



THE CENTRE FOR RESEARCH AND EVIDENCE ON SECURITY THREATS

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IMPACT REVIEW

A review of the impact of CREST research projects

Lucidity Solutions Ltd
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September 2019

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Lucidity Solutions Ltd

A review of the impact of the research projects conducted through the Centre for Research and Evidence on Security Threats (CREST).

Report of findings from the consultation exercise.



About CREST

The Centre for Research and Evidence on Security Threats (CREST) is a national hub for understanding, countering and mitigating security threats. It is an independent centre, commissioned by the Economic and Social Research Council (ESRC) and funded in part by the UK security and intelligence agencies (ESRC Award: ES/N009614/1).

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SUMMARY

The Centre for Research and Evidence on Security Threats (CREST) was established in 2015 as a national hub for security research. Funded by the UK's security and intelligence agencies, through a grant administered by the Economic and Social Research Council, its mission is to deliver a world-class, interdisciplinary portfolio of activity that maximises the value of behavioural and social science research to understanding, mitigating and countering threats to national security.

It has sought to achieve that through engaging with an international network of academics, a significant commitment to research translation and communication, and a unique resource of research to practice fellows, who combine knowledge, experience and networks from both the academic and wider stakeholder perspective.

Throughout this report example projects are highlighted to indicate the range and diversity of impacts, although they are not a comprehensive description of all the impact CREST has achieved.

This review was commissioned to better understand the impact that CREST research has achieved across the core programmes and in the commissioned projects.

The findings from the review **demonstrate that there is strong evidence that CREST's research is delivering impact for end-users, enabling them to achieve changes in practice, advances in understanding, and development of skills and knowledge that they otherwise would not have been able to.** This impact is of three types:

INSTRUMENTAL IMPACT

CREST research is making demonstrable changes to operational practice, through the application of new tools and techniques. For example:

- *Adam Joinson's research on spear phishing* has been included in a report published by the National Cyber Security Centre on phishing protection and used in guidance prepared by CPNI in relation to phishing simulations. This has led to further funding, from both CPNI and CREST, to develop a new research and training tool.
- *Lorraine Hope's Timeline Technique and Paul Taylor's Cylinder Model* are both cited as part of the interview and negotiation process and toolkit within the US High-Value Detainee Interrogation Group report on interrogation best practices and have been integrated into operational practice. Use of the Timeline Technique has been cited as providing greater insights into key national security issues and significant information relating to recruiting techniques and locations used by a terrorist organisation. In terms of negotiation, the use of this technique has shown that more information can be obtained from those who are released or escape having been held hostage, as opposed to a straightforward question and answer session.
- *Jasjit Singh's work on Sikh radicalisation* led directly to changes in the Home Office guidance on Afghanistan, as well as introducing a new methodology for community groups to tackle difficult conversations. The work has also contributed to work in Canada focused around communicating with and about Sikh citizens.
- *Paul Thomas and Michele Grossman's work on Community Reporting Thresholds* has become a central element of delivering the UK PREVENT strategy, influencing a number of workstreams led by the national PREVENT team. This includes the development of a public safeguarding campaign – to be launched late in 2019 – which is based on the research findings.

CONCEPTUAL IMPACT

CREST research is helping practitioners to advance their understanding of different theories, methods and applications. This is true of broad, contextual understanding and more advanced, in-depth understanding of specific issues. Further impact is demonstrated through follow-on funding for projects, from UK and international sources. Examples include:

- *Rosalind Searle and Charis Rice's work on Managing Organisational Change* led to the development of a range of practitioner tools that have been shared with a wide variety of stakeholders. Frameworks are being put to use by NHS Scotland and follow-up work has been funded by CPNI to aid further understanding of the area.
- *Sarah Marsden's work on deradicalisation and disengagement* was presented to senior members of the Home Office, including policy makers and strategy advisers, across a two-day set of workshops. As a result, Marsden was invited to chair a new independent expert committee developed to advise the Home Office. Not only has this led to evidence-based insights being shared with practitioners, it has also developed closer working relationships across different elements of the Home Office.
- *Martin Innes' CREST research relating to digital behavioural influencing* led to an invitation to apply for international funding for a rapid evidence review of social media in light of terrorist incidents, which he won and subsequently led an international team to complete the review. The report has now been published and shared with stakeholders around the world.
- *CREST researchers have presented their research findings to audiences all around the world*, including in Canada, the US, Norway and Singapore, and to international agencies.

CAPACITY BUILDING

CREST research is building capacity in the UK and overseas, through its own staff, through PhD students, and through training for large numbers of end-users across all stakeholder groupings. For example:

- *Kim Knott and Ben Lee's research on ideological transmission* has been used to develop new induction and training materials, supported by a range of guides and used by stakeholders. Users have confirmed that this has saved them time and associated resources.
- *The UK's first Counter-Terrorism Negotiation training course has been developed in partnership with the Scottish Organised Crime and Counter Terrorism Unit, incorporating the work of CREST members, including Lorraine Hope, Ben Lee, Jasjit Singh, Paul Taylor and Simon Wells.*
- *Research from both Aldert Vrij and Lorraine Hope* has been integrated into training programmes that have been delivered in the UK and US to over 1,300 people.
- *CREST is supporting 17 funded and associate PhD students*, including three new starts in 2019. There have already been two successful PhD completions.
- All funders – as well as a range of other stakeholders, *cited the value of the CREST research in contributing to their training and development*, providing essential context, validating their own approaches and introducing them to new areas and ideas.

This impact is supported and facilitated by the model that CREST has developed since it was established. The approach combines synthesis of existing data sources with original research, to answer stakeholder needs and timeframes. It combines core programmes with commissioned research, to ensure that a deep understanding is developed in established areas of concern while offering contributions to emerging areas of interest.

This research is then translated so that it is useful for specific stakeholders. It is disseminated through a wide range of channels, online and in print.

SUMMARY

Review of impact

It is underpinned by a principle of co-design with end-users, to help shape questions and outputs. And it is supported by a growing global network of academic and practitioner experts. Since launch, CREST's website has attracted over 330,000 page views.

RECOMMENDATIONS

As discussed in the findings (page 10), this review has demonstrated that CREST's role as a national hub is valued highly by the funders and other stakeholders, and by the researchers involved, particularly in relation to the quality and range of CREST research, the impact it is achieving and the role that CREST is playing to support that impact. The following recommendations suggest ways that CREST could further enhance this national role:

1. Continue to explore opportunities to increase researchers' understanding of the needs and challenges of the end-users, to ensure research outcomes are useful in practice.
2. Explore opportunities to support knowledge management, to enable the funders and other stakeholders to more easily access research that could make a difference.
3. Encourage two-way communication and continue to build the CREST network, to share research and practice nationally and internationally.
4. Work more closely with end-users to create records of impact, establishing appropriate measures and evidence of change, to demonstrate what research adds most value to stakeholders, and why.

INTRODUCTION

ABOUT CREST

The Centre for Research and Evidence on Security Threats (CREST) was established in 2015 with the aim to “deliver a world-class, interdisciplinary portfolio of activity that maximises the value of economic and social science research to countering threats to national security.” (<https://crestresearch.ac.uk/about/>)

It is now established as a national hub for understanding, countering and mitigating security threats, which it achieves through a commitment to extensive engagement with its stakeholders. CREST seeks to address the key questions facing those stakeholders through a combination of synthetic and original research across these areas.

