

## Strategy

2020-2025

### Introduction

The London Arts and Humanities Partnership (LAHP) is one of ten AHRC Doctoral Training Partnerships in the UK. LAHP supports outstanding doctoral research across the arts and humanities and provides an enriched research environment for doctoral researchers through training, cohort development, collaborations and partnerships.

Launched in 2014/15, LAHP (DTP1) funded five cohorts of PhD students in a partnership across King's College London (KCL), the School of Advanced Study (SAS) and University College London (UCL). LAHP 1 also included two associate members, Queen Mary University of London (QMUL) and the London School of Economics (LSE).

LAHP (DTP2) received funding for a further five cohorts of PhD students from 2019/20. The partnership has expanded to include UCL (lead institution), KCL, LSE, QMUL, Royal Central School of Speech and Drama (RCSSD), Royal College of Music (RCM), Royal School of Art (RCA), and SAS. LAHP 2 also has six key non-HEI partners: Google Arts and Culture, the Metropolitan Police, the Museum of London, The National Archives, the V&A and the Wellcome Trust, and works closely with a wide range of other partners on Collaborative Doctoral Awards (CDAs), placements and training.

### Vision

LAHP provides the strongest possible foundation for capacity, quality and creativity for doctoral research in the Arts and Humanities. Working with its HEI and non-HEI partners, LAHP supports doctoral students to become experts in their chosen fields and to develop the skills, knowledge and experience required not only for their research but also for their future careers in academia and beyond. Through its training and cohort development programme, collaborations and partnerships, and the resources and opportunities provided by its London location, LAHP's vision is for its doctoral students to achieve their full potential as civically-minded, globally-aware, socially-engaged, ethical and impactful scholars. LAHP aims to be a positive force for change by strengthening and diversifying research, impact and engagement across the Arts & Humanities within higher education and the wider sector.

LAHP is:

**Collaborative:** committed to working effectively with students, supervisors, HEI and non-HEI partners, other DTPs and the AHRC;

**Engaged:** across the partnership and beyond, with a wide range of organizations, with London and our alumni;

**Ambitious:** for the highest quality doctoral research across the Arts & Humanities and for our students' future careers in academia and beyond;

**Transformative:** for our students, the partnership, the Arts & Humanities sector, London and the world;

**Inclusive:** committed to enhancing equality, diversity and inclusion in all of LAHP's work, and open to diverse approaches and subjects in Arts & Humanities research;

**Ethical:** ensuring integrity in all that we do.

### **Fundamental Commitments**

The LAHP Strategy is underpinned by five fundamental commitments. Evidence of success will be judged not only in relation to the Strategic Aims but also in ensuring that these fundamental commitments are met.

1. To operate at all times within the terms and conditions of the AHRC grant and the LAHP Collaboration Agreement.
2. To ensure effective governance of LAHP's strategic aims and activities, including via the Student Feedback Forum, the Core Management Group and the Governing Council.
3. To achieve and sustain sound financial management through (i) effective budget forecasting and management; (ii) clear communication with partner HEIs about their match-funding commitments; (iii) regular meetings with UCL Research Services and Finance; and (iv) effective management of additional funding streams for students.
4. To foster a culture amongst students and staff that is collegial, inclusive and mutually supportive by (i) developing a strong and collaborative intellectual culture; (ii) adhering to LAHP's code of conduct in all LAHP activities; (iii) ensuring effective communication between students, supervisors and the LAHP team; (iv) supporting student- and staff-led activities and placement opportunities to enhance research, public engagement and impact; (v) adhering to the UCL Ways of Working for the LAHP team; and (vi) working effectively with central services at UCL.
5. To become more equal, diverse and inclusive in our recruitment and working practices and to promote positive change for our students and staff, across our HEI and non-HEI partners, and in the arts, cultural and heritage sectors in London and beyond. Key priorities and targets will be set and reviewed by an annual evidence-based action plan and implemented through collaborative work with students, partners, other DTPs and other organizations.

## **Strategic Aims**

### **1. Awards**

LAHP awards up to 90 studentships per year for doctoral research in the Arts & Humanities across its eight partner higher education institutions (HEIs). Approximately 10% of LAHP studentships each year are reserved for Collaborative Doctoral Awards (CDAs), which support research in collaboration with an external partner. See Strategic Aims 3.4-3.7 ('Collaboration and Partnerships') on CDAs.

