



# **BBSRC Delivery Plan**

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**2016/17 - 2019/20**

# BBSRC Delivery Plan 2016/17 – 2019/20

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## 1) Our vision

### Introduction

BBSRC's vision is for the power of biology to deliver a healthy, prosperous and sustainable future. To deliver this vision, BBSRC invests in world-leading bioscience that builds capability, advances knowledge and realises benefits for the economy and society. Our plans for 2016/17-2019/20 and beyond reflect this commitment to delivering excellence with impact.

### Our strategy: The Age of Bioscience

Our refreshed strategic plan *The Age of Bioscience*, published following a community consultation in 2014, describes the revolution that is currently taking place in bioscience, driven by new tools, technologies and approaches that enable researchers to explore previously intractable questions about living systems and how they function. Our Delivery Plan is set in the context of this long term strategy and recognises BBSRC's unique role in supporting the UK's world-leading bioscience research base in driving these advances, and in exploiting the transformative power of bioscience for the widest possible benefit.

### Building the bioeconomy

Economic activity based on biology and biotechnology already creates more than £150bn GVA per year in the UK and supports 4 million jobs<sup>1</sup>. This bioeconomy spans major industries such as agri-tech, food and drink, chemicals, manufacturing, energy and pharmaceuticals. The UK has the opportunity to leverage its world-leading bioscience research to create a strong bioeconomy, simultaneously boosting knowledge generation, sustainable development, security, productivity and economic growth. The challenges for the UK bioeconomy are also global challenges and BBSRC is committed to excellence in bioscience for both the UK and the developing world. Our Delivery Plan describes how we will focus our actions and investments to maintain the health of the research base, deliver new knowledge, build the bioeconomy and realise benefits for society.

### Priorities 2016/17 – 2019/20

Our plans are centred on five outcome-focused themes that will guide our investments and actions over the period:

- **Driving bioscience discovery** – advancing the boundaries of knowledge and upholding the UK's global leadership in bioscience
- **Building a more resilient and secure future** – promoting bioscience research that addresses strategic societal challenges, scientific opportunities and economic growth in the UK and beyond
- **Transforming and creating bio-based businesses** – using bioscience research to enhance productivity, transform businesses and create new market opportunities
- **Growing and attracting talent** – investing in skilled people for the research base, and building capability in the UK workforce
- **Strengthening the UK's position as a global partner** – capitalising on UK bioscience research strengths and strong international links to foster collaborations and enhance contributions to international development

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<sup>1</sup> [The British bioeconomy: An assessment of the impact of the bioeconomy on the United Kingdom economy](#), Capital Economics, June 2015

## 2) Delivering for national needs

The UK is number 1 in bioscience<sup>2</sup>. BBSRC plays a unique and central role in maintaining this world-leading status and is the primary public funder of world-leading bioscience underpinning areas such as sustainable agriculture and food production, animal and plant health, biotechnology, healthy ageing, and the development of new technologies and approaches in bioscience research. Our strong track record of delivery and our commitment to investment in high-quality research, people and infrastructure creates an environment in which UK bioscience can thrive and deliver for national needs.

### 2.1 Delivery priorities and outcomes

Our five themes illustrate the wide range of outcomes and impacts that will be realised as a result of BBSRC's investments in bioscience. The following sections describe the key actions we will take to deliver these.

#### 2.1.1 Driving bioscience discovery

*Advancing the boundaries of knowledge and upholding the UK's global leadership in bioscience*

Investigator-led research is the lifeblood of UK bioscience, delivering new knowledge and high impact discoveries that stimulate and underpin innovation. BBSRC will continue to support the advancement of excellent bioscience across the breadth of our remit and ensure the UK maintains world-leading strength in core disciplines. Our flagship Responsive Mode programme, as well as our investments in studentships and fellowships (see *Section 2.1.4*) will remain key mechanisms used to promote creative, curiosity-driven 'frontier bioscience' research, providing vital agility to support the very best research ideas and talent across the UK.