Further information about all these projects can be found at: <https://crestresearch.ac.uk/projects/>

CREST in numbers

- *140 staff over five core programmes and twenty-nine commissioned projects*
- *17 PhD students*
- *193 new publications: guides, reports and journal articles*
- *67,500 downloads from CREST website*
- *767,000 website page views and 281,500 unique visitors from all websites*
- *Over 100,000 Twitter engagements*

A significant proportion of research is supported through CREST’s annual commissioning round. Funding is administered through the Economic and Social Research Council (ESRC) and comes from the UK security and intelligence agencies and the host universities. A more detailed overview of CREST and its statement of intent can be found here: <https://crestresearch.ac.uk/about/>

THE REVIEW

This review focuses on the impact of the research carried out through CREST. The aim of the review is to better understand what impact CREST research has achieved, in individual projects, across the core programmes as well as commissioned projects. While the review has included analysis of impact and recommendations for the future, its primary aim was to find evidence of impact, not the evaluation of CREST's performance. Information has been gathered to inform the report from two online surveys, a series of interviews, and through existing data. This information has been drawn from a range of UK and overseas practitioners, not just from CREST's funders. Broadening the evidence base in this way helps fill potential gaps due to the sensitivities of CREST's funders sharing information, because of the nature of their work. This additional information is also evidence of valid impact evidence both in its own right and as a secondary benefit, as the work of these other agencies frequently complement and support that of CREST's funders.

For the purpose of this review, impact has been considered in broad terms, drawing on a range of sources that are relevant to the social sciences and that provide different lenses through which impact can be evaluated. As with other social science disciplines, impact in this field is not easy to quantify, challenges that are exacerbated by the nature of the work of the end-users. Primarily, the UKRI definition of impact as causing a demonstrable change has been adopted, and then adapted to address the specific nature of CREST research.

The broad definition of impact has – to some extent – helped to mitigate these challenges but the nature of the research has meant that the findings rely more on qualitative than quantitative evidence. This report sets out these findings and is accompanied by a set of case studies that demonstrate specific examples of where impact has been achieved, along with a suggested framework for a more systematic evaluation of impact.

APPROACH

The review was informed by three main channels of information: a series of interviews, with researchers and end-users; two online questionnaires, one aimed at CREST researchers and one at end-users; and available data relating to impact.

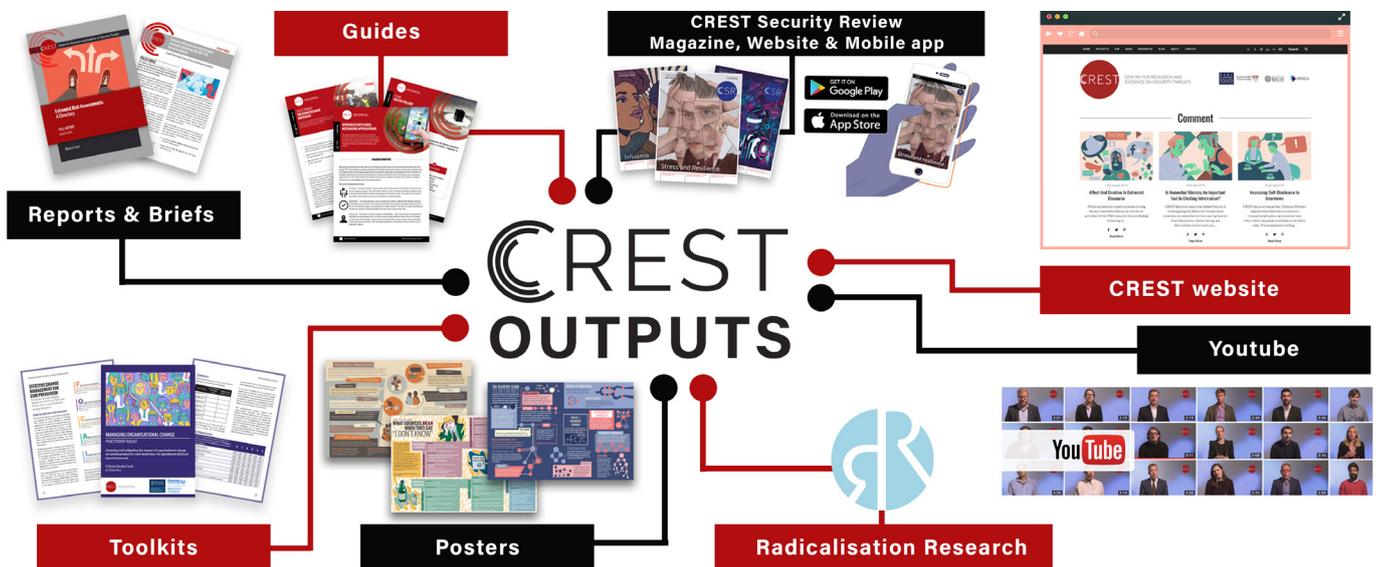
Interviews were carried out with 31 stakeholders: 15 CREST researchers, spanning the core programmes and the commissioned projects; and 16 end-users, spanning the UK funders, UK stakeholders and international stakeholders. Around a third of these interviews were carried out in person, with the rest on video conferencing or telephone calls. Questions focused on identifying specific research projects where impact could be described, as well as more general exploration of how impact was supported and where it could be enhanced. Question sets and a summary of interviewees are included in Appendix One.

Two online questionnaires were developed, one targeted at CREST researchers, and the other at a range of end-users, categorised as police, government, academic, industry/ charity, collaborator/ co-designer and other. 37 responses were received from CREST researchers, and 58 from the end-users. End-user responses were supplemented by a further 15 from the UK funders, who answered a subset of the survey questions. The CREST researcher survey explored how and when impact was planned in the research process and what impact the researcher thought their research had delivered, as well as more general questions about

support for impact. Questions in the end-user survey explored specific and general examples of research impact. A snapshot of the survey responses is included as Appendix two. Data was gathered in relation to staff and student numbers; web analytics; publications; events; and social media.

Assessing CREST’s impact in relation to a comparative national research centre was considered but not carried out as part of this study. Reasons for this were twofold. First, to gather relevant evidence, a similar approach would have been needed with researchers and stakeholders for the comparator. This was not appropriate given the scale of this review. Second, there is no direct comparison for CREST. We considered the Turing Institute, but only one strand of the research is directly comparable (defence and security), so does not offer the same scale or challenges as CREST. Other centres, such as the US-based START or RAND National Security Research Division, were also considered, but the different operating context excluded these as direct comparisons. However, if future reviews of impact are conducted, ways to incorporate comparators into the study could be considered as part of the methodology.

The outputs from the interviews and surveys were considered, alongside relevant data provided by CREST, and used to inform the findings, presented below.



EVALUATING IMPACT

CHALLENGES & FRAMEWORK

The disciplines involved and the range of end-users both posed significant challenges in approaching this review. The arguments for the challenges of measuring the impact of behavioural science research are well rehearsed: it is 'noisy', making it difficult to find any causal link or even correlation between research and a demonstrable contribution beyond academia; there is a lack of consensus within the field as to how impact can be demonstrated, and no standard set of measure (SAGE Publishing, 2019); and this type of research often takes time to permeate thinking and contribute to understanding. Much of CREST's research, particularly the commissioned projects, is only now publishing findings, so it is likely to be some time until accurate levels of impact can be evaluated.

More interesting to this study is the challenge presented by the nature and range of end-users involved: the UK funders, other UK end-users, and international stakeholders. This brings obvious limitations to the type and extent of information they were able to share about how different research outcomes might be being used, both operationally and in relation to policy. In many cases, the interviewees were unable to share their exact job roles, how they evaluated what was useful, how many people they shared the research with, for what purposes, and how it might have been received or put to use.

Barriers were also faced because the reviewer did not have an existing relationship with any of the stakeholders, meaning there was a limited trust basis on which to share what might be sensitive information. Initial introductions from trusted parties were extremely helpful, but an alternative approach might be considered for future reviews. This might include known parties carrying out the interviews, including those with higher clearance levels, in order to define what might be shareable more publicly. However, any approach would need to ensure that an independent view was retained.

The challenges of delivering and measuring impact

While in its early stages, researcher Ashraf Labib has developed an algorithm that can help to address errors in judgement in the decision-making process. This is of interest to at least one of the funders.

However, due to the classified nature of the potential use of the software, the information needed to fully specify the development cannot be shared openly, and challenges remain over taking the software into the organisation to be tested.

This research has the potential to make a significant change in operational practice, but it is unclear how this will be realised.

