: RCUK Strategy Group to represent Research Council interests on the RDA RIST Group, the RDA/TSB Operational Advisory Group and Welsh Assembly Government KT Group; David Delpy to represent RCUK on the TSB-RDA Strategic Advisory Group
<b>Influencing the knowledge transfer arena</b>	Build upon existing partnerships with RDAs and Das	9.2	Research Councils to develop their relationships with RDAs and share information to improve coordination and alignment between the Councils	Q2: RCUK Strategy Group to represent Research Council interests on the RDA RIST Group, the RDA/TSB Operational Advisory Group and Welsh Assembly Government KT Group; David Delpy to represent RCUK on the TSB-RDA Strategic Advisory Group
<b>Influencing the knowledge transfer arena</b>	Build upon existing partnerships with RDAs and Das	9.2	Research Councils to develop their relationships with RDAs and share information to improve coordination and alignment between the Councils	Q3: RCUK Strategy Group to represent Research Council interests on the RDA RIST Group, the RDA/TSB Operational Advisory Group and Welsh Assembly Government KT Group; David Delpy to represent RCUK on the TSB-RDA Strategic Advisory Group
<b>Influencing the knowledge transfer arena</b>	Build upon existing partnerships with RDAs and Das	9.2	Research Councils to develop their relationships with RDAs and share information to improve coordination and alignment between the Councils	Q4: RCUK Strategy Group to represent Research Council interests on the RDA RIST Group, the RDA/TSB Operational Advisory Group and Welsh Assembly Government KT Group; David Delpy to represent RCUK on the TSB-RDA Strategic Advisory Group
<b>Influencing the knowledge transfer arena</b>	Build upon existing partnerships with RDAs and Das	9.2	Research Councils to develop their relationships with RDAs and share information to improve coordination and alignment between the Councils	Yr3: RCUK Strategy Group to represent Research Council interests on the RDA RIST Group, the RDA/TSB Operational Advisory Group and Welsh Assembly Government KT Group; David Delpy to represent RCUK on the TSB-RDA Strategic Advisory Group (on going)
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.1	Carry out a joint biennial survey of organisations (£0.2M) that benefit from Research Council funded activities and develop resulting monitoring of action plans.	Q1
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.1	Carry out a joint biennial survey of organisations (£0.2M) that benefit from Research Council funded activities and develop resulting monitoring of action plans.	Q2: Initiate the 2nd User Satisfaction Survey
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.1	Carry out a joint biennial survey of organisations (£0.2M) that benefit from Research Council funded activities and develop resulting monitoring of action plans.	Q3
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.1	Carry out a joint biennial survey of organisations (£0.2M) that benefit from Research Council funded activities and develop resulting monitoring of action plans.	Q4: User Satisfaction Survey complete

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.1	Carry out a joint biennial survey of organisations (£0.2M) that benefit from Research Council funded activities and develop resulting monitoring of action plans.	Yr3
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.2	Expand the existing LARCI brokerage service between RCs and local government sectors.	Q1: Take advantage of opportunities as they manifest throughout the year to increase cross sector contacts
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.2	Expand the existing LARCI brokerage service between RCs and local government sectors.	Q2: Take advantage of opportunities as they manifest throughout the year to increase cross sector contacts
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.2	Expand the existing LARCI brokerage service between RCs and local government sectors.	Q3: Take advantage of opportunities as they manifest throughout the year to increase cross sector contacts
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.2	Expand the existing LARCI brokerage service between RCs and local government sectors.	Q4: Take advantage of opportunities as they manifest throughout the year to increase cross sector contacts
<b>Embedding users' views in policy, strategy and delivery</b>	Understand users and their requirements and the benefits, expectations and perceptions of collaborations	9.3.2	Expand the existing LARCI brokerage service between RCs and local government sectors.	Yr3
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.1	Review and implement changes to peer review assessment criteria to ensure economic impact considerations are reflected in funding decisions	Q1: Review impact of peer review changes. Produce lessons learnt report
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.1	Review and implement changes to peer review assessment criteria to ensure economic impact considerations are reflected in funding decisions	Q2:
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.1	Review and implement changes to peer review assessment criteria to ensure economic impact considerations are reflected in funding decisions	Q3
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.1	Review and implement changes to peer review assessment criteria to ensure economic impact considerations are reflected in funding decisions	Q4
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.1	Review and implement changes to peer review assessment criteria to ensure economic impact considerations are reflected in funding decisions	Yr3
