

# EPSRC Delivery Plan Scorecard 2008-11

This scorecard sets out specific objectives, milestones and targets for the major activities outlined in the EPSRC delivery plan 2008-11. It has been updated to include specific in-year milestones for 20010/11. It should be viewed alongside the Delivery Plan which outlines our high-level priorities and plans for the period 2008/09 to 2010/11, together with what we intend to do to meet the Government's Science and Innovation Framework.

## Contents

Contents.....	1
Priority Themes .....	2
Energy .....	3
Digital Economy.....	8
Nanoscience through Engineering to Application .....	16
Towards Next-Generation Healthcare .....	20
Contribution to other Research Councils UK themes .....	21
Living with Environmental Change .....	21
Global Uncertainties: Security for all in a changing world .....	22
Life-long Health and Well-being .....	23
Sustainability .....	24
A Healthy Science and Engineering Base.....	24
Securing the future supply of people .....	32
Economic Impact .....	36
Public Engagement with Research.....	42
International .....	46
Improving Efficiency and Effectiveness .....	49

**June 2010**

**Polaris House  
North Star Avenue  
Swindon, SN2 1ET  
01793 444000**

[www.epsrc.ac.uk](http://www.epsrc.ac.uk)

## **Priority Themes**

Delivering a step-change in economic impact will be achieved in our priority theme areas in the following ways:

- The development of major strategic partnerships such as those with the Energy Technologies Institute and the Technology Strategy Board will accelerate the exploitation of research outputs for economic benefit.
- Working with key stakeholders to form bridges that pull research through to exploitation more rapidly and efficiently.
- Increased focus on user-led doctoral training which will align the skills base more closely to the needs of business innovation.

## Energy

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
E1. Effective partnership with ETI, TSB and other stakeholders to develop UK research capacity and to facilitate development of relevant research and rapid exploitation of research outputs leading to increased economic impact.	Current investment with TSB on energy related projects is ~ £4M in total. EPSRC has invested in administrative costs associated with the establishment of ETI only.	Leading teams funded by EPSRC engaged in ETI-supported projects; at least £60M invested with ETI. EPSRC engaged in ETI strategy development at all levels.	E1.1 Offshore wind and marine projects announced by end of Q2 E1.2 Engagement in 75% of ETI first year working groups by end of Q4.		<b>E1.1 CCS Capture technology Projects announced by end Q4.</b>
				E1.2 Engagement in 100% of ETI working groups by end Q3.	<b>E1.2 Leading Public Sector involvement in ETI Scientific Advisory Groups in two technical areas by end Q2.</b>
				E1.3 Strategically scope new initiatives in consultation with TSB by end Q4.	<b>E1.3 Strategically scope future Supergen challenges in collaboration with TSB by end Q4</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
				E1.4 Initiate dialogue with TSEC consortia on follow on funding for feeding research findings into government by end Q4.	
E2. EPSRC working with colleagues in other Research Councils, will ensure that the Research Councils' Energy Programme flourishes as a key part of the UK energy innovation landscape.	A substantive portfolio of ~ £270M in value in energy related research and training across the entire Research Council remit.	A coherent programme supporting a full spectrum of energy research with effective engagement across the Research Councils. Assessment and evaluation of the impact of the investments made through the Research Councils Energy Programme.	E2.1 Clearly defined evaluation and review framework for energy research including metrics, together with an impact evaluation timetable in place by end of Q4.	E2.1 International review steering group established by end Q1 with panel meeting by end Q2.	<p><b>E2.1 International review carried out and completed by end Q1.</b></p> <p><b>E2.2 Research Councils respond to International Review findings by end Q2.</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
E3. Support for a full spectrum of energy research to meet the UK government's long term policy goals (through leading the RCs' Energy Programme).	Current level of investment in energy-efficient transport research = £1M (i.e. value of current grants).	Increased research portfolio in transport representing investment of (at least) £16M over the DP period.	E3.1 Scoping study on shipping completed by end of Q2.	E3.1 Transport challenge scoped by end Q4. Research in shipping call to be issued by end of Q2, up to £4M grants announced by end Q4.	<b>E3.1 Networks challenge scoped by end Q1 and projects funded by end Q4.</b>
	Current level of research in demand reduction for Built Environment & industry = £28M (i.e. value of current grants).	Research portfolio in <b>demand reduction for built environment and industry</b> representing new investment of (at least) £14M (£3M, £6M, £5M) over the DP period.	E3.2 Research in demand reduction in the process industries - call issued by end of Q2; grants (totalling £3M) announced by end of Q4.	E3.2 Research in ICT in demand reduction-call issued by end of <b>Q2</b> , grants (up to the value of £5M) announced by end Q4.	<b>E3.2 Nuclear Geowaste call jointly with Nuclear Decommissioning Authority to be scoped and funded by end Q4.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
	Sustainable Power Generation and Supply (SUPERGEN) programme grants with a total value of £48M.	Current portfolio of research in power generation and supply maintained and refreshed through the announcement of new research grants as existing ones end.	E3.3 Grants announced with approximately the same value as those ending in 08/09 - i.e. ~£3M (by end of Q4).	E3.3 Supergen III scoped through consultation with stakeholders by end Q4. Final round of Supergene II grants (value £23m) announced by end Q4.	<b>E3.3 Transport challenge sandpit undertaken and projects funded by end Q3.</b>
				E3.4 Invest up to £5M in international research in partnership with overseas agencies as identified through ongoing negotiations by end Q4.	<b>E3.4 Joint international research calls with China and India with total value £6M funded by end Q4.</b>
E4. Develop capacity for research, business and other stakeholders through the	Low level of focused doctoral training provision: EngD centre in nuclear skills with an intake of 10	Provision of focused doctoral training in energy through 4-5 new centres (with intake of 40-50	E4.1 Generic call for Doctoral Training/EngD Centres issued by end of Q1. 4 Centres for	E4.1 Mechanism for networking Energy Centres for Doctoral Training to encourage best practice	<b>E4.1 Energy Doctoral Training Centre Directors meeting held by end Q3</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
development of focused support for doctoral training in energy leading to increased economic impact.	students per annum; some support for training through UKERC, SUPERGEN and TSEC.	students per annum).	doctoral training in energy announced by end of Q4.	established by end Q3.	<b>E4.2 Future fellowship provision scoped by end Q4</b>