Researchers reported that this limited awareness and understanding about the work of the funders and other end-users had a negative impact on their ability to carry out the most useful research. Without this detailed knowledge of how the end-users might use the research – or the key questions they needed to tackle – researchers were unable to accurately judge the potential impact of their work. Developing this understanding of stakeholder interests and needs, drivers, and barriers is an integral aspect of planning and realising research impact, and it is not yet clear how this can be overcome in this area of research. Frustration was also expressed over the lack of detailed information that researchers were able to access about how – or even if – their research had made a difference. In many cases, the best they could hope for was anecdotal feedback. Some suggestions to tackle these frustrations are made in the recommendations (page 17).

Because of these challenges, this review has adopted a broad definition of research impact, moving beyond the parameters of the Research Excellence Framework and

EVALUATING IMPACT

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looking instead at wider terms that are more applicable for social sciences research. Starting with the ESRC, impact is defined as “the demonstrable contribution that excellent research makes” and that occurs in the academic domain or in relation to the economy and society (ESRC, 2019). Impact can be of three different types:

- instrumental – influencing the development of policy or practice
- conceptual – contributing to understanding or reframing debates
- capacity building – through skills development.

A further helpful definition suggests that, for social sciences, the most important factor is the potential for “occasions of influence” that research can have on the different domains (Bastow, 2019). Finally, impact has been considered within the parameters set out in the UKRI research outcomes reporting process, and particularly those measuring engagement (ResearchFish, 2019).

Collating this as a framework (Figure One) provides a means of capturing impact for CREST projects. Worked examples for a range of CREST projects are included at Appendix Three.

Researcher and name of research project/ area			
	Instrumental: changes in practice or policy	Conceptual: advances in understanding	Capacity building: training
Engagement and reach	Who has your research reached, where and how many? Include policy makers/ politicians, practitioners, industry/ business, third sector, the media, students (UG and PG), other academic colleagues, and the general public. Has it been shared locally, nationally or globally?		
Occasions of influence	What occasions of influence have these engagements led to? Think about requests for further information or further involvement, invitations to present your research to different audiences, plans for future activity, and decisions made/ influenced.		
Evidence of impacts	What impacts has your research had? This can include changing understanding, knowledge and debate, advancing the understanding of new approaches or ideas, influencing policy and practice, or attracting further funding to develop new or expand the parameters of your research.		

Figure One

FINDINGS

This review can evidence that CREST research is making a demonstrable contribution to security research, in the academic domain and for practitioners. Responses from both the interviews and the surveys cite multiple examples of how research has made a difference beyond the limits of the academic project. Both academics and end-users reported the value of interacting with CREST and the opportunities that interaction had provided in helping them to achieve something that they could not otherwise have done.

The framework – included as Figure One – has been applied to evaluate impact. Examples of CREST research have been identified for each type of impact – instrumental, conceptual, capacity building – and explored in connection to the three ‘levels’ in the framework: engagement and reach; occasions of influence; and evidence of impact.

INSTRUMENTAL IMPACT

CREST research has led to “more effective interviewing, saving money in an indirect way”.

Survey response: end-user

Although CREST is still a relatively young research centre, some projects have already led to changes in operational practice among the funders and other end-users. While causation is difficult – if not impossible – to evidence, interviewees cited examples of how different research outputs were being used in their business as usual activities. Detail was understandably limited in relation to exactly how the research was being used by operational agents, but funders and other UK and international stakeholders were keen to emphasise that the research was contributing to their practice.

The approach developed from CREST research, and delivered in the Counter Terrorism Negotiation course, has been tested in a number of national exercises and post incidents [and it has] also been used by international colleagues during operational incidents such as Trebes.

Interviewee, end-user.

The extensive reach and engagement that characterises CREST’s approach has, in some cases, led to occasions of influence that include ministerial briefings to all levels of government, including the Prime Minister’s office (Knott & Lee; Marsden; Singh).

CREST researchers have been invited to provide verbal and written evidence to various government committees – for example, the Home Affairs Committee on Counter Extremism and the Joint Intelligence Committee – leading to contributions to commissions and participation on and chairing of expert advisory groups (Lee; Marsden). Singh’s research contributed to a revision of the Home Office guidance on Afghanistan.

Internationally, interest in CREST research has led to funding for new research (Innes, Canada) and to expand an existing project to new territories and situations (Thomas & Grossman, US and Canada).

The research “examined the right problem at the right time.” It was effective because it “identified practical solutions that were easy to deliver at a local level.”

Interviewee: end-user

Evidence of impact can also be found in a number of other projects. For example, research carried out by Hope on the Timeline Technique and by Taylor on the Cylinder Model have both been identified as additional tools that can be used by operational teams in interview and debrief situations, leading to greater insights into national security issues and specific information relating to terrorist organisations.

In Hope’s case, the work has led to a further funded project, supported by the British Academy, to explore the impact of cultural difference on memory and recollection. Joinson’s work on phishing has influenced campaign materials and guidance developed by CPNI in relation to cyber-security.

In turn, this has contributed to a project funded in the 2019 CREST commissioning round (*Simulated phishing and employee cybersecurity behaviour (SPEC)*) and further funding from CPNI to develop a new research and training tool. Searle and Rice’s work on Managing Organisational Change has been adopted by the NHS Scotland fraud department. Thomas and Grossman’s research on Community Reporting

Increasing the dimensions of interaction

Taylor's research on the Cylinder Model has contributed directly to changes in practice, clearly demonstrated by the Hypercacher Supermarket siege in Paris. The negotiator leading the conversation knew the Cylinder Model and used it to identify the frames in which the subject was communicating. This meant that the negotiator was able to adapt their response to utilise the same frames, and the siege was ended with no further hostage deaths.

Thresholds has had considerable influence on the UK PREVENT strategy, influencing workstreams that are directly related to addressing the barriers to reporting extremist activity, identified in the report. One of these workstreams is a public safeguarding campaign, due to be launched in late 2019.

CONCEPTUAL IMPACT

CREST's research has had extensive reach, informing advances in understanding across a broad range of security-related topics. All researchers interviewed reported early engagement with end-users of the research, involving them in expert and practitioner advisory groups, sharing research findings as they emerged, and presenting final outcomes (Searle & Rice; Thomas & Grossman).

Many researchers have also engaged with the media, in the UK, in north America and further afield, including India (Singh). Some projects have reached into the community, engaging different interest groups at different stages of their research, as interviewees and research participants and to test ideas, models, and methods (Singh; Thomas & Grossman). And many more have engaged directly with the end-user communities, to refine their outcomes or develop new ideas (Busher; Hope; Innes; Joinson; Knott & Lee; Taylor).

In many cases, this engagement has led to significant occasions of influence, including more in-depth briefings and advice for different audiences, both in the UK and around the world. Of the researchers

interviewed, the majority had given presentations or led seminars for the funders, government departments and other stakeholders, including the London Mayor's office, CPNI, the NHS, and the Metropolitan Police (Busher; Hope; Innes; Knott & Lee; Searle & Rice; Singh; Taylor; Thomas & Grossman). Internationally, CREST researchers have presented their findings to government departments and international groups around the world (including Knott and Innes, in Canada; Busher in Estonia; Hope in Norway and Singapore).

Extending and broadening people's understanding of the operating context was cited as a key impact of a wide range of research projects, whether from the core programmes or the commissioned projects, and whether it was synthetic or original research. In fact, 94 per cent of end-users who responded to the survey agreed that research from CREST had informed their understanding of relevant issues, with 39 per cent reporting that it had also provided an evidence base for existing or new approaches. 86 per cent of respondents to the CREST researcher survey stated they had planned for this type of impact from the start of their projects, and that it had been either fully or partially achieved.

CREST research has brought "clarity and an analytical rigour that has helped to advance understanding of key areas of concern".

UK funder

In particular, end-users cited examples of where they have used CREST research to develop their understanding of 'normative' behaviours and actions within groups, cultures or societies. This is essential for the funders in their primary role to assess and evaluate risk, as they can then use this advanced understanding to better evaluate whether behaviour should be considered as extreme. CREST briefings were cited as the predominant source of this kind of information. The synthesis carried out by Knott and Lee under the Ideological Transmission project, Hope's work on 'I Don't Know', Lee's guide to understanding the far right landscape, Knott's guides on British Muslims, and Singh's work on Sikh radicalisation were all cited by end-users as CREST research that had directly contributed to advancing the understanding within their organisations. Survey respondents identified online influence and persuasion, eliciting information, Russian disinformation, managing organisational

change, interview techniques and lie detection as particular areas of research that had contributed to their knowledge.