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.2	Ensure there are sufficient non-academic peer reviewers with appropriate expertise in order that the user perspective is reflected in Council decision making	Q1: Initiate project to review motives and experiences of non-academic reviewers
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.2	Ensure there are sufficient non-academic peer reviewers with appropriate expertise in order that the user perspective is reflected in Council decision making	Q2:
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.2	Ensure there are sufficient non-academic peer reviewers with appropriate expertise in order that the user perspective is reflected in Council decision making	Q3: Report project to review motives and experiences of non-academic reviewers

<b>RCUK Delivery Plan Scorecard</b>	<b>Delivery Plan Objective</b>	<b>Number (please include links)</b>	<b>Activities/Actions</b>	<b>Milestones</b>
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.2	Ensure there are sufficient non-academic peer reviewers with appropriate expertise in order that the user perspective is reflected in Council decision making	Q4
<b>Embedding users' views in policy, strategy and delivery</b>	Ensure peer review maximises both excellence and impact and user perspectives are strongly represented	9.4.2	Ensure there are sufficient non-academic peer reviewers with appropriate expertise in order that the user perspective is reflected in Council decision making	Yr3
<b>Raising the collective national profile of Council funded research</b>	Increase public awareness of the impacts that flow from Research Council funded research	9.5	Work in partnership with expert communication deliverers to ensure the public have access to the outcomes of Research Council investments.	Q1: Work collectively on Darwin200 celebrations and tour the RCUK Darwin Today exhibition which highlights relevant contemporary research
<b>Raising the collective national profile of Council funded research</b>	Increase public awareness of the impacts that flow from Research Council funded research	9.5	Work in partnership with expert communication deliverers to ensure the public have access to the outcomes of Research Council investments.	Q2:
<b>Raising the collective national profile of Council funded research</b>	Increase public awareness of the impacts that flow from Research Council funded research	9.5	Work in partnership with expert communication deliverers to ensure the public have access to the outcomes of Research Council investments.	Q3: Deliver a high profile festival event to inform the public about the cross-Council priority theme Living with Environmental Change
<b>Raising the collective national profile of Council funded research</b>	Increase public awareness of the impacts that flow from Research Council funded research	9.5	Work in partnership with expert communication deliverers to ensure the public have access to the outcomes of Research Council investments.	Q4: Deliver a high profile festival event to inform the public about another cross-Council priority theme (theme tbc).
<b>Raising the collective national profile of Council funded research</b>	Increase public awareness of the impacts that flow from Research Council funded research	9.5	Work in partnership with expert communication deliverers to ensure the public have access to the outcomes of Research Council investments.	Yr3
<b>Raising the collective national profile of Council funded research</b>	Increase the visibility of the Research Councils	9.6	Implement a programme of activities embracing publications, events, collective participation at conferences, sponsorship, website and media, with particular emphasis on economic impact and international activities.	Q1: Produce an RCUK external communications strategy and implementation plan; produce 'impacts' publication in area of public policy
<b>Raising the collective national profile of Council funded research</b>	Increase the visibility of the Research Councils	9.6	Implement a programme of activities embracing publications, events, collective participation at conferences, sponsorship, website and media, with particular emphasis on economic impact and international activities.	Q2: Produce an RCUK Communications Grid. Promote RCUK and priority themes by exhibiting at the World Conference of Science Journalists.
<b>Raising the collective national profile of Council funded research</b>	Increase the visibility of the Research Councils	9.6	Implement a programme of activities embracing publications, events, collective participation at conferences, sponsorship, website and media, with particular emphasis on economic impact and international activities.	Q3: Launch an international opportunities database.
<b>Raising the collective national profile of Council funded research</b>	Increase the visibility of the Research Councils	9.6	Implement a programme of activities embracing publications, events, collective participation at conferences, sponsorship, website and media, with particular emphasis on economic impact and international activities.	Q4: Launch a series of RCUK policy briefings.
<b>Raising the collective national profile of Council funded research</b>	Increase the visibility of the Research Councils	9.6	Implement a programme of activities embracing publications, events, collective participation at conferences, sponsorship, website and media, with particular emphasis on economic impact and international activities.	Yr3: Redesign the RCUK website.