## Digital Economy

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
DE1. A new community of skilled researchers with a strong research capability in ICT research but with an understanding of business and the other research areas needed to deliver the benefits of ICT (to include the social sciences) including increasing economic impact.	No doctoral training centres specifically focused in ICT.	At least 4 centres for doctoral training in ICT-related areas supporting a cohort of 10 students per year for 5 years which will eventually produce 200 trained people who can deliver research for the area.	DE1.1 Issue call for outline proposals as part of EPSRC doctoral training call by end of Q1, supporting 4 centres by end of Q4.	DE1.1 Work with the newly appointed DTCs to develop them as a cohort, including the Research Hubs. Meet with them every six months to consider ways of enhancing links between the DTCs (e.g. student conference, workshops with industry, and links with the broader academic community).	<b>DE1.1 Continue to work with the Directors as a cohort, with six-monthly Director Meetings.</b>
					<b>DE1.2 Work with the Directors to deliver the first DE CDT summer school with students across all the CDTs.</b>
					<b>DE1.3 Develop a programme for student secondments with the Institution of Practitioners in Advertising.</b>
					<b>DE1.4 Follow through on joint workshop with US centres of excellence including</b>



Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
					director and student representation with a view to considering longer term student exchanges (co-funding sought and secured from Science Innovation Network).
DE2. In partnership with ESRC create a critical mass of researchers working at the interface between the physical and social sciences providing the base on which to deliver research needed to underpin the knowledge economy and contribute to public policy goals.	Ensuring Privacy and Consent - joint programme with TSB and ESRC (~£10M) grants announced Mar 08.	60% (£103M) of Portfolio of research focused on key areas and clearly aligned with public policy goals.	DE2.1 Establish large scale multidisciplinary research centres (~£30M total investment) focused on cross cutting challenges of the Digital Economy including achieving alignment with public policy goals. Issue call by end of Q1, with decision by end of Q4.	DE2.1 As with DTCs, work with the Directors to develop the DE community. Meet with the Directors every six months with a meeting within the first three months after decision - Q1. Develop shared learning, coordinated approach to partnership with key stakeholders,	<p><b>DE2.1 Continue to Meet with the Hub Directors quarterly, taking forward opportunities for cross hub working and developing linkages with the broader community.</b></p> <p><b>DE2.2 Work with the Hub Directors in leading the first</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
				common approach on areas such as public engagement and communications and input to programme strategy development by end of May as part of a strategy workshop.	<b>Digital Economy 'all hands' event bringing together work across the portfolio by end Oct 2010.</b>
DE3. In partnership with ESRC, MRC and AHRC, deliver step-change in the level of engagement with industry, government and society to pursue key research challenges and deliver transformational use of ICT leading to increases in economic impact.	Value of collaborative grants in key sectors: Healthcare - £4.5M; Retail - 0; Transport - £4.1M.	Significantly increased level of engagement by companies and other user organisations from key sectors (including Healthcare, Retail and Transport) as demonstrated through doubled value of collaborative grants in these sectors (or £2M value in the retail	No milestones in 08/09. Through the multidisciplinary centres established (see DE2.1) we will be running Ideas Factory type engagement with key industries identified as having potential for impact in this area, namely Healthcare, Retail and Transport in 09/10.	DE3 Continue to build relationships with key stakeholders and jointly commission research. Including: <b>1)</b> joint Sandpit activity with the British Library by July 09 <b>2)</b> Key stakeholder meeting with DE Hubbs and BT and its "ecosphere" of companies to identify priority areas for the	<p><b>DE3.1 Working with the hubs we will continue to build a relationship with the growing list of stakeholders working directly with the centres.</b></p> <p><b>DE3.2 We will take forward a joint activity with the Department for Transport in the broad area of reducing energy</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
		sector).		stakeholders and potential areas for joint working by end of Q2 <b>3)</b> Develop research priority and consider holding sandpit by end of the year with the Department of Transport (Q4). <b>4)</b> Co-ordinate input from the DE programme into the Digital Britain report and respond to recommendations by end of May 09.	<b>use in transport. This has already been subject to one scoping workshop.</b>  <b>DE3.3 We will continue to develop our relationship with the British Library following the successful sandpit activity in 09/10.</b>
DE4 In partnership with MRC, establish a programme of research in Information-Driven Healthcare which aims to use ICT to transform healthcare provision to prevention and	No targeted support for research in Information-Driven Healthcare (although we are currently supporting £4.5M of grants involving organisations from the healthcare	Minimum of £24M invested in programme of research relevant to Information-Driven Healthcare.	DE4.1 Building on the outcome of the feasibility studies funded by end March 2008, decide how to support the grand challenges highlighted through those studies (i.e.	DE4.1 Inform the current grant holders of the process for considering follow on support by end of Q1. Assess and support follow on activity or between 2 and 3 challenges by end of October	<b>DE4.1 Following the successful award of three follow-on activities we will work to ensure sharing of common issues between the three projects, this might</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
early diagnosis with downstream implications for economic impact.	sector the research is not targeted in this area).		independently or in collaboration with the centres established through DE2.1) - by end of Q2.	09. Engage other stakeholders to co-fund where appropriate, including Connecting for Health and DoH. Inform the current grant holders of the process for considering follow on support by end of Q1. Assess and support follow on activity or between 2 and 3 challenges by end of October 09. Engage other stakeholders to co-fund where appropriate, including Connecting for Health and DoH.	<b>include engaging NIH, DoH and other stakeholders at an early stage to identify how to best ensure exploitation of the research.</b>
DE5. Ensure the fundamental research in engineering and the physical sciences is aligned		Portfolio of ~£10M of fundamental underpinning research to deliver the Digital Economy through	DE5.1 Through a workshop process draw academic and industry input to identify key long term basic	DE5.1 Hold Strategy workshop with Hubs, DTCs, Clusters and other key stakeholders to undertake gap	<b>DE5.1 We will partner with the Maths and Energy Programme to support a call for</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
to future needs of the Digital Economy.		responsive mode and support for key people.	research required to underpin the Digital Economy and issue a signposted call through responsive mode to support £5M of research by end of Q4.	analysis of portfolio by end of May 2009. Use the workshop to consider ways to address gaps, including a call for research clusters to stimulate gap areas by end of June 2009.	<b>proposals in 'Maths underpinning the cross council themes', by end of Q3.</b>
DE6. Build links with key Sectors where the Digital Economy has the potential to have a major impact, but where the Research Councils currently have a limited	Value of current grants collaborative with the financial services sector - £0.4M - no grants involving collaborators from the retail services sector.	Platform established for engagement with mainstream Financial Services and Retail Services sectors.	DE6.1 Engage the Retail and Financial sectors by working with key contacts to issue a call to support £5M in Networks and Research by end of Q4.	DE6.1 Engage with the Financial Services DTC, to better understand the needs of its key stakeholders by end of Q3. Use the opportunity to run a workshop at Tradetech 2009 to	<b>DE6.1 A Further workshop will be held at Tradetech 2010 in London, where a "dragons den" activity will be used to identify areas ripe for collaboration.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
engagement in order to increase the economic impact.				make new contacts with Finance Sector by end Q1.	<b>DE6.2 We are already working closely with the new Financial Services KTN and will develop this relationship as a focus for collaboration. The director of the KTN is also engaged with the Financial Services CDT.</b>
DE7. EPSRC will lead a focused cross-Council activity in the Digital Economy in partnership with AHRC, ESRC, MRC and STFC which will contribute to output, employment and export earnings for the UK.	No co-ordinated activity in this area.	A coherent programme focused on the Digital Economy, supporting a spectrum of activities with effective engagement across the Research Councils. Its success will be assessed through agreed evaluation criteria.	DE7.1 Performance and Evaluation framework for Digital Economy programme in place by end of Q4.	DE7.1 Develop an evaluation framework including capturing metrics and progress of hubs and DTCs by end of Q2.	<b>DE7.1 We have now agreed a set of evaluation criteria for the programme. We will develop a suite of approaches to capturing the qualitative and quantitative information to populate these criteria for each of the DE activities. We</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
					will work with the Hubs to develop novel approaches to do this.