A range of customers benefit from my being well informed regarding the evidence base supporting positive organisational change including other government departments.

Funder survey response

Conceptual impact was not limited to broad or introductory understanding. Responses pointed to the value of scrutinizing existing theories or methods within an expert grouping, informed by the latest academic research, and the cross-fertilisation of ideas that resulted, pushing knowledge forward and enabling an enhanced understanding of what works best in practice, and why.

The validation of existing understanding also enabled a more detailed and accurate picture of the challenges the stakeholders are facing, including emerging challenges, and the actions that might be needed to address these challenges.

Examples include Innes's research on digital behaviours, Joinson's research on phishing, Lee's work on the far right, Singh's exploration of Sikh radicalisation, and Thomas & Grossman's work on Community Reporting Thresholds. Much of this has led to other interactions, including funding for further research, the establishment of academic advisory groups, and contributions to commissions and publications.

CREST research has been used 'to triangulate data sources and build a more accurate picture of the challenges'.

UK government stakeholder

As a consequence of the depth and breadth of CREST research outputs, respondents and interviewees from the stakeholder community reported a reduction in the burden they felt to produce research across the broad spectrum of areas of interest. The external provision of research not only gave the findings greater credibility, it had also led to savings in staff time and resources, enabling stakeholders to have a greater a focus on supporting their primary activities.

Capacity building in the community

An interesting example of capacity building comes from Singh's project on Sikh radicalisation. Singh employed a consultative method, taking his draft findings to five community groups to gather feedback.

Around 50 people attended each event – combining the local community with policy makers – and were able to discuss some difficult topics in an open setting.

Not only did this provide valuable input into the final outcomes of the research and establish an engagement platform for future projects, the same model has since been used to facilitate different conversations amongst the Sikh community in Leeds, including mental health and hate crime.

CREST'S FACILITATION OF IMPACT

It is clear from the review that CREST's research does, indeed, deliver conceptual, capacity building and instrumental impact. What emerged from the responses was that this was, in large part, due to the way CREST operates. CREST was established with a clear emphasis on supporting research with impact. It does this through an approach that connects two agendas: communications – focusing on translation and disseminating knowledge; and networks – identifying needs and building a community. The value of this model was tested during the review and in almost all responses – across both the interviews and the surveys – respondents identified a clear link between the value of the research outcomes and CREST's support for research impact. In this section of the report, we explore different areas of strength in the CREST model and highlight opportunities for improvement.

CREST provides "a model for engagement with very hard to reach organisations" (US stakeholder) supported by "a committed and strong group of people with a common purpose."

(International researcher)

1. TRANSLATING RESEARCH

As the first tranche of the communications agenda, CREST puts an emphasis on providing research outputs as products that can be used in practical ways by its audience. Translation takes place through different channels, but primarily through the Research to Practice Fellows. The role combines knowledge, experience and networks from both the academic and wider stakeholder perspective, with a commitment to post-holders having worked in both a research and end-user environment. The focus of the role is to connect the dots between the research outputs and its potential impact in practice. This translation happens at different stages of the research project, informing the questions that are asked, the language that is used and then translating outputs into relevant and accessible products.

The majority of respondents – both researchers and end-users – found this role to be integral to the success that CREST has had. The combination of experience

provided credibility with a wide range of audiences, as well as a shared understanding of the challenges, opportunities and ways of working of the different stakeholders. The networks brought by the Research to Practice Fellows meant that research outputs could be more easily targeted to the most interested parties, saving time and money and adding to the potential for impact. This network also played an important part in facilitating conversations between researchers and end-users.

CREST offers "an excellent way of getting up-to-date research in a digestible format, with relevant information summarised". Users appreciated "the option of being able to read more in-depth information, based on links to the research and the names of the authors".

Survey responses: end-users

At the same time, the review also identified a number of areas that could be improved. Some end-users, including within the funders, were unsure about the precise role that the Research to Practice Fellows played and could see benefit in this being more clearly explained. Given the translating role that some government research departments already play, some duplication was identified. The funders felt that there would be greater value in the Research to Practice Fellows if they represented a broader set of expertise.

Nearly everyone, including the current Research to Practice Fellows, identified the capacity to do more in the translation space, but also acknowledged the limited scope there was to expand, given the specific experience required to carry out the role effectively. Because of this, some researchers felt that support was not systematically applied, leaving some questioning why their project had not received the focused attention they had expected.

End-users suggested that Research to Practice Fellows could add greater value by taking a more active role in knowledge management and curation, and by managing the relationships with end-users in a more systematic way, to reduce the risk of individual contacts being lost. One respondent suggested that the Research to Practice Fellows could play a more active role in

collating learning points from events with stakeholders and using them as a starting point to identify projects that could develop new approaches.

There could also be some value in CREST taking a role in piloting these approaches and evaluating the benefits. Some interviewees saw the value in more researchers having higher levels of clearance, so that understanding and information could be shared more widely. Others suggested that the funders themselves could be more creative in finding ways to describe their needs and how they might use the research outputs in practice. Secondments between academic departments and funders/ other end-users, along with sessions aimed at PhD and early career researchers to solve specific questions set by the funders, were suggested as additional ways to aid mutual understanding.

2. DISSEMINATING KNOWLEDGE

From its outset, CREST has committed to communicating its research as widely as possible, demonstrated not least by the appointment of a Communications Director as part of the core team. This has meant that a wide range of outputs has been produced, spanning guides and briefings, reports, posters, journal articles, training resources and videos. These specific outputs are widely shared online and via social media. The CREST Security Review (CSR) provides a spotlight on key issues, shared as a printed publication, online and, latterly, via the CSR app. Interested parties are kept up to date with a regular newsletter. A catalogue is also produced to share information about the latest publications.

End-users reported that they made most frequent use of the CREST website and the CREST newsletter. Social media and the mainstream media were the least popular ways to access information. In terms of use, stakeholders found the CREST guides, reports and CREST Security Review to be the most useful, and videos and posters the least useful. Interviewees supported these survey findings, with many finding opportunities to share the information they accessed from CREST with a wider audience. For example, one survey respondent had blogged about a CREST guide on Russian disinformation, sharing the research with 13,000+ social media followers. The majority of end-users reported that the formats of CREST research

Since its launch, the CREST website has had over 337,700 page views and over 281,700 unique visitors.

outputs made them easy to digest and practical to use. In most cases, external stakeholders also thought the audience for each product was clearly defined, adding to the ease of application. CREST resources were described as highly informative, accessible, relevant and comprehensive, contributing to stakeholders' ability to verify other sources and give credence to existing knowledge. The vast majority welcomed the variety of formats available.

CREST publications take "complicated research topics and put them into wording that is accessible to practitioners".

Survey response: end-user

Researchers acknowledged the benefits brought by the clear promotion across the CREST website and other publications. They also found the social media support, and links to a wide range of different media outlets, particularly useful. A number of researchers acknowledged the help that they had received in making sure that their research outputs met the needs of end-users, something they would not have been able to achieve without the support of CREST.

A number of opportunities for improvement were also identified. There was mixed feedback about the design and accessibility of the website. There were also mixed opinions about the depth of the articles, with some respondents feeling that the material was not detailed enough to further understanding. A number of end-users felt the sheer quantity of CREST research made it difficult to navigate – although they did also acknowledge they could do more in relation to knowledge management and dissemination strategies – and that more could be done to curate the materials, by topics and by user-type. Finally, there was a call for continued innovation in relation to the range of formats available, including podcasts, a greater range of practical toolkits, and quick reads.

An additional area of frustration related to the need to access the academic articles that underpinned the

formats available via CREST. Many end-users cited the value they had found in exploring the original research, aiding their understanding and their ability to disseminate to the right people. End-users voiced their annoyance when these articles were not freely and openly available e.g., due to embargo periods.