<b>Efficiency and effectiveness of Research Council operations</b>				
<b>Delivering efficiency savings</b>	Run a new cross-Council efficiency delivery programme to collectively deliver 3.65 percent (across the whole science budget) per annum net cashable value for money gains	10.1	<b>Savings in CSR period by heading</b> 1. Reducing the proportion of RC expenditure on Admin costs 2. Effective Reprioritisation 3. Increasing Efficiency of Institutes 4. Growing level of Co-funding	Q1: £40.5M

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<b>Delivering efficiency savings</b>	Run a new cross-Council efficiency delivery programme to collectively deliver 3.65 percent (across the whole science budget) per annum net cashable value for money gains	10.1	<b>Savings in CSR period by heading</b> 1. Reducing the proportion of RC expenditure on Admin costs 2. Effective Re prioritisation 3. Increasing Efficiency of Institutes 4. Growing level of Co-funding	Q2: £81M (Cumulative total)
<b>Delivering efficiency savings</b>	Run a new cross-Council efficiency delivery programme to collectively deliver 3.65 percent (across the whole science budget) per annum net cashable value for money gains	10.1	<b>Savings in CSR period by heading</b> 1. Reducing the proportion of RC expenditure on Admin costs 2. Effective Re prioritisation 3. Increasing Efficiency of Institutes 4. Growing level of Co-funding	Q3: £121.5M (Cumulative total)
<b>Delivering efficiency savings</b>	Run a new cross-Council efficiency delivery programme to collectively deliver 3.65 percent (across the whole science budget) per annum net cashable value for money gains	10.1	<b>Savings in CSR period by heading</b> 1. Reducing the proportion of RC expenditure on Admin costs 2. Effective Re prioritisation 3. Increasing Efficiency of Institutes 4. Growing level of Co-funding	Q4: £162M (Cumulative total)
<b>Delivering efficiency savings</b>	Run a new cross-Council efficiency delivery programme to collectively deliver 3.65 percent (across the whole science budget) per annum net cashable value for money gains	10.1	<b>Savings in CSR period by heading</b> 1. Reducing the proportion of RC expenditure on Admin costs 2. Effective Re prioritisation 3. Increasing Efficiency of Institutes 4. Growing level of Co-funding	Y3: £243M (Cumulative total)
<b>Ensuring peer review remains efficient and effective and excellent value for money</b>	Run a cross-Council programme to deliver overall improvements in the efficiency and effectiveness of the peer review system	10.2	Implement a project to ensure effective recording of grant outputs and outcomes to replace final report reviewing; b) implement a project to improve communications and relationships with HEIs regarding submission standards; c) coordinate activities of Councils.	Q1: Output and Outcomes Collection Project will present business case to OSG recommending options to develop a system; Annual report from CR Project
<b>Ensuring peer review remains efficient and effective and excellent value for money</b>	Run a cross-Council programme to deliver overall improvements in the efficiency and effectiveness of the peer review system	10.2	Implement a project to ensure effective recording of grant outputs and outcomes to replace final report reviewing; b) implement a project to improve communications and relationships with HEIs regarding submission standards; c) coordinate activities of Councils.	Q2: Launch of an RCUK webpage containing a cross-Council agreed statement and advice regarding well managed pre-submission practices. This page will link to an RCUK 'Success Rate and Grant Funding Overview' webpage providing links to an individual 'hub' for each RC containing information relating to success rates, links to annual reports and grants awarded. This will provide visitors to the site with a 'one stop shop' for cross-Council success rate and funding information which can be presented in formats best suited to individual Councils. Close of Project.