BBSRC has a strong track record in supporting emerging new approaches and fostering collaboration across disciplines (see *Section 3.1*). The latest developments in technologies and computational tools continue to revolutionize bioscience and we will invest in these as a high priority. Bioscience discovery is increasingly data-driven and BBSRC will promote and support the application of computational and mathematical approaches to address complex and important research questions at a systems-level.

BBSRC also takes a strategic approach to investment in research capability, to ensure that the UK bioscience community has access to the infrastructure, facilities and resources necessary to carry out ground-breaking research. Our capital budget allocation (See *Annex 1*) will enable us to progress three major capital projects (see below) as well as delivering a number of 'sustaining capital' investments to ensure UK bioscience remains a global leader in an increasingly competitive environment. In addition, BBSRC provides strategic funding to eight institutes, which provide national capability and expertise in strategically important areas, and deliver long-term programmes of research. Institute programmes are also a key component of BBSRC's research and innovation campus strategy (see *Section 2.1.3*)

#### **Over the period 2016/17-2019/20, we will:**

- prioritise support for investigator-led, discovery science to generate new knowledge, maintain the health of bioscience disciplines and provide the foundation for future innovation
- build long-term capacity and capability in the research base, including supporting the next generation of researchers, through investment in training and fellowships (see *Section 2.4*)

<sup>2</sup> [International Comparative Performance of the UK Research Base](#), Elsevier 2013

- complete a major assessment to determine the long-term strategic programmes and capabilities that will be supported at BBSRC strategically-funded Institutes from 2017 onwards
- progress three major bioscience infrastructure capital investment projects:
  - establishing the Quadram Institute as a new national centre for food and health research and innovation by 2018
  - ongoing development of The Pirbright Institute, providing the UK with the capacity to predict, detect, understand and respond to the threat and potential outbreaks of serious viral diseases of livestock and viruses that spread from animals to humans
  - the Data Capacity Centre Project at the EBI, which is already in progress with the current investment programme continuing to 2020
- identify key infrastructure requirements for UK bioscience (e.g. data, bioimaging, structural studies) and continue to work with partners in the UK and Europe to develop and provide access. For example, during 2016/17 we will complete our review of UK bioimaging requirements, which will inform our future investment strategy in this area
- support the acquisition, development, maintenance and application of the equipment, technologies, software and resources that are essential for cutting edge bioscience research through dedicated 'Tools and Resources' funding and strategic capital investments.

### 2.1.2 Building a more resilient and secure future

*Promoting bioscience research that addresses strategic societal challenges, scientific opportunities and economic growth in the UK and beyond.*

BBSRC's strategic plan recognises that in the coming decades, bioscience will be at the heart of providing solutions to major challenges facing society, whilst simultaneously acting as a driver for innovation and growth in the bioeconomy.

More than 70% of our resource budget supports responsive and strategic research in universities and institutes. Within this, we will balance our strong commitment to funding curiosity-driven research across a broad base with a degree of focus on areas specifically identified to address strategic economic opportunities and societal challenges such as:

- sustainably enhancing agricultural productivity, food security and resilience in the face of population growth, changing diets, climate change and other pressures.
- enabling sustainable 'low carbon' industries to help meet international emissions targets and reduce dependency on fossil fuels
- improving health across the lifecourse, reducing the need for medical and social intervention

The three strategic research priorities identified in our Strategic Plan – *Agriculture and Food Security*, *Industrial Biotechnology and Bioenergy*, and *Bioscience for Health* – reflect these challenges, and we will continue to promote and support research in these areas through responsive mode, highlights and themed calls, institute strategic programmes, fellowships and collaborative research programmes.