3. IDENTIFYING NEEDS

A core part of CREST's mission is to address the questions and challenges faced by key stakeholders: the security and intelligence agencies, wider government scientists and policy makers, researchers, and industry partners, in the UK and overseas. This is best achieved by involving these end-users in the research process. Responses to the interviews and surveys revealed the different ways that CREST has enabled and embraced an approach to co-design research.

EXPERT AND PRACTITIONER ADVISORY GROUPS

The vast majority of the researchers interviewed referred to the importance of the advisory groups they had worked with on their projects. These groups – made up of academic experts, practitioners from relevant agencies and, in some cases, community members – were able to help guide the research projects in different ways. In some examples, such as the Managing Organisational Change project, the advisory group was used at various points through the project to evaluate the toolkits and feed in suggestions for further development. In other projects, such as Community Reporting Thresholds, the advisory group consisted of key actors in the area who each helped to shape the question set and scenarios used within the research. CREST researchers approached their projects with this interaction in mind, with 83 per cent of survey respondents reporting that they established networks with research users during their project, 74 per cent involving users at different stages of the research, and 65 per cent encouraging users to apply their knowledge of practitioner contexts to their research findings.

COMMISSIONED RESEARCH PROJECTS

For the commissioned projects, there was positive feedback from the funders about their evolving role in the process, with all acknowledging that this was continuing to improve. The opportunity to raise specific questions of concern, which could then be

answered in relatively short timescales, was welcomed across the board. Other stakeholders understood that this was in the funders remit, while at the same time expressing some frustration that not all projects were as relevant as they could have been, if stakeholders had been involved at an earlier stage. Funders themselves shared this frustration to some extent, while acknowledging the need for the research to remain independent and open source. Overall, commissioned projects were seen as making a positive contribution to impact, providing opportunities for researchers to access funding for projects that might not be funded through other sources, and for practitioners to access research findings in shorter timescales.

INTERNAL RESEARCH PROJECTS

Funders and other stakeholders referred to a process of using the CREST projects as a way of testing findings from research that used internal data, with the end-users sometimes commissioning the same researchers who had carried out the broader, open source research. Many noted the value of the larger sample sizes available in the open source research carried out by CREST and the useful validation this provided to the much smaller sample sizes available in the internal data sets. The majority of end-users saw this as a useful way to co-design research and an approach that extracted best value from the original CREST projects.

End-users welcomed their involvement in the research, with many calling for even more opportunities to get involved at different stages. This could be carried out through a more structured and formal framework and could go some way to mitigate the gap that some end-users identified between research that could be applied in practice and some of the existing CREST outputs. A systemised approach was also called for by the researchers, some of whom reported that they would benefit from more access to practitioners. This should cover all stages of the research, from initial question sets to briefings post-publication.

4. BUILDING A COMMUNITY

Creating a network of experts and practitioners is another core pillar of the CREST approach and is supported formally through networking and other events, and informally through the connections that CREST and the practitioner community have developed. These networks were highly valued by all

respondents, both CREST researchers and end-users. The range of events that brought together academics and practitioners were welcomed, as opportunities to learn about new research, share research findings, make new connections and test outputs. End-users saw the benefit in reaching not only CREST researchers but 'friends of CREST', opening up their thinking even more widely. And CREST researchers identified ways in which the network had enabled them to expand their own thinking, leading to greater innovation and creativity and extending their research to new areas and new audiences.

Using the network to advance understanding

The Canada Centre for Community Engagement and Prevention of Violence was an early supporter of CREST and has continued to engage as the network has expanded.

Martin Innes, lead researcher on the 2017 commissioned project, 'Soft Facts and Digital Behavioural Influencing', became known to the team in Canada through the CREST network.

Martin was invited to bid for a rapid evidence review on the impact of media and social media during and after terrorist events, which he won and subsequently led an international team to complete the review. The work was commissioned by the Five Country Ministerial Countering Extremism Working Group and has been shared widely across this group.

that the CREST network had enabled them to share research with the end-user community and use their feedback to shape the design and forthcoming outputs of the PhD research.

Some respondents reported a reduction in the number of events that were organised, seeing less opportunities to interact. A formalisation of relationships was also suggested, so that events could be shared more easily, be that involving different organisations in the UK or partners from different countries. In general, more opportunities for two-way communication would be highly valued, from the perspective of researchers and end-users.

5. CREATING A RECORD OF IMPACT

As part of the researcher survey, we asked how better CREST might support impact across its research projects. Two main suggestions emerged. First, a more systematic approach to ensure engagement at all stages of research with the practitioner community, explored above. Second, more effective ways to record impact. Ideas included working with funders to formulate feedback that is useful and usable, asking practitioners to create and share success records where research has led to a change, and establishing a longitudinal impact record that gathered evidence of the impact of CREST research over an extended timeframe. The framework developed for this report could be used as a starting point. Both of these suggestions seem to be connected to the challenge of creating a more detailed understanding of the end-user priorities and point towards further consideration of how to build this picture.

This network is augmented by the active community of PhD students that forms part of the CREST programme. Studentships support CREST in a number of ways, not least their strong focus on interdisciplinarity on topics at the intersection of core programme areas. PhD students are provided with opportunities to become part of the broader network, attending events and seminars and contributing to written materials that feature on the CREST website. One student who responded to the survey identified

CONCLUSIONS & RECOMMENDATIONS

This review was commissioned to evaluate the impact of CREST research, a task that has been complicated by a number of factors. The difficulty of measuring social sciences research, the lack of shared criteria, and the time taken for research to permeate thinking and understanding have all presented challenges. The nature of the end-users' work, and the limited shared understanding between the academic and practitioner communities, have added to the levels of complexity. The adoption of a broad definition of impact and the development of an accompanying framework have been ways to mitigate these challenges.

Applying this framework has demonstrated that there is strong evidence that CREST research is having an impact for end-users. Conceptually, it is helping practitioners to develop their understanding and advance their thinking in relation to a broad range of security-related topics. Capacity is being built, in the UK and overseas, through the translation of research materials into training materials, and through the staff and PhD students that CREST funds and supports. And there is instrumental impact, through demonstrable changes to practice. Further funding related to a range of CREST projects signals another aspect of its impact, as do the invitations for written evidence, commissioned articles and participation on expert panels.

The CREST model plays a crucial role in ensuring that the research has an impact in the different end-user communities. Research translation takes the academic outputs and turns them into relevant and usable products that can be put into practice by the stakeholders. Translation is facilitated by the valuable Research to Practice Fellows, whose combined experience brings a practical understanding of the challenges and ways of working of both the researchers and end-users. This is supported by a strong focus on communications, disseminating a wide range of formats through different channels. An emphasis on co-design provides another way to engage with the end-user communities, involving practitioners in different stages of the research journey, from shaping questions and criteria in the commissioned projects to contributing to final outputs. And this communication is grounded in a strong network, bringing together

expert academic and practitioner stakeholders in a global community, extending the field of knowledge.

Respondents identified a number of suggestions for improvements, which can be grouped as four key recommendations:

- 1. Continue to explore opportunities to increase researchers' understanding of the end-users, to ensure research outcomes are useful in practice.** A number of channels were suggested: by developing closer communication; encouraging more researchers to obtain higher levels of clearance (where appropriate); by establishing secondments and placements; by introducing opportunities for early career researchers and PhD students to work in multidisciplinary groups to solve problems set by the funders; and for the funders to explore more creative ways to describe their challenges and needs.
- 2. Explore opportunities to support knowledge management to enable the funders and other stakeholders to more easily access research that could make a difference.** This could become a more explicit part of the communications and Research to Practice Fellow role, in relation to curating products in different ways. Continuing to be innovative in terms of product format is also important.
- 3. Encourage two-way communications and continue to build the CREST network to share research and practice nationally and internationally.** Further investment could be used to develop a programme of events, spanning end-user groups in the UK and overseas, with space to consider emerging issues.
- 4. Work with end-users to create records of impact to demonstrate what research adds most value to stakeholders, and why.** Dialogue between CREST and end-users could establish a set of appropriate and realistic measures that would evidence demonstrable change. The framework developed for this report could act as a starting point in this process.