## Nanoscience through Engineering to Application

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
N1. Nanotechnology research investment focused via a series of Grand Challenges addressing areas of societal importance including energy, environmental remediation, healthcare and digital economy.	Area for Grand Challenge 2 (GC2) agreed as medicine and healthcare.	Portfolio of 2-3 Round 2 projects leading to successful applications in medicine and healthcare.	N1.2 GC2 defined by end of Q2. 5-8 Round 1 grants announced by end of Q4 ( <i>stage-gating to 2-3 next-stage projects by 2011</i> ).	N1.2 GC3 defined by end of Q2. 5-8 Round 1 grants announced by end of Q4 ( <i>stage-gating to 2-3 next-stage projects by 2011</i> ).	<b>N1.2 GC1 stage gate projects selected by Q4 2010.</b>
N2. Focus support through doctoral training centres to generate critical mass in required skills in this interdisciplinary subject.	No centres for doctoral training in nanotechnology (approx 40 new student starts pa through DTAs).	To have established provision of skilled researchers through doctoral training (additional 40 new student starts p.a).	N2.1 4-8 Doctoral Training Centres announced (i.e. 40-80 new students per annum) in areas of nanotechnology by end of Q4.	N2.1 Centres for Doctoral Training announced in 08/09 established and steered appropriately through regular contact, including attendance at steering committees. Networking opportunities to be established to encourage best	<b>No in-year milestone for 2010/11.</b>



Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
				practice by end Q3.	
N3. Ensure the wide availability of cross-cutting infrastructure via equipment-sharing.	No equipment-sharing scheme currently in operation.	Cross-cutting infrastructure in place via effective equipment-sharing scheme and widespread availability of equipment enabled through EPSRC funding to 5-10 HEIs.	N3.1 Funding announced to 5-8 universities for equipment which will be made available to other users (by end of Q1). Equipment database established through the nanotechnology KTN by end of Q4.	N3.1 Equipment database to be established through the nanotechnology KTN by end Q1 (carry-over activity from 08/09). On-going monitoring of equipment-sharing scheme will take place to assess its effectiveness. Meeting of centre Directors will take place in Q4 to enable them to share best practice in use of equipment.	<b>No in-year milestone for 2010/11.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
				N3.2 Environmental Nanoscience Initiative established with NERC. Call to be issued Q1 09/10 with grants to be announced (with an EPSRC contribution of £0.5M) by end Q4.	
N4. Support a broad base of nanotechnology research addressing identified weaknesses and strategically important areas.	Weakness identified in support for health and safety aspects of nanotechnology (NRCG reports from HMG) and in international collaboration.	Broad portfolio of research supported including health and safety aspects of nanotechnology and increased levels of international collaboration.	N4.1 Signposting introduced in responsive mode resulting in 5 grants funded in these areas by Q4.	N4.1 Success of signposting introduced in Responsive Mode in 08/09 will be reviewed Q3 following bedding-in period and action taken as appropriate.	<b>No in-year milestone for 2010/11.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
N5. With support from other Research Councils and a wide range of stakeholders, EPSRC will lead a co-ordinated focused programme taking Nanotechnology research through to application.	No co-ordinated activity in this area.	A coherent programme focused on Nanotechnology, supporting a spectrum of activities with effective engagement across the Research Councils. Its success will be assessed through agreed evaluation criteria.	N5.1 Performance and Evaluation framework for Nanotechnology programme in place by end of Q4.	N5.1 Theme Day planned for Q2 to assess developments in UK nanotechnology research since 2005.	<b>N5.1 Plan for transition of nano programme back into mainstream RC business developed by Q2 2010 and implemented by Q4 2010.</b>