<b>Ensuring peer review remains efficient and effective and excellent value for money</b>	Run a cross-Council programme to deliver overall improvements in the efficiency and effectiveness of the peer review system	10.2	Implement a project to ensure effective recording of grant outputs and outcomes to replace final report reviewing; b) implement a project to improve communications and relationships with HEIs regarding submission standards; c) coordinate activities of Councils.	Q3: start up an implementation project based on OOC proposal, subject to OSG approval of business case
<b>Ensuring peer review remains efficient and effective and excellent value for money</b>	Run a cross-Council programme to deliver overall improvements in the efficiency and effectiveness of the peer review system	10.2	Implement a project to ensure effective recording of grant outputs and outcomes to replace final report reviewing; b) implement a project to improve communications and relationships with HEIs regarding submission standards; c) coordinate activities of Councils.	Q4:
<b>Ensuring peer review remains efficient and effective and excellent value for money</b>	Run a cross-Council programme to deliver overall improvements in the efficiency and effectiveness of the peer review system	10.2	Implement a project to ensure effective recording of grant outputs and outcomes to replace final report reviewing; b) implement a project to improve communications and relationships with HEIs regarding submission standards; c) coordinate activities of Councils.	Y3: pilot and roll out of project based on OOC proposal, subject to OSG approval of business case
<b>Delivering the majority of support services on a shared basis</b>	Deliver financial, HR, procurement, administrative IT IS services collectively to all of the Councils by March 2009 and research grants administration by December 2009	10.3	Support the phased migration of services and Councils to the SSC. The SSC will begin to operate during 2008 for procurement and administrative ITIS services and be fully operational in all service functions by the end of 2010.	Q1: HR & Payroll for EPSRC/ESRC

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<b>Delivering the majority of support services on a shared basis</b>	Deliver financial, HR, procurement, administrative IT IS services collectively to all of the Councils by March 2009 and research grants administration by December 2010	10.3	Support the phased migration of services and Councils to the SSC. The SSC will begin to operate during 2008 for procurement and administrative ITIS services and be fully operational in all service functions by the end of 2010.	Q2: Finance for EPSRC/ESRC
<b>Delivering the majority of support services on a shared basis</b>	Deliver financial, HR, procurement, administrative IT IS services collectively to all of the Councils by March 2009 and research grants administration by December 2011	10.3	Support the phased migration of services and Councils to the SSC. The SSC will begin to operate during 2008 for procurement and administrative ITIS services and be fully operational in all service functions by the end of 2010.	Q3: Rollout of Tranches 2 & 3
<b>Delivering the majority of support services on a shared basis</b>	Deliver financial, HR, procurement, administrative IT IS services collectively to all of the Councils by March 2009 and research grants administration by December 2012	10.3	Support the phased migration of services and Councils to the SSC. The SSC will begin to operate during 2008 for procurement and administrative ITIS services and be fully operational in all service functions by the end of 2010.	Q4: Go live for all Councils for all functions bar Grants; Go live for first Council (tbc) for Grants; KPI Report March 2010
<b>Delivering the majority of support services on a shared basis</b>	Deliver financial, HR, procurement, administrative IT IS services collectively to all of the Councils by March 2009 and research grants administration by December 2013	10.3	Support the phased migration of services and Councils to the SSC. The SSC will begin to operate during 2008 for procurement and administrative ITIS services and be fully operational in all service functions by the end of 2010.	Y3: Rollout complete across all Councils and all functions; KPI Report March 2011
<b>Implementing a common pay structure</b>	Harmonise pay, terms and conditions for Research Council staff	10.4	As a first step a common pay structure will be developed and implemented across five Research Councils; AHRC, BBSRC, EPSRC, ESRC, and STFC.	Q1: Completion of harmonisation of all pay related benefits in 5 Councils
<b>Implementing a common pay structure</b>	Harmonise pay, terms and conditions for Research Council staff	10.4	As a first step a common pay structure will be developed and implemented across five Research Councils; AHRC, BBSRC, EPSRC, ESRC, and STFC.	Q2: Completion of harmonisation of all pay related benefits in 5 Councils
<b>Implementing a common pay structure</b>	Harmonise pay, terms and conditions for Research Council staff	10.4	As a first step a common pay structure will be developed and implemented across five Research Councils; AHRC, BBSRC, EPSRC, ESRC, and STFC.	Q3: Completion of harmonisation of all pay related benefits in 5 Councils
<b>Implementing a common pay structure</b>	Harmonise pay, terms and conditions for Research Council staff	10.4	As a first step a common pay structure will be developed and implemented across five Research Councils; AHRC, BBSRC, EPSRC, ESRC, and STFC.	Q4: Completion of harmonisation of all pay related benefits in 5 Councils
<b>Implementing a common pay structure</b>	Harmonise pay, terms and conditions for Research Council staff	10.4	As a first step a common pay structure will be developed and implemented across five Research Councils; AHRC, BBSRC, EPSRC, ESRC, and STFC.	Y3: Further work on harmonisation of pay and related conditions of service across other Councils