RESOURCES

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High-Value Detainee Interrogation Group. (2016). Interrogation Best Practices. Accessed via <https://www.fbi.gov/file-repository/hig-report-august-2016.pdf/view>, 28/06/19.

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ResearchFish. (2019). Research Outcomes Common Question Set. Accessed via <https://eval.researchfish.com/documentation>, 28/06/19.

SAGE Publishing. (2019). The latest thinking about metrics for research impact in the social sciences (White paper). Thousand Oaks, CA: Author. doi: 10.4135/ wp190522.

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APPENDIX ONE: INTERVIEW DETAILS

INTERVIEWEES

Academic researchers (by type)

- CREST core staff and researchers x9
- CREST commissioned researchers x6

End-users (by type)

- UK Funders x7
- UK government departments and other UK stakeholders x6
- UK Funding Council x1
- International stakeholders x2

RESEARCH QUESTIONS

Academic researchers

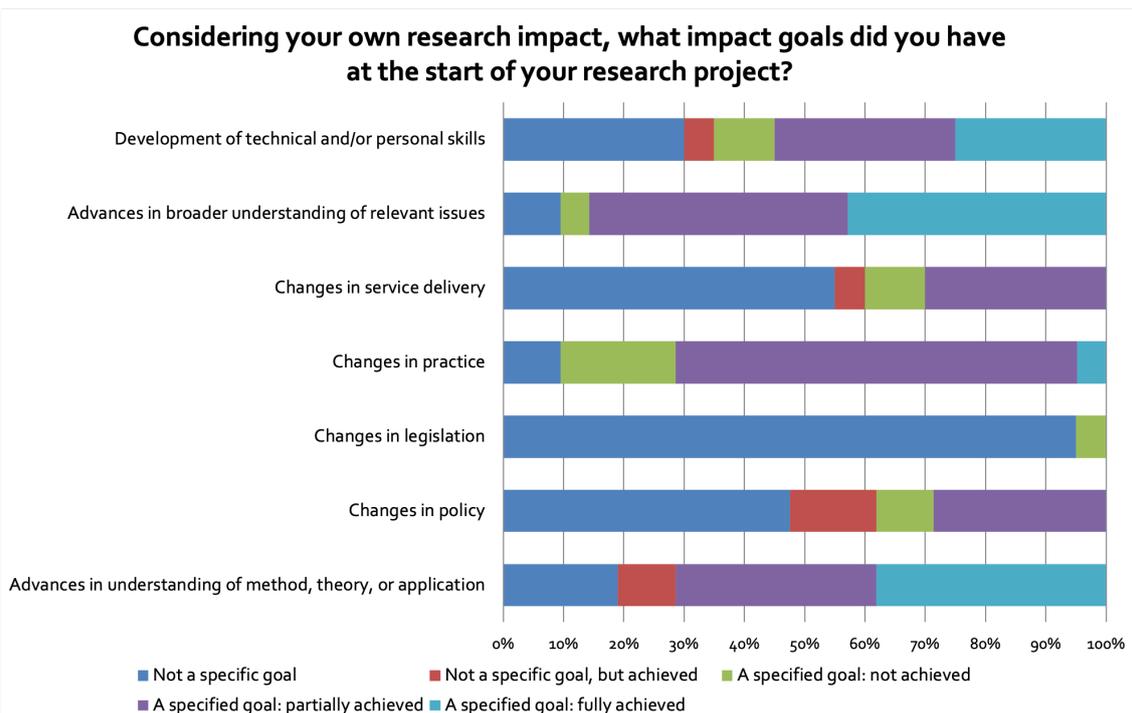
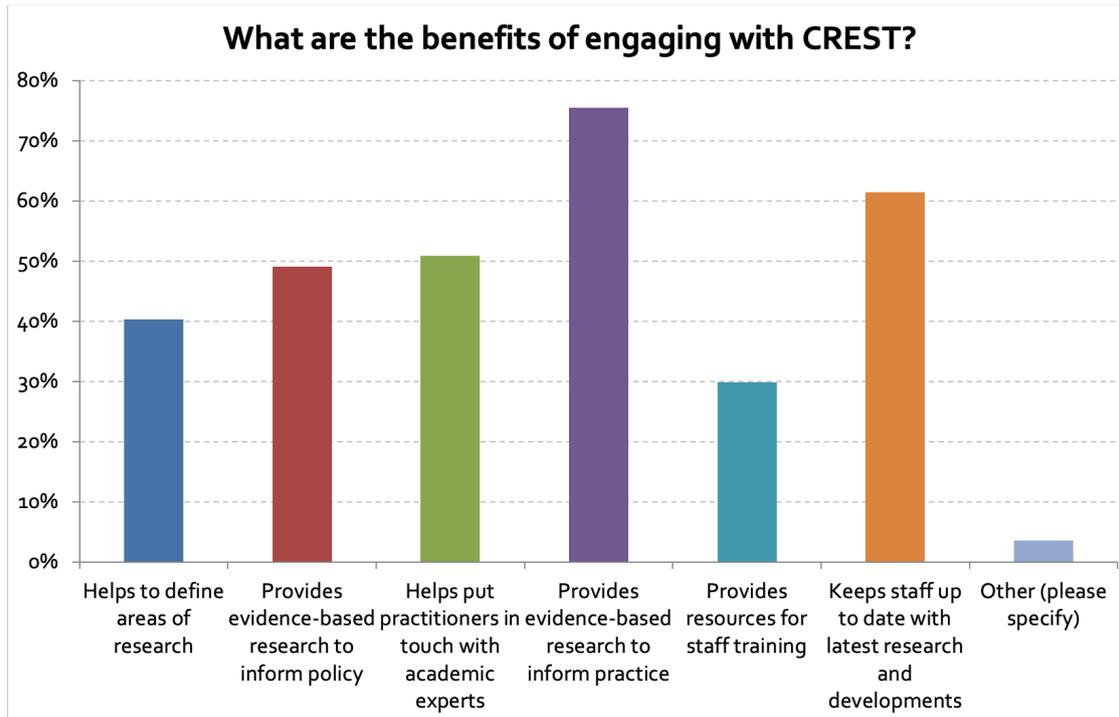
1. Please tell me about the research you have done for CREST. What and who?
2. How much did you plan research impact from the start of the project?
3. What impact(s) do you think your research has had? How do you know? How have you measured the impacts?
4. What would end users say about the impact of your research?
5. How has CREST helped with your research project and the realisation of impact?
6. Are there any particular examples you would like to see included in a long-list of case studies?

End-users

1. Please tell me about how you interact with CREST research in your role.
2. Are there particular projects that have been most useful? If so, what and in what ways?
3. What types of CREST outputs have you found most useful?
4. At what stage have you been involved in research projects? Would you like this to change?
5. What specific impacts – demonstrable changes – has the research had? Be as detailed as possible.
6. Has CREST research helped you achieve something you would not otherwise have achieved? If so, what, and how?
7. What could improve your interactions with CREST research?