#### **Over the period 2016/17-2019/20, we will:**

##### *Agriculture and Food Security*

- increased focus on research to enable the sustainable and resilient intensification of farming systems to enhance productivity with improved resource-use efficiency and better environmental outcomes in the face of unpredictable impacts of climate change
- build on past investments in crop science, nutrition, and the gut microbiome, linking them

together to enhance the nutritional quality of food and feed for long-term benefits to overall health

- develop a better understanding of the links between genomic data and complex crop and livestock phenotypes, in particular identifying traits which confer resilience to pests & disease and the effects of climatic variability

#### *Industrial biotechnology and bioenergy*

- work with partners (EPSRC, Innovate UK, CPI<sup>3</sup>, European funding agencies and business), to enable the exploitation of biological systems to generate a range of products including high-value and fine chemicals, biopharmaceuticals and fuels, from different feedstocks including wastes and residues through the application of genomic, systems and synthetic biology approaches
- further build upon the success of the Networks in Industrial Biotechnology and Bioenergy to explore broader applications in materials, chemicals and energy for sustainable manufacturing
- progress the concept of the biorefinery by advancing research and bringing together the component parts through joint working with EPSRC, Innovate UK, CPI, European and other international funding agencies (e.g. FAPESP)

#### *Bioscience for health*

- work with partners (MRC, ESRC, Wellcome Trust, the food industry) to understand the roles of, and interplay between, nutrition, microbiota and the body's systems (e.g. metabolic, immune, nervous) in health and wellness across the lifecourse, in particular understanding the influences of diet, physical activity and other moderators of healthy development and ageing
- focus on vaccinology and AMR, including One Health approaches, across relevant farmed animals through to underpinning human research, including contributions to delivering the governments AMR strategy
- work with NC3Rs, the recently established Animal Welfare Network and other partners to foster high quality research to benefit the welfare of farmed and laboratory animals, and promote 3Rs aims.

BBSRC will also use our allocation from the Global Challenges Research Fund (GCRF) and other funding streams (e.g. the Newton Fund) to support strategic activities that will address international development challenges (see section 2.1.5).

### **2.1.3 Transforming and creating bio-based businesses**

*Using bioscience research to enhance productivity, transform businesses and create new market opportunities.*

BBSRC's investments stimulate business innovation by supporting the emergence and exploitation of disruptive platform technologies (such as synthetic biology), providing solutions to strategic challenges faced by established industrial sectors, and maximising opportunities for businesses to benefit across and between sectors from developments in bioscience, driven by new tools, technologies, open data, and use of cross- and multi-disciplinary approaches.

More broadly, and working with partners where appropriate (see Section 3.2), BBSRC enables the realisation of economic and societal benefit from bioscience research by facilitating knowledge

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<sup>3</sup> The Centre for Process Innovation

exchange and supporting partnership approaches that bring together companies and other research users with the academic research base, including through the development of Research and Innovation Campuses across the UK. Impact related activities account for 8-10% of our resource budget.

**Over the period 2016/17-2019/20, we will:**

- continue to support academia and industry in working together to develop innovative technologies and processes through collaborative research, helping to bridge the gap between academic research and commercial application using LINK, Industrial Partnership Awards, and other mechanisms, building on the success of our Research Industry Clubs
- support academic researchers in developing robust ideas and technologies, to accelerate the translation of existing research to application, for example through our Follow-on Fund
- work with partners, including Innovate UK, business and other users of research, to explore and invest in opportunities for bioscience to enhance productivity, transform businesses and create new market opportunities
- foster environments to drive and accelerate innovation, growth and impact from bioscience through further development of Research and Innovation Campuses. Key capital investment projects over the period include: the development of the Aberystwyth Innovation and Enterprise Campus; completion of the Easter Bush Innovation Centre in Edinburgh, and construction of molecular farming pilot facility ('Leaf Systems') on the Norwich Research Park
- enable the growth of the UK synthetic biology sector by continuing to support and add value to investments made under the Synthetic Biology for Growth programme and responding to relevant recommendations in the UK Strategic Plan for Synthetic Biology 2016<sup>4</sup>.