- 1.1 To fund doctoral research of the highest quality across LAHP's partnership and across the full range of subjects in the Arts & Humanities;
- 1.2 To fund doctoral research that works with a wide range of sources, methods and approaches;
- 1.3 To encourage and support doctoral research that is supervised across HEIs;
- 1.4 To run the studentship competition in a way that is fair and transparent and complies with LAHP's fundamental commitment to become more equal, diverse and inclusive;
- 1.5 To promote positive change to increase the number and success of students applying from Black and other BAME backgrounds and from other under-represented groups at LAHP;
- 1.6 To communicate effectively with students, supervisors, partners, other DTPs and AHRC;
- 1.7 To work with students and supervisors to ensure the successful and timely completion of doctoral research;
- 1.8 To support associated research, impact and engagement activities, including through funded extensions and research activities that require extended or specialist training.

### **2. Training and Cohort Development**

LAHP provides training to its students through a combination of (i) LAHP's own training programme; (ii) training offered by HEI and non-HEI partners that is open to students across the partnership; (iii) training organised by students and staff funded by the Training Support Fund. Where there is capacity this training is made available to non-funded researchers in partner organisations. LAHP also arranges cohort development activities in collaboration with its non-HEI partners. All LAHP training and cohort development activities are required to provide safe spaces where all involved can contribute in an open and inclusive environment.

#### *Training*

- 2.1 To ensure that all LAHP's training activity is delivered in accordance with our commitment to equality, diversity and inclusion;

- 2.2 To develop students' understanding of issues relating to equality, diversity and inclusion;
- 2.3 To enable students to manage their mental and physical health and well-being during their research activities;
- 2.4 To enable students to identify and develop skills necessary for the completion of their research projects, including language skills;
- 2.5 To enable students to organise their own training activities;
- 2.6 To enable students to communicate their research by a wide variety of means to a wide range of audiences;
- 2.7 To enable students after the completion of their research projects to take on leading roles in academic and non-academic life;

#### *Cohort Development*

- 2.8 To support students to avoid isolation, develop connections and build communities across the boundaries of institutions and disciplines;
- 2.9 To support students to learn from each other about the widest possible range of areas of study and research methods within Arts & Humanities;
- 2.10 To support students to explore and make the most of the resources and opportunities of LAHP and its partner institutions, and to enable them to work with those institutions.

### **3. Collaboration and Partnerships**

In the original bid, LAHP2 set out a commitment to take its 'situatedness' and civic responsibilities seriously, recognising that London itself poses a set of complex and systemic problems which can be addressed through collaboration and with the deployment of cross-disciplinary expertise.

LAHP2 sets out a commitment to support students in working with diverse communities in London in viable and ethical ways, through partnership with its non-HEI partners and local communities to remain flexible and responsive to a changing social agenda.

Our core non-HEI partners work with us through supervision for CDAs, staff provision for student placements, bespoke training, workshops, access to collections/resources, careers talks and by participating in LAHP2's governance structures. LAHP2 has also developed a network over 50 non-HEI partners who work with us on CDAs and placement opportunities.

We commit to reviewing and developing these partnerships to ensure that we meet the needs of our students, our partners and LAHP in ways that are mutually beneficial, equitable and ethical responding to the following aims.

*Reviewing and strengthening partnerships*

- 3.1 To be responsive to student feedback on our partnership work;
- 3.2 To create a stronger working relationship with non-HEI partners;
- 3.3 To develop new non-HEI partnerships that help us create relevant research opportunities for BAME/under-represented students within a strong support structure.

*Collaborative Doctoral Awards*

- 3.4 To improve the efficiency and effectiveness of the CDA application process;
- 3.5 To ensure that we support research that is socially engaged; addresses systemic and structural inequalities across the arts and humanities; and utilises transformative methods of engagement and practice to challenge mainstream cultural narratives;
- 3.6 To ensure that we effectively reach, recruit and support BAME/under-represented students;
- 3.7 To ensure mutually beneficial collaborations between the student, HEI and non-HEI partners.

*Placements*

- 3.8 To develop new and existing placement opportunities that are mutually beneficial for students and hosts and are responsive to sector challenges;
- 3.9 To widen student participation in the placement scheme;
- 3.10 To support LAHP students' career development through the placement scheme.

**4. Impact**

- 4.1 To support students in developing and documenting the impact of their research;
- 4.2 To demonstrate the value of doctoral research in the Arts & Humanities, including by promoting doctoral research to non-HEI partners and other potential employers;
- 4.3 To work with HEI and non-HEI partners to enhance equality, diversity and inclusion in Arts & Humanities research and careers;
- 4.4 To strengthen research and professional links with LAHP alumni.