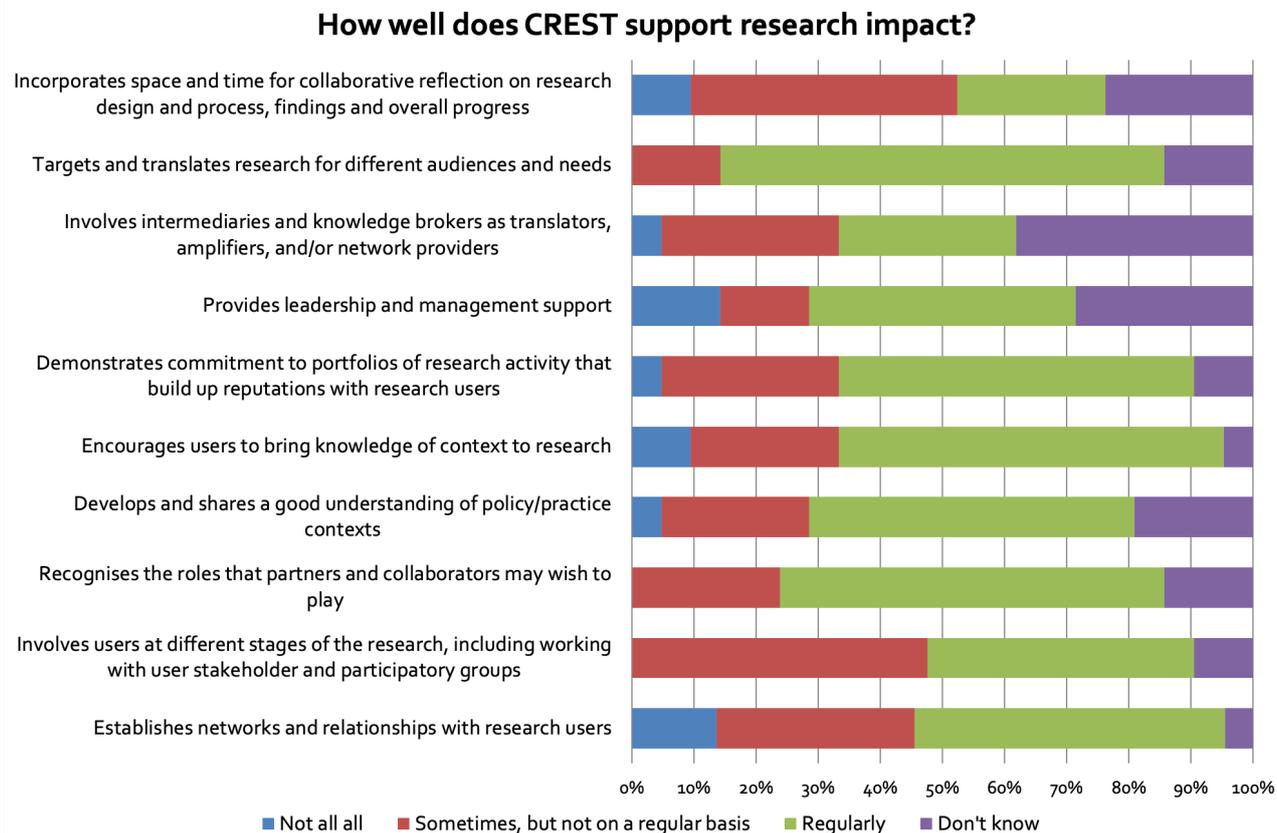
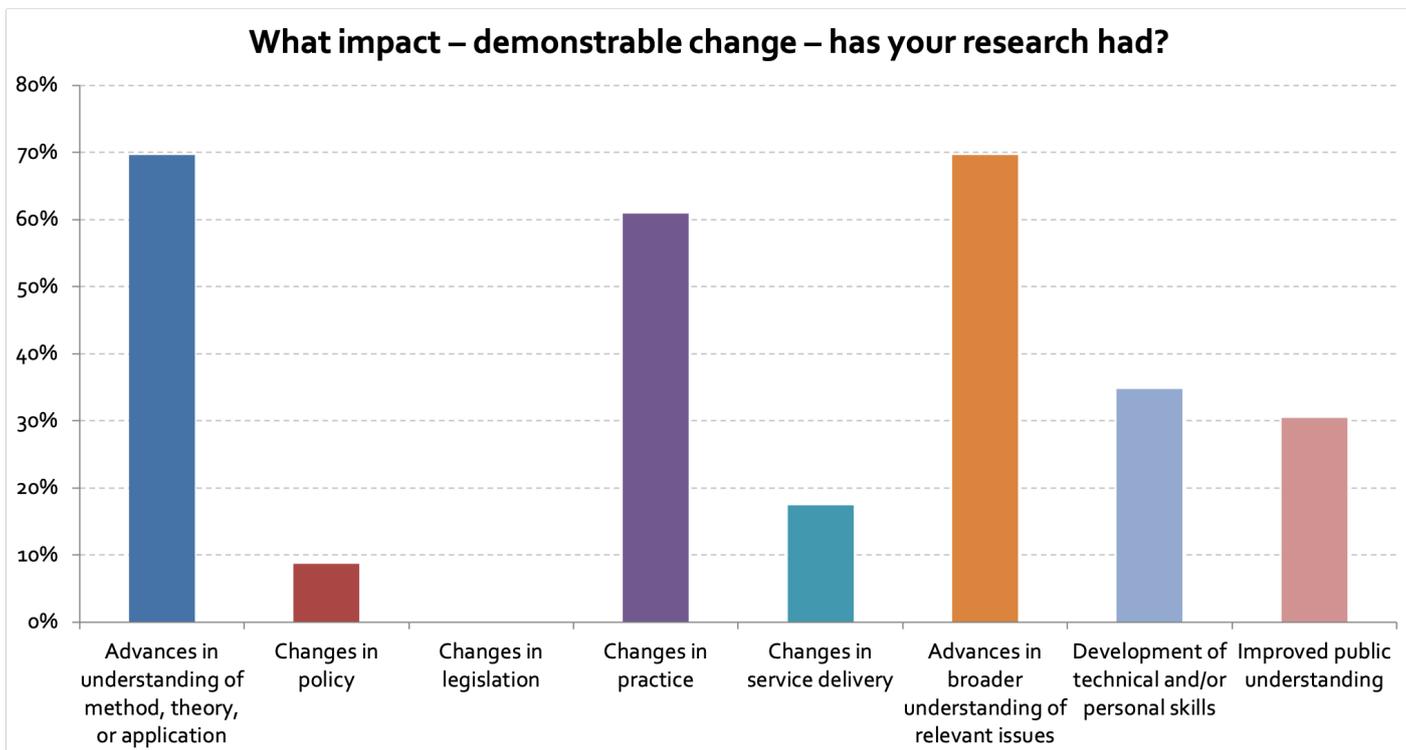
APPENDIX TWO: SAMPLE SURVEY OUTCOMES