#### **2.1.4 Growing and attracting talent**

*Investing in skilled people for the research base, and building capability in the UK workforce*

A highly skilled and trained workforce is essential for the success of the bioscience sector and a driving force for the bioeconomy. BBSRC's investments in postgraduate training, early career researchers and the development of research leaders will ensure that the research base is equipped with the range of skills and talent required for modern bioscience, and provide highly-skilled people for the public, private, third and research sectors. 13% of our resource budget supports training and skills.

**Over the period 2016/17-2019/20, we will**

- support more than 400 new studentships per year, ensuring that the UK bioscience community has sufficient highly skilled and talented people to remain competitive
- provide BBSRC-funded students with a broad range of skills and experiences, enabling them to explore a range of future career opportunities, through, for example, internships, placements and collaborative training with non-academic partners
- ensure that the UK has the capacity to meet future strategic and scientific challenges by targeting identified areas of current and/or future vulnerabilities in UK bioscience research capabilities

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<sup>4</sup> [Biodesign for the Bioeconomy – UK Synthetic Biology Strategic Plan 2016](#), Synthetic Biology Leadership Council, February 2016

- support the development of people engaged in research<sup>5</sup> across different organisations, disciplines and sectors, at all stages in their career, recognising the breadth and diversity of skills and technical expertise that are essential to the success of the research base
- develop future research leaders through investment in early-career fellowships.

### 2.1.5 Strengthening the UK's position as a global partner

*Capitalising on UK bioscience research strengths and strong international links to foster collaborations and enhance contributions to international development*

Science is increasingly a connected global endeavour and this provides excellent opportunities for leveraging the world-leading strength of UK bioscience for national and global benefit. International interaction helps sustain the vibrancy of UK research. It promotes the free flow of ideas and researchers, contributes to the development and delivery of global research priorities and UK scientists make a major contribution to international projects that advance national research agendas and underpin commercial and technological innovation.

BBSRC's international leadership will, through our existing strategic engagement as well as the new Global Challenges Research Fund (GCRF) and expanded Newton Fund, help to reinforce the UK's position as a global partner of choice for bioscience research. Such approaches will provide a strong foundation for direct UK competitiveness as a developing bioeconomy and indirect benefits from contributing to sustainable solutions to global challenges in areas such as food security and nutrition, water, energy and climate change.

BBSRC's plans for the deployment of our allocation from the GCRF (*see Annex 1*) are centered around an overarching theme of 'agriculture and biotechnology for sustainable development', with an initial emphasis on building core capabilities, pump-priming research projects and supporting the development of partnerships that will underpin future strategic programmes addressing international development challenges.

#### **Over the period 2016/17-2019/20, we will:**

- work with UK and overseas funding partners to develop and deliver programmes in which UK bioscience can help to address international development challenges, and support the national interest, through the Newton Fund, GCRF and other mechanisms
- provide UK researchers with access to funding opportunities, technologies and infrastructures through strategic engagement in international programmes including co-funding UK subscriptions to international platforms such as the Human Frontiers Science Programme and European Molecular Biology Organisation
- continue to play a leading role in programmes to tackle 'grand challenges' through coordinated international collaboration and the combined funding power of large international consortia, such as the International Wheat Yield Partnership
- develop and utilise lead-agency agreements to encourage, and simplify support for, research that cuts across national boundaries and further strengthen links between researchers in the UK and other countries, including building on our successful lead agency pilot with the US National Science Foundation
- engage in Europe, contributing to EU science policy development, participating in co-funding for enhanced innovation opportunities (e.g. through ERA Co-Funds and Joint Programming Initiatives) and engaging in transnational infrastructure projects (e.g. ELIXIR).