## Towards Next-Generation Healthcare

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
H1. An increased volume of high-quality collaborative research and pull through to clinical products and practice, in the areas of systems approaches to healthcare, medical information systems, medical sensing and targeted therapies and leading to increased economic impact downstream.	Strategic partnerships established with Cancer Research UK and the TSB (Assisted Living Innovation Platform).	A minimum of £100M (including contributions from strategic partners) invested in collaborative programmes in the areas identified (see deliverable).	H1.1 Strategic partnership established with the Wellcome Trust in the area of biomedical engineering (by end of Q1). Announcement of up to 3 cancer-imaging centres and up to 8 research programmes co-funded with CRUK by end of Q3.	H1.1 Call announced Q3 08/09 with Wellcome Trust to establish centres in the area of biomedical engineering with an expected investment of c. £45m. Centres to be announced Q1.	<b>H1.1 Second call for Healthcare partnerships proposals by end Q2 2010 and proposals funded by end Q4 2010.</b>
				H1.2 Establish monitoring arrangements for outputs from and performance of cancer-imaging centres by end Q4	<b>Established 09/10-no in-year milestone for 2010/11.</b>
					<b>H1.3 Strategy for EPSRC support for Healthcare developed by end Q3 2010</b>

## Contribution to other Research Councils UK themes

### Living with Environmental Change

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
LWEC1. Support for engineering research tackling implications of climate change for buildings, infrastructure and utilities.	Consortia previously supported in Building Knowledge for a Changing Climate programme.	A portfolio of interdisciplinary research involving EPS addressing technical and policy solutions to meet the challenges of a changing climate (£9M investment - i.e. value of grants announced over DP period).	LWEC 1.1 Support for research into: Adaptation and resilience to a change in climate - £6M announced by end of Q4.	LWEC1.1 Support for research into: Adaptation and resilience to a change in climate - additional £3M announced by end of Q1.	<b>LWEC1.1 Support for research into geoengineering – up to £3M commitment (jointly with STFC and NERC) by end of Q1.</b>

## Global Uncertainties: Security for all in a changing world

Delivery Plan Objective	2007/08 Baseline	Achievement Target For 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
GTS1. (now re-badged as GU-Global Uncertainties-to be consistent with other RCs). Support for research and innovation to enable the development of technology, systems & services for the prevention and detection of crime and terrorism or to manage/minimise its impacts.	Current portfolio of research in Crime Prevention = £14.3M.	At least £6m new investment in research in key areas specified (see deliverable).	GTS1.1 Grants announced (up to £6M in value) in conjunction with other research councils and government departments (e.g. Home Office) by end of Q4.	GU1.1 Grants announced (up to £6M in value) in conjunction with other research councils and government departments (e.g. Home Office) by end of Q4. Sandpit event to be held in Q1, another to be scoped in Q1.	<b>GU1.1 Development of a recognisable and cohesive 'GU research community' in EPSRC remit areas through a) community building events (Q1 and Q3) and b) allocation of associated research funding (Q4) delivered as a partner in the GU programme.</b>

## Life-long Health and Well-being

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
LHW1. Support for underpinning medical engineering provided in support of interdisciplinary research centres in health and well-being.	New activity.	Up to £2m contributing to cross-Council supported interdisciplinary centres targeting health and well-being.	LHW1.1 EPSRC contributions to Centres for Life-long Health and Well-being agreed by Q4 at a level subject to proposal quality.	LHW1.1 Centres resulting from open call for Phase 2 of the Life-Long Health and Well-being initiative to be announced in Q2 (subject to proposal quality). Call for Phase 3 of the initiative will be announced in the first half of 2010.	<b>LHW1.1 Call for Phase 3 Projects issued q1 2010, projects selected by end Q4 2010.</b>

## Sustainability

### A Healthy Science and Engineering Base

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SEB1. Long-term health & breadth of discipline bases sustained.	Second cycle of reviews conducted covering: Engineering (2004); Physics & Astronomy (2005); High Performance Computing (2006), Information and Communications Technology (2007) and Materials (2008). Remaining areas: Chemistry and Mathematics.	Completed second round of international reviews of EPS disciplines and developed action plans to address main issues/recommendations arising from the reviews.	SEB1.1 Organise an international review of Chemistry as part of an on-going series: a) Terms of reference and scope for review agreed by end of Q1 b) International panel appointed by end of Q3.	SEB1.1 Publish the EPSRC research landscape engaging the community in a dialogue about areas of focus in the portfolio by end June 2009 Q1.	<b>SEB1.1 Complete a Benchmarking analysis of UK activities in Manufacturing research and training Q4.</b>
				SEB1.2 Develop an action plan in response to the findings of the International Review of Chemistry by end Q2. N.B Review of mathematics will now take place 2010/11.	<b>SEB1.2 Organise an international review of mathematics by December. Develop an action plan in response to its findings by March 2011.</b>



Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SEB2. Ensure the next generation of world-leading researchers by providing support to researchers at an early stage of their careers.	A total of £39M grants announced during 07/08 providing support for early stage researchers - £32M First Grants and £7M Challenging engineering awards.	To have invested £120M (i.e. £40M pa on average) in early stage career activities by March 2011.	SEB2.1 Announce up to 6 challenging engineering awards (~£6M) providing support for engineering researchers at an early stage of their careers to develop a research group for a period of up to 5 years in the area of Transforming Infrastructure: Building for the 21st Century, by end of Q2.	SEB2.1 Review balance of support provided to early stage careers (as part of securing the future) by end Q3.	<b>Action Completed - no further in year milestones.</b>
			SEB2.2 Minimum of £30M First Grants announced in 08/09 by end of Q4.	SEB2.2 Minimum of £30M invested in First Grants by end of Q4.	<b>SEB2.2 Minimum of £30M invested in First Grants by end of Q4 to contribute to overall delivery plan target of £120M invested in early stage careers.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
				SEB2.3 Minimum of £6M invested in additional Challenging Engineering awards established for providing support to Engineers at an early stage of their careers by end Q2.	<b>SEB2.3 Minimum of £10M invested in additional Challenging Engineering awards established for providing support to Engineers at an early stage of their careers by end Q4 making a contribution to overall delivery plan target of £120M invested in early stage careers.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
<p>SEB3. Build researcher effort around topics of strategic importance through signposting of key and emergent areas within responsive mode. (More information on signposting on the EPSRC website).</p>	<p>Number of programme areas using signposting (2 - Physics and Mathematical Sciences).</p>	<p>Research activity developed in 5 key/emergent areas which have been signposted.</p>	<p>SEB3.1 At least one Signposted area identified in each programme area by end of Q3.</p>	<p>SEB3.1 Review research community response to and level of investment into signposted priority areas by end Q1. Identify and publish at least 2 further new signposted topics by end Q1.</p>	<p><b>SEB 3.1 Council and its advisory panels will review evidence (developed during 09/10) as to the effectiveness of sign posting as a mechanism to support emergent priorities during May 2010. This assessment will include the level of investment made since April 2008.</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SEB4. Encourage a move to more transformative and multidisciplinary research.	Current proportion of grant portfolio in responsive mode over 3 years in length = 22% by number (40% by value).	30% by number (50% by value) of responsive mode grants over 3 years in length.	SEB4.1 Community informed of availability of Platform and Programme grants to support opportunities for transformative research across all programme areas (by end of Q1).	SEB4.1 1) Additional £20m (over current plans) to be invested through cross-disciplinary interfaces to nurture and grow new activities particularly at the boundary with social sciences and economics by end Q4. 2) Pilot 2 new investment approaches to identifying and reviewing transformative research ideas; "Big Pitch" approach developed by September 2009 and Maths for Life Sandpit by July 2009.	