RESEARCHER RESPONSES

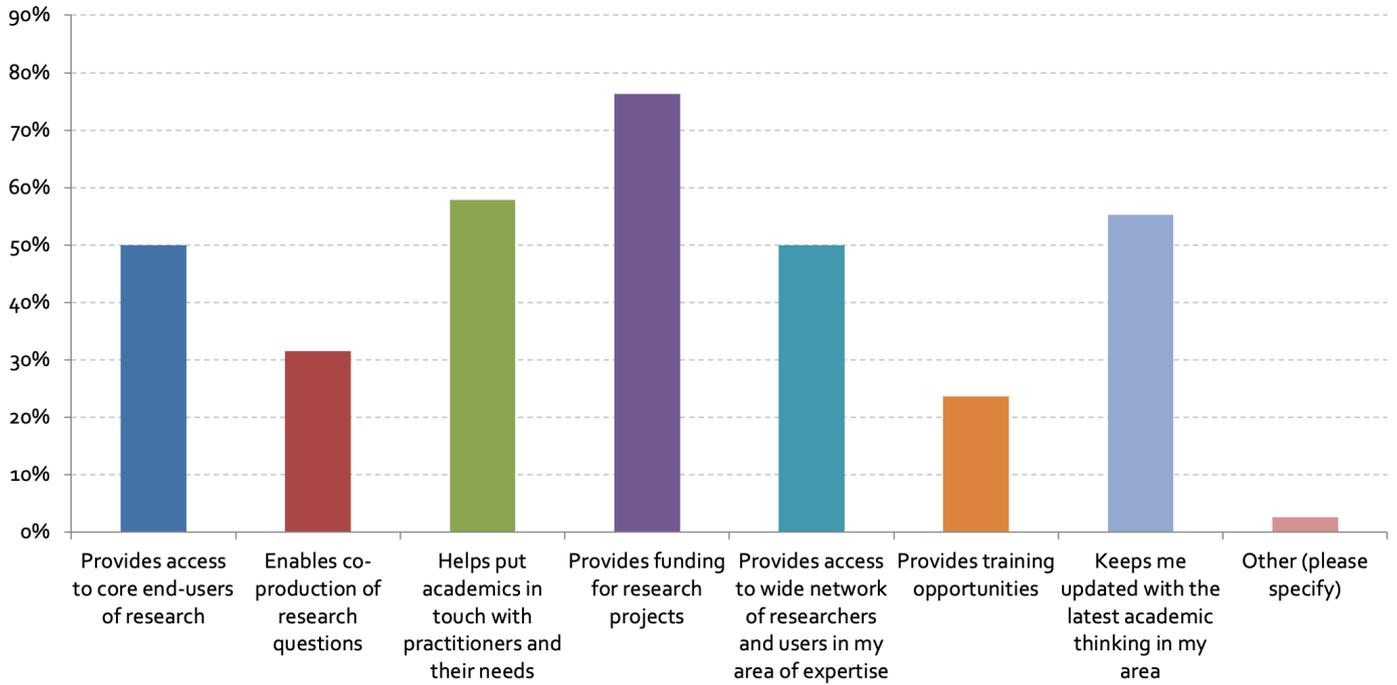


APPENDIX TWO: SAMPLE SURVEY OUTCOMES

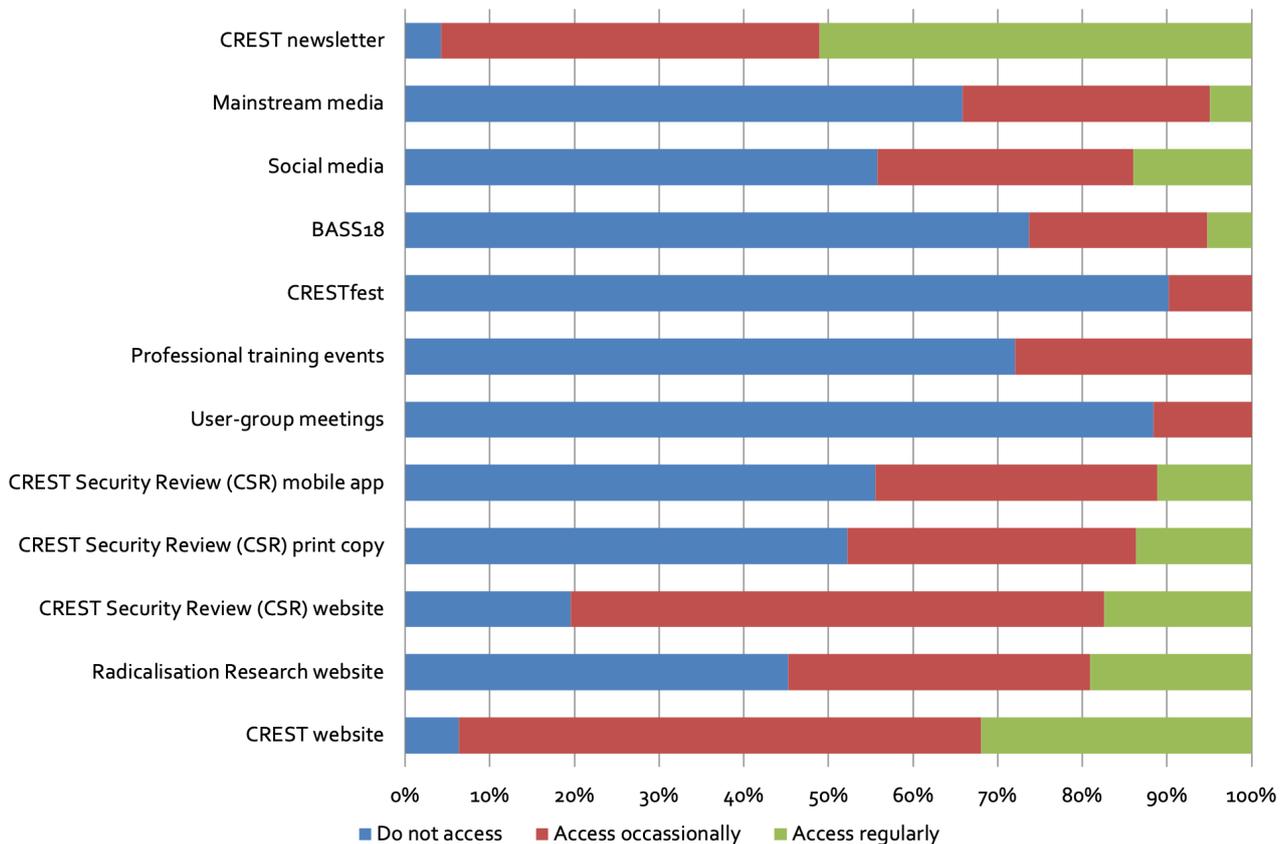
Review of impact



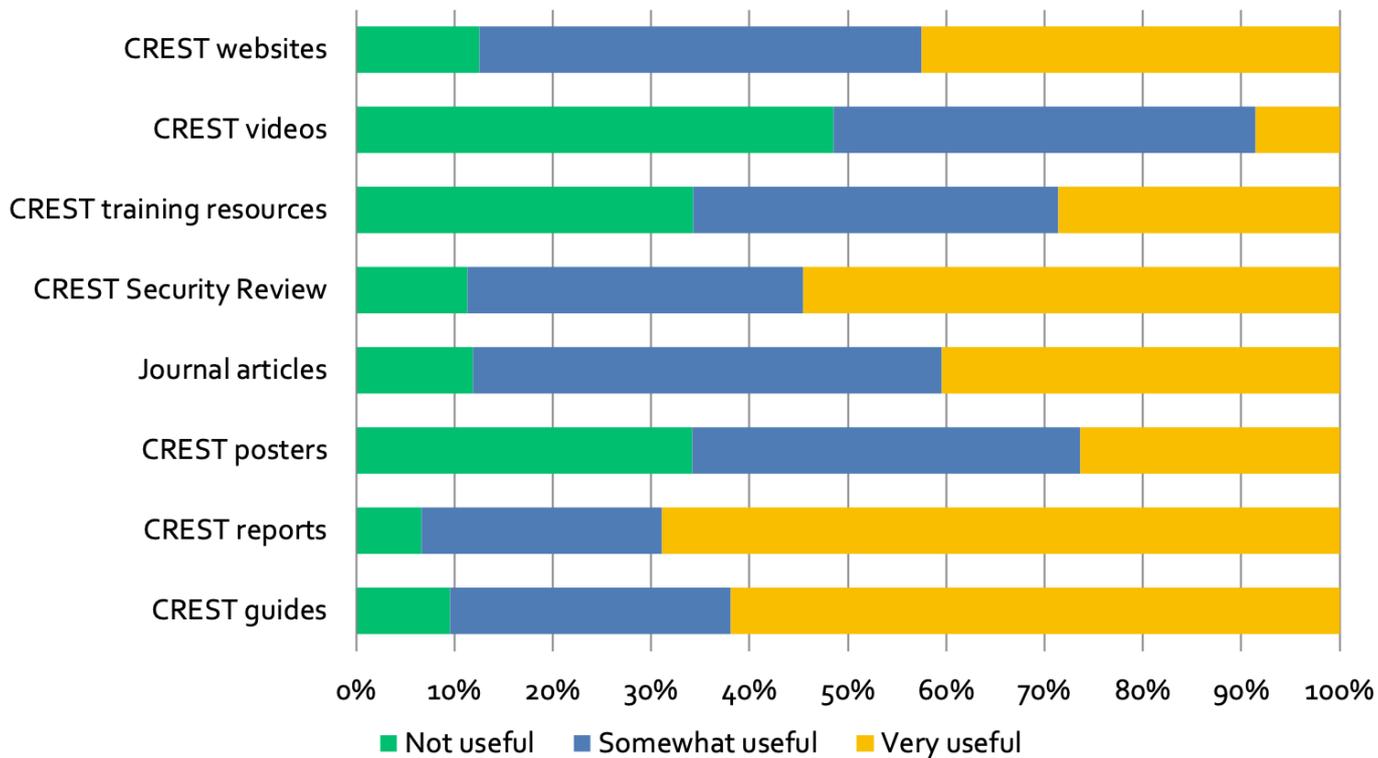
What are the benefits of engaging with CREST?