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<sup>5</sup> including, but not limited to, postdoctoral researchers, technicians, bioinformaticians

## 2.2 Leadership and influence

As the major UK public funder of non-clinical biosciences, BBSRC is a key opinion leader within the research and innovation sector. We will use our influence as an investor and opinion leader to drive culture change in the research base in key areas:

### *Public engagement*

Advances in bioscience hold great promise to increase prosperity and improve lives, but they also pose challenges that must be addressed by society as a whole. BBSRC will continue to promote public dialogue on bioscience, with the aim of ensuring that there is public trust in BBSRC and in UK bioscience to responsibly deliver social, economic and environment benefits. As a responsible investor of public funds, BBSRC will:

- deliver our commitment to openness by being accountable, transparent and participative
- consider and listen to a wide range of views, attitudes and values from stakeholder groups and the public as we make decisions
- continue to support the research community to communicate and discuss their research with non-scientists

### *Equality, Diversity and Inclusion*

BBSRC recognises that diverse ideas, experiences, background and perspectives are fundamental to successful science and innovation, and we are committed to ensuring that the best researchers from a diverse population are attracted into research careers. In doing so, we will continue to ensure that all our funding mechanisms operate in an inclusive and transparent way, eliminating any barriers (actual or perceived) to funding, whilst maintaining our overall focus on investing in excellence. BBSRC aims to be a leader in equality, diversity and inclusion, embed it in the way we operate within BBSRC and the way we work with our partners and stakeholders, sharing best practice and considering how we can use our position as an opinion leader in the biosciences to influence culture change.

Our Equality and Diversity Strategy and associated action plan<sup>6</sup> set out the areas in which we will work, and the targets we will set to achieve this vision (*see also section 4.2*)

BBSRC's plans are set in the context of the Research Councils' collective ambition for RCUK to be recognised as a leader in equality and diversity in the research community, working with partners throughout the sector.

### *Driving an efficient research base*

UK research is the most productive in the world<sup>7</sup>. The Research Councils, including BBSRC, will continue to work with HEFCE, Universities UK, the HEI sector and government to promote collaboration and sharing of infrastructure, data assets and other resources to raise efficiency and productivity across the sector. Using our expertise as funders of research and facilities, we will work with the sector to pioneer policies, incentives and performance measures for efficient sharing and utilisation of research assets.

## 3) Effectiveness through partnerships

BBSRC has a central role in the UK research and innovation landscape, providing leadership for UK bioscience research through our strategy and investments. However, we cannot achieve our ambitious vision for UK bioscience alone, and we are committed to working with our many

<sup>6</sup> Available at: [www.bbsrc.ac.uk/about/policies/employment/equality-diversity/](http://www.bbsrc.ac.uk/about/policies/employment/equality-diversity/)

<sup>7</sup> Based on article volume and citations per pound invested:

<https://www.gov.uk/government/publications/performance-of-the-uk-research-base-international-comparison-2013>

stakeholders, nationally and internationally to co-fund research and training, enhance our understanding of user needs, leverage additional investment and deliver impacts.

### **3.1 Supporting interdisciplinary research**

The UK Research Councils are recognised internationally as leaders and innovators in supporting interdisciplinary research. Many other funders look to us for best practice. At any one time, more than 50% of Research Council grant portfolios are interdisciplinary<sup>8</sup>.

We have a strong track record of co-facilitating and co-funding interdisciplinary research, innovation and PhD training, through individual Council investments and through multi-agency 'grand challenge' programmes. Some recent examples have included: establishing six multidisciplinary centres for Synthetic Biology with EPSRC, working with EPSRC and MRC to support the UK Regenerative Medicine Platform, and joint activities with NERC and other partners to support multidisciplinary research in soil science. We are agile in responding to emerging UK needs and new partnership opportunities, as exemplified by our fast-track research funding response to ash dieback disease in 2013, and our rapid delivery of investment to establish five centres for DNA synthesis across the UK in 2014.