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
			SEB4.2 New financial commitments made to Platform and Programme grants across whole portfolio leading to increased proportion of grants over 3 years in length (25%) (by end of Q3).	SEB4.2 Continue to make new financial commitments throughout 09/10 to Programme and Platform grants over 3 years in length progressing towards the 2011 achievement target. Final % dependant on quality of proposals received.	<b>SEB4.2 Continue to make new financial commitments throughout 10/11 to Programme and Platform grants over 3 years in length progressing towards the 2011 achievement target. Final % dependant on quality of proposals received. Develop and adopt a more strategic framework for the placement of new Programme grants.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SEB5. Responding to the RCUK Review of Physics.	Not applicable.	To deliver actions agreed cross-council in response to the Review of Physics.	<p>SEB5. Support Physics PhD training through relevant Centres for Doctoral Training.</p> <p>Enabled DTG to support Research Masters</p> <p>EPSRC action plan reviewed by Council Mar 08.</p>	<p>SEB5. Lead review of Physics/Eng/Nuclear Physics by end Q3.</p> <p>Future strategy for HPC will be communicated to the wider community including Physics using cross-council Advisory Board.</p> <p>EPSRC will review its balance of people support during 2009 to influence future spending on training and fellowships. This will incorporate recommendations from the Wakeham Review.</p>	<b>The achievement targets for this objective have been reached - there are no further in year milestones.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SEB6. Invest in the necessary research infrastructure as part of supporting a Healthy Science and Engineering Base.	A stand-alone 6 year HPC service procured for use by three Research Councils.	Implementation of 10-year plan for the provision of HPC services including European partnership.	SEB6. Architecture Comparison Exercise developed to inform business case for HPC. Review of Vendor Market positions (November 2008). Engagement with HSC in development of the case (June 2008, March 2009). UK participation in European preparatory phase project on-going Dec 2009.	SEB6. Draft Business case for HPC services to be discussed at TOP (April 2009) and EPSRC Council May/July 2009. Set up project board after EPSRC Council approval- August 2009. Completion of Science case for all interested Research Councils by July 2009. Draft business case to be discussed with other Research Councils (NERC, BBSRC and STFC) Autumn 2009. RCUKEG approval by December 2009.	<b>SEB 6.1 In year milestones on the critical path include:</b> - <b>Finalise RCUK interaction in the Partnership for Advanced Computing in Europe (PRACE) initiative;</b> - <b>Acceptance of the HECToR Phase 2b system;</b> - <b>Development and approval of plans by RCUKEG and D-BIS for the extension of HECToR Phase 3 to provide the UK's contribution to PRACE.</b>

## Securing the future supply of people

A key element in achieving a step-change in economic impact will be the alignment of the skills base more closely to the needs of business innovation through more targeted, demand-led doctoral training and greater emphasis on user-led skills training. Increased focus on producing skilled people in strategically important areas will also contribute to increased economic impact.

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SF1.Support the next generation of world class researchers and strengthen strategic areas by using targeted funding to create new research teams.	Current proportion of doctoral training delivered through centres = 14%.	Significantly increased proportion of PhD support targeted through Doctoral Training Centres (i.e. raised to 25%).	SF1.1 Call for Doctoral Training Centres issued by end of Q1. 12-18 DTCs announced by end of Q4 (Alongside EngD and Mission led training centres).	SF1.1 Networking event to discuss best practise and evaluation by end of Q3 SF1.5 Additional call for Maths CDT by end of Q4.	<b>SF 1.1 There is no plan to conduct another major call but we may seek to fill some gaps in areas of identified need by end of Q3. We will continue to work with existing CDTs to establish framework for evaluation and best practice Q2.</b>
	Fellowships previously awarded solely on basis of quality.	10-20% of new Fellowships aligned to strategic areas.	SF1.2 New fellowships announced by end of Q1 (the first round of the new	SF1.2 Second round of new fellowships announced by end of Q1.	<b>SF1.2 Third round of new fellowships. Decisions made by end of Q1.</b>



Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
			approach to Fellowships which takes account of strategic areas).	SF1.3 Review of Balance between research training and fellowships across programmes by end of Q3.	<b>SF1.3 Investigate routes to getting the most out of current fellows Q2.</b>
	24 S&I Awards within the EPSRC portfolio.	Significant additional support in key areas via 12 capacity-building centres such as S&I awards (in addition to the 24 S&I awards current in 07/08).	SF1.4 Grants announced for 3-4 capacity-building centres in key areas via 5th Call of Science & Innovation Awards by end of Q3.	SF1.4 No S&I call planned for 09/10.	<b>SF 1. 4 Evaluate current S and I awards through an event to be held by end Q3.</b>  <b>SF1.5 Review scope of fellowships in the light of Balance of People outcomes Q4.</b>
SF2. Attract the most talented people by enhancing the Doctoral training experience, working with the Funding Councils.	Completed DTA review. Completed EngD Review. Completed Project students review	A PhD Framework established to assure academic quality of PhD training within the context of flexibility to meet a wider range of career paths.	SF2.1 Progress report on PhD training considered by TOP/UP and RCDG (for cross-council issues) by end of Q3.	SF2.1 Review of Balance between research training and fellowships across programmes. Q3 (cross ref with SF1.3).	<b>SF 2.1 Evaluate effectiveness of PhD plus by end of Q3.</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
	£12.8M Roberts Skills payments of which <b>£2.4M</b> is for user-led skills training.	Minimum of £7.5M provided in user-led skills training and to ensure best practice is disseminated across the sector.	SF2.2 £2.5M of the total Roberts funding targeted towards user-led skills training such as Enterprise training. (by end of Q4).	SF2.2 £2.5M of total Roberts funding targeted towards user-led skills training (by end of Q4).	<p><b>SF2.2 Investigate use of enterprise training as part of Roberts evaluation by end of Q2.</b></p> <p><b>SF2.3 In light of Balance of People outcomes, develop a statement of expectation on EPSRC-funded students Q2.</b></p>
SF3. Help the flow of people through their research career pathways, either in industry or academia, and enhance skills to meet user needs leading to increases in economic impact of EPSRC	Current portfolio of collaborative Doctoral Training equals 45%.	Collaborative training increased to 50% of total training portfolio.	SF3.1 Set targets to HEIs to increase user collaborations in Doctoral Training Accounts - included in announcement letters issued by end of Q2.	SF3.1 Maintain targets to HEIs to increase user collaborations in Doctoral Training Accounts by end of Q4.	<b>SF3.1 Continue to include target in DTG to increase user collaborations in Doctoral Training Accounts by end of Q4.</b>
				SF3.2 Develop targeted training support in collaboration with	<b>SF3.2 Develop further targeted training support in collaboration</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
investment.				some industrial strategic partners Q4.	<b>with Strategic Partners as necessary to meet their needs and taking our existing training portfolio into account Q4.</b>
SF4. Contribute to sustaining future flow of people into engineering and the physical sciences by enthusing young people (See Science in Society scorecard).					

## Economic Impact

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
<p>EI 1. Accelerate the exploitation of research outputs for economic benefit through major strategic partnerships with the Energy Technologies Institute and the Technology Strategy Board.</p>	<p>Current spend on activities collaborative with TSB = £24M (from EPSRC Economic Impact Baseline).</p>	<p>Effective partnerships with ETI and TSB, demonstrated through the joint sponsorship of projects/activities with minimum investment of £60M (ETI) and £60M (TSB).</p>	<p>EI 1.1 Minimum investment level of £20M (new commitment) in activities joint with TSB by end of Q4.</p>	<p>EI 1.1 Minimum investment of £20m new commitment: collaborative and complementary to activities joint with TSB by end Q4.</p>	<p><b>EI 1.1 Minimum investment level of £20M new commitment: collaborative and complementary to activities joint with TSB by end of Q4.</b></p>
<p>EI 2. Within our priority research themes: Energy, Digital Economy, Nanoscience and Towards Next Generation Healthcare, work with key stakeholders to form bridges that pull research through to exploitation more rapidly and</p>	<p>All of the themes except Energy are new for the DP period.</p>	<p>Increase in level of user-led research and skills training (representing an investment of ~£250M over DP period) within priority areas resulting in greater levels of exploitation and impact.</p>	<p>EI 2.1 £80M new commitment in user-led research and skills training within the priority research themes announced by end of Q4.</p>	<p>EI2.1 Continued investment (£83m) in user-led research in priority research themes: Energy (£47m), Digital Economy (£19m), Nanoscience (£7m) and Towards Next Generation Healthcare (£10m).</p>	<p><b>EI 2.1 Complete the plan for the current period in user-led research in priority research themes: Energy (£48m), Digital Economy (£18m), Nanoscience (£3m), Towards Next Generation Healthcare (£7m) and</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
efficiently.					<b>Global Uncertainties (£4m).</b>
EI 3. Align the skills base more closely to the needs of business innovation through more targeted, demand-led doctoral training.	22 EngD/enhanced PhD centres with EPSRC support for approx 660 students as at 1.Jan 08.	Growth of EngD and enhanced PhD training across other discipline areas within the EPSRC portfolio (~10% increase in numbers of students).	EI 3.1 Call for enhanced PhD training centres issued by end of Q1.	EI3.1 Establish monitoring of Industrial Doctoral Centres announced in December 2008 by end Q2, continue Industrial CASE awards (£15M p.a.) to key company collaborators and other agents, and allocate at least 40 new ICASE (£3.4M) through a competitive pool in Q2. Continue to fund new Strategic Partnerships based on skills development in strategic areas.	<b>EI 3.1 Continue Industrial CASE awards (£15M p.a.) to key company collaborators and other agents, and allocate at least 40 new ICASE (£3.4M) through a competitive pool in Q2. Undertake a review of industrial CASE during summer 2010 as a precursor for allocating ICASE during the next Delivery Plan (2011/12-13/14). Continue to fund new Strategic</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
					Partnerships based on skills development in strategic areas (e.g. Non destructive evaluation).
	21 Knowledge Transfer Partnerships and 2 postdoctoral industry follow-on secondments (RAIS) supported through Collaborative Training Accounts (CTAs - precursors to KTAs); 238 companies engaged in Industrial CASE (i.e. in receipt of vouchers to train research students on collaborative projects).	Increased two way flow of ideas, research results, expertise and skilled people between research organisations and user communities enabled through the introduction of Knowledge Transfer Accounts (KTAs) (Whilst the increase cannot be specified quantitatively, it will be assessed through evaluation of the KTAs).	EI 3.2 Commencement of new KTAs by end of Q3.	EI3.2 KTAs to commence by Q3 09/10. Establish monitoring arrangements for the KTAs by end Q1.	<b>EI 3.2 Capture initial outputs and outcomes from KTAs, including qualitative evidence of how the availability of KTAs is helping to generate a cultural "step change" within universities in relation to the "Excellence with Impact" agenda of RCUK and EPSRC investments.</b>
EI 4. Enhanced	EPSRC investment	Effective	EI 4.1 2 new	EI4.1 Provide	<b>EI4.1 Provide</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
<p>flow of knowledge and people between academia and industry through facilitated partnerships and targeted vehicles for collaboration including knowledge transfer centres of excellence and via post-doctoral follow-on opportunities based in industry.</p>	<p>of £10M (total value) in 2 Innovation &amp; Knowledge Centres (IKCs).</p>	<p>knowledge flow facilitated through focused investment in at least 4 Innovation and Knowledge Centres (EPSRC investment of at least £24M plus £5M from TSB).</p>	<p>Innovation and Knowledge Centres (involving EPSRC investment of £7M and TSB contribution of £2.5M per centre) - announced by end of Q2.</p>	<p>second stage funding (£3.5M) for second tranche Innovation and Knowledge Centres in Q4 and third stage funding (£3.1M) for pilot Innovation and Knowledge Centres in Q2. Continue to invest in Knowledge Transfer Partnerships (approx £2M p.a.) in addition to the funding through the 12 KTAs.</p>	<p><b>EPSRC contribution to first stage funding (£1.0M) for second tranche IKC at Leeds in Q2 and £4.4M core funding to new IKCs in Q3. Additional funding for both new IKCs expected from TSB (£5M total) and potential for up to £3.5M from BBSRC. Provide £5M of funding for tranche 2 of the HACRIC Centre for Innovative Manufacturing in Q1 and at least £46M for the new tranche of EPSRC Centres for Innovative</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
					<p><b>Manufacturing in Q3. Allocate £20M for Strategic Partnerships with key business and third sector stakeholders. Continue to invest in Knowledge Transfer Partnerships (approx £2M p.a.) in addition to the funding through the 12 KTAs.</b></p>
				<p>EI4.2 Allocate £400K to the Royal Society for the Industry Fellowship scheme in June 2009.</p>	<p><b>EI4.2 Continue partnerships with Finance South east, H2O and through the Royal Society Mercer awards for feasibility studies and proof of concept to encourage</b></p>



Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
					potential commercialisation of research outcomes.
EI 5. Opportunities for, and successes of, knowledge transfer publicised so that it becomes normal business for the research community.	EPSRC publication "Connecting with Business" highlighting KT success stories published alongside EPSRC's KT strategy in May 2007. Internal EPSRC library of success stories/case studies developed.	Key stakeholders in the business and research communities aware of EPSRC-led opportunities for Knowledge Transfer and achievements (to be assessed through stakeholder surveys).	EI 5.1 Hold a Showcase event with the following main purposes: To raise awareness with business and other user organisations of what EPSRC can offer and to encourage interactions between businesses and academics leading to increased opportunities for knowledge transfer. (An evaluation plan for this event is currently under development).	EI5.1 Restructure sector foci within EPSRC: agreed by Council in March 2009, and review Strategic Partnerships during Q3.	<b>EI 5.1 Raise profile of EPSRC support for manufacturing through a "Theme day" on 15 April, involving an international panel, and organise a mini-Pioneer event on green technologies as part of the TSB Innovate Conference in Q3. Prepare a high level position statement on "Working with Business" in Q2.</b>

## Public Engagement with Research

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SiS 1. EPSRC's strategy and planning informed by consideration of societal implications and public views.	Societal Issues Panel fully operational, with strategy and workplan agreed by Council and membership expanded.	Societal and ethical issues explicitly included in EPSRC policy and portfolio development, where appropriate.	SiS 1.1 Societal issues training provided for EPSRC Heads of Programmes by end of Q1.	SiS1.1 Heads of Programmes to seek SiP's views about potential societal and ethical issues by end Q4.	<b>PER 1.1 Assess the suitability of the responsible innovation approach to other aspects of EPSRC's portfolio, in Q1.</b>
	EPSRC involved in previous dialogues in nano & energy.	EPSRC will have gained significant corporate experience & expertise in the use and benefits of public dialogues in developing policy.	SiS 1.2 Internal 'dialogue' conducted with EPSRC staff as members of the public, by end Q2.	SiS1.2 Conduct an initial dialogue on synthetic biology through joint initiative with BBSRC to frame and gauge the public's issues and questions about synthetic biology; this will potentially inform researchers in the area, regulators and funding bodies and help shape the direction of the research. To be completed by Q4.	<b>PER 1.2 Dialogue workshop with EPSRC and other RC staff, to highlight process of dialogue and to encourage staff to consider societal and ethical implications of their portfolios, in Q2.</b>  <b>PER 1.3 Bring SiP closer to the strategic decision making processes of</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
					EPSRC, including formulation of the next Delivery Plan, by Q3.
SiS 2. Researchers able to participate in high quality and effective public engagement and to consider societal implications and public attitudes in the conduct and use of research.	Support provided for public engagement on research grants (for PE training), Partnerships for Public Engagement awards and Senior Media Fellowships.	EPSRC research community participating in high-quality public engagement and demonstrating awareness of societal considerations enabled through EPSRC support including the Beacons for Public Engagement (through RCUK).	SiS 2.1 Pilot training on societal and ethical issues for EPSRC research fellows in conjunction with the Royal Society (by end of Q4). Review provision of support to researchers for public engagement and agree future strategy by end of Q4.	SiS 2.1 Develop an approach for encouraging researchers to participate in public engagement, including consideration of awards and incentives. Develop and implement future strategy for provision of support to researchers for public engagement by end of Q3.	<p><b>PER 2.1 Implement a programme of activity to embed public engagement within EPSRC to complement the external embedding agenda, across the year.</b></p> <p><b>PER 2.2 Continue schemes to encourage and support researchers to participate in public engagement activities, including PPE and Beacons for PE.</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
SiS 3. Contribute to sustaining future people flow into engineering and the physical sciences by enthusing young people.	NOISE campaign, Engineering a Better World (evaluation complete April 08) and contribute to RCUK activities (see RCUK Delivery Plan: Engaging young people with contemporary research).	Better coordination of activities and effective incorporation of learning outcomes for mutual benefit of key stakeholders.	SiS 3.1 Plan developed for review of NOISE and determining future scope of the campaign by end of Q4. Dissemination of learning outcomes from Engineering a Better World beginning at BA conference in May 08 (Q1 and ongoing)	SiS3.1 Work with NOISE campaign co-ordinators to implement the new focus for the campaign-review this in Q4.	<b>PER 3.1 Increase critical mass of activity aimed at young people by operating with RCUK and connecting with national initiatives.</b>
		Better coordination of activities and effective incorporation of learning outcomes for mutual benefit of key stakeholders	SiS 3.2 Work with other organisations on a national, iconic engineering project, aiming to enthuse young people about science and engineering, across the curriculum and via adding benefit to already successful Enhancement &	SiS 3.2 Continue to work with other organisations on the BLOODHOUND project, aiming to enthuse young people about science and engineering. Help ensure a broader focus on engagement, as well as education aspects Includes	<b>See PER 3.1</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
			Enrichment projects Launch Sept 08 (i.e. Q2).	event at the Cheltenham Science Festival in June and the continuation of the BLOODHOUND SSC roadshow which will visit schools and festivals. Publicise events via EPSRC website, gather and act upon feedback following these events as appropriate.	