We will now use our experience and convening power to help design and implement the new, multi-agency Global Challenges Research Fund (GCRF), working with BIS to develop a consistent approach to the GCRF and to maximise the fund's impact in meeting combined UK aid and research goals. Within our own budgets, Research Councils will continue working together to address complex UK and global challenges that require interdisciplinary approaches, such as anti-microbial resistance, urban living, sustainable agri-food systems, technology touching life and data for discovery.

BBSRC will continue to lead the multi-funder Global Food Security programme, including delivery of a major joint investment focused on enhancing the resilience of the UK food system in a global context.

### **3.2 Working in partnership**

#### *Innovate UK / Private sector*

BBSRC's funding underpins a variety of users and business sectors. BBSRC has strong links with all industrial sectors underpinned by bioscience and works closely with them to:

- enable industry and other users to access, understand and collaborate with research to influence its direction and to accelerate economic and societal impact
- enable researchers and research organisations to engage with users, to facilitate the translation of BBSRC-funded research into economic and societal impact
- Evolve and develop our partnership approaches that bring together companies and other research users with the research base, building on the success of BBSRC's Research Industry Clubs, and collaborative networks.

Innovate UK is a key strategic partner for BBSRC in supporting academia-business collaboration and delivering impact from bioscience research. BBSRC will continue to work closely with Innovate UK over the spending review period with a particular focus on areas of high strategic benefit.

#### *Government departments, agencies, devolved governments*

Government Departments and the devolved Governments are both key 'users' of BBSRC-funded research and also important partners and co-funders. A number of major areas of BBSRC remit

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<sup>8</sup> RCUK analysis of open data available on Gateway to Research (<http://gtr.rcuk.ac.uk/>), based on active grants in 2014 where investigators come from different departments.

are of relevance to government department policy objectives, and BBSRC works closely with relevant departments, government agencies and devolved governments to exploit these synergies. In the coming years this will include:

- Working with government departments and relevant Leadership Councils to support the development of a joint government-industry Bioeconomy strategy for the UK that both identifies potential opportunities for economic growth and increased productivity for the UK and addresses societal and environmental challenges.
- Delivering the vision for UK Animal and Plant Health research, published in January 2016, as part of the new UK Science Partnership for Animal and Plant Health, and working with Defra to support the research aspects of Defra's 25-year food and farming plan.
- Alongside other Research Councils, working with the Department for Health, DFID, Innovate UK and others through the UK Vaccines Research and Development Network to help ensure that the UK's aspirations to be world-leading in vaccine R&D are supported by excellent vaccinology research.

#### *International*

See section 2.1.5.

### **3.3 Developing our priorities**

We work closely with our partners and stakeholders in developing our strategies and funding priorities, conscious of the need to have a dynamic and balanced approach. We draw on a wide range of inputs from our research and user communities through our strategy advisory panels, expert working groups, wider community surveys and strategic partnerships with HEIs, users of research and other funders. This ongoing process of engagement with a wide range of stakeholders enables us to be flexible and agile in responding to new challenges and proactive in our support for emerging opportunities.

## **4) An effective and efficient organisation**

### **4.1 Continuous Improvement**

BBSRC is an effective and efficient organisation with a strong track record for delivery. We consistently achieve spend targets to within 0.1% of budget and since 2010 have delivered £334M of capital investments on time and in budget. Since 2014 BBSRC has been applying LEAN approaches to the streamlining of key business processes, and over 50% of staff have been trained in LEAN techniques. The next four years will see an ongoing commitment to continuous improvement of BBSRC's own business processes, and to sharing our expertise and experience of LEAN across RCUK

In addition, Research Councils are working together to deliver savings in their operational costs through greater harmonisation and shared delivery of common business functions (*see also Section 4.3*). BBSRC will continue to engage with, and commit staff time and expertise to, this programme.

### **4.2 Equality, Diversity and Inclusion**

As well as using our influence as an investor and opinion leader to promote equality and diversity in the research base (*see Section 2*), BBSRC aims to embed diversity in all we do as an investor, employer, and partner in order to ensure we are accessing the best input, talent and perspectives.

Our Equality and Diversity Strategy and associated action plan<sup>9</sup> set out the areas in which we will work, and the targets we will set to achieve this vision, and we will report annually on our progress.

BBSRC's plans are set in the context of the Research Councils' collective ambition for RCUK to be recognised as a leader in equality and diversity in the research community, working with partners throughout the sector.

### 4.3 Reforming the Research Councils

The Research Councils together will continue to participate actively in a suite of government reforms involving BIS partners across the UK research and innovation funding landscape. These reforms aim to ensure the UK is the best place in the world to do research, to innovate and to grow businesses, whilst delivering the best return on public investment. They include: reform of higher education; implementation of the Nurse Review recommendations; BIS 2020 organisational and efficiency reform; BIS common technology platform; BIS grants programme.

We will work with government and BIS partners to bring together the seven Research Councils and dual support system as 'Research UK'. This new organisation will take responsibility for national research strategy, simplify transactional operations and reduce administration costs. In parallel we will work with Innovate UK to address the recommendations of the Dowling Review to simplify public support for innovation.

To ensure successful reform, we will be mindful of key principles identified by Sir Paul Nurse, government and the Research Councils. These principles include: commitment to the dual support system for funding UK research; clear delegation from government for research funding decisions and their management; commitment to the Haldane principles; recognition of the breadth and scale of research investments within and across disciplines.

In preparation for reform, the Research Councils will plan and implement internal change and cost-reduction measures from 2016, ensuring that our changes support wider government reforms.

### 4.4 Evaluating Research Council investment

The UK's dual support system for publicly funded research<sup>10</sup> provides a holistic and efficient investment appraisal and evaluation cycle compliant with HM Treasury guidance<sup>11</sup>. Playing complementary roles, Research Councils focus on *prospective quality assurance* through rigorous peer reviewed competition for grants, while Higher Education Funding Councils focus on *retrospective quality evaluation* through the research excellence framework (REF). Besides informing Funding Council allocations, REF evaluates the excellence and impact (economic and societal benefit) of university research supported by all funders, including Research Councils.

Research Councils also evaluate or audit specific investments and processes, during or after their lifetimes. Large capital proposals require business cases and economic valuation to inform investment decisions and to evaluate benefits realised. We use our own and independent evidence, including REF, to evaluate long-term impact outcomes<sup>12</sup> and performance against Royal Charter objectives. We will continue to report progress against our Delivery Plan through the Research Councils performance management framework agreed with the Department for Business, Innovation and Skills, and our Annual Report, which is available on our website.

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<sup>9</sup> Available at: [www.bbsrc.ac.uk/about/policies/employment/equality-diversity/](http://www.bbsrc.ac.uk/about/policies/employment/equality-diversity/)

<sup>10</sup> Dual support: Higher Education Funding Councils provide stable 'quality-related' (QR) funding to support research capability in universities; Research Councils operate at arms-length from government under the Haldane principles (<http://www.publications.parliament.uk/pa/cm200809/cmselect/cmdius/168/16807.htm>) and provide specific project funding to named researchers.

<sup>11</sup> HMT Green Book and Magenta Book: ROAMEF cycle.

<sup>12</sup> See, for example, Research Council impact reports: <http://www.rcuk.ac.uk/media/news/impact/>

**BBSRC financial allocations****Resource**

£m	2015/16 baseline	2016/17	2017/18	2018/19*	2019/20*
<b>BBSRC Resource</b>	351	343	336	330	327
<b>BBSRC GCRF</b>	0	10	20	20	20
<b>BBSRC Total resource</b>	<b>351</b>	<b>353</b>	<b>356</b>	<b>350</b>	<b>347</b>

\*Indicative funding

**Capital**

£m	2015/16 baseline	2016/17	2017/18	2018/19*	2019/20*
<b>BBSRC World class labs</b>	71	64	66	53	58

\*Indicative funding