## International

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
Int 1. Building relationships with counterpart agencies in target countries of China, India and USA, and working through RCUK offices to identify opportunities for and lower barriers to collaboration, especially in priority theme areas such as Energy and Digital Economy.	No targeted funding for collaborative research between UK and China.	Collaborative research involving groups in the UK and China focused in priority areas such as Energy.	Int 1.1 Grants for UK/China collaborative research into Renewable Energy Technologies to a value of at least £6M announced by end of Q1.	Int1.1 International Capacity Fund-To develop mechanisms and deliver funding to support and encourage research collaborations with strategic countries by end Q4 09/10.	<b>Int1.1 To develop a strategy and consultation mechanism with university stakeholders that enables a coherent input to the UK consultation to the development of FP8 (Q4).</b>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
	<p>Science Bridges with the US were outlined in the Next Steps document of March 2006: four awards of £1.5 million for two years were made initially. Sainsbury Review concluded that the US Science Bridges had "helped to develop entrepreneurial skills amongst researchers and supported the commercial development of technology and expertise in spin-outs" and recommended the</p>	<p>Successful transnational institutional partnerships supported between UK, US, China and India through Science Bridges Awards.</p>	<p>Int 1.2 EPSRC to manage the allocation of Science Bridges Awards for US, China and India (total value of £12M) on behalf of RCUK by end of Q4.</p> <p>Int 1.3 Announce Science Bridges Awards (value £4M) for partnerships between UK and US institutions by end of Q4.</p>	<p>Int1.2/Int 1.3 Science Bridges-To enable and influence the ongoing monitoring and evaluation processes for Science Bridge Awards for US, China and India announced in 08/09 as part of wider RCUK operations. Work with RCUK and participating Councils to agree (in consultation with stakeholders) a set of metrics and evaluation criteria, with a view to</p>	<p><b>Int 1.2 To develop an evaluation methodology and structure for the Science Bridge awards in India, China and the USA announced in 2009 (Q4).</b></p>

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
	extension of Science Bridges to China and India.			implementing agreed metrics and monitoring arrangements by the end of Q4. This will coincide with a review of the first years' activity of the Science Bridges.	<b>Int 1.3 To develop an evaluation framework for the impact and outputs of the RCUK overseas offices in EPSRC strategic regions (Q4).</b>



## Improving Efficiency and Effectiveness

Delivery Plan Objective	2007/08 Baseline	Achievement Target for 2011	In-Year Milestones (08/09)	In-Year Milestones (09/10)	In-Year Milestones (10/11)
Eff 1. Contribution to RCUK efficiency delivery programme (through reductions in percentage admin costs).	Current admin portion of budget = 3.1% (£22.3M).	Proportion of budget spent on admin less than 2.9% by 2010/11.	Eff 1.1 Admin percentage to be no greater than 3% (£23.5M) by end of Q4.	Eff 1.1 Admin percentage to be no greater than 2.9% (£23.75M) by end of Q4.	<b>Eff 1.1 Admin percentage to be no greater than 2.9% by end of Q4.</b>
Eff 2. Contribution to RCUK efficiency delivery programme (through increasing co-funding of research and training).	Current co-funding levels = £3.4M.	Increased co-funding of research and training across the EPSRC programme - target £24m by 2010/11.	Eff 2.1 Co-funding increased to £11M by end of Q4.	Eff 2.1 Co-funding increased to £14M by end of Q4.	<b>Eff 2.1 Co-funding increased to £16M by end of Q4.</b>

<p>Eff 3. Contribution to RCUK peer-review efficiency programme through changes to peer review processes (focusing on use of outline proposals and revisions to final reporting).</p>	<p>New activity - baseline currently zero.</p>	<p>£6M efficiency savings over the period achieved through changes to peer review processes.</p>	<p>Eff 3.1 Streamlined approach to end of project reporting introduced by end of Q1.</p>	<p>Eff 3.1 Implementation of demand management initiatives. From April 2009 no invited re-submissions (Q1 target), from June exclusion of previously unsuccessful applicants for 12 month period (Q2 target).</p>	<p><b>Eff 3.1 Introduction in Q1 of second phase of demand management to constrain research grant proposals by repeatedly unsuccessful applicants.</b></p>
<p>Eff 4. Working with the other RCs on the introduction of the Shared Service Centre (SSC).</p>	<p>Implementing Full Business Case to create SSC by Spring 2009.</p>	<p>Migration to SSC completed successfully and EPSRC restructured to be fit for purpose.</p>	<p>Eff 4.1 Transfer of "in-scope" functions (excluding grants) from EPSRC to SSC (ie HR, Finance) by end of Q3.</p>	<p>Eff 4.1 Transfer of "in-scope" functions in Finance and Operational Procurement by end Q3.</p>	<p><b>Eff 4.1 Transfer of grants processing to SSC by end of Q3, dependent on continuing successful implementation of SSC project.</b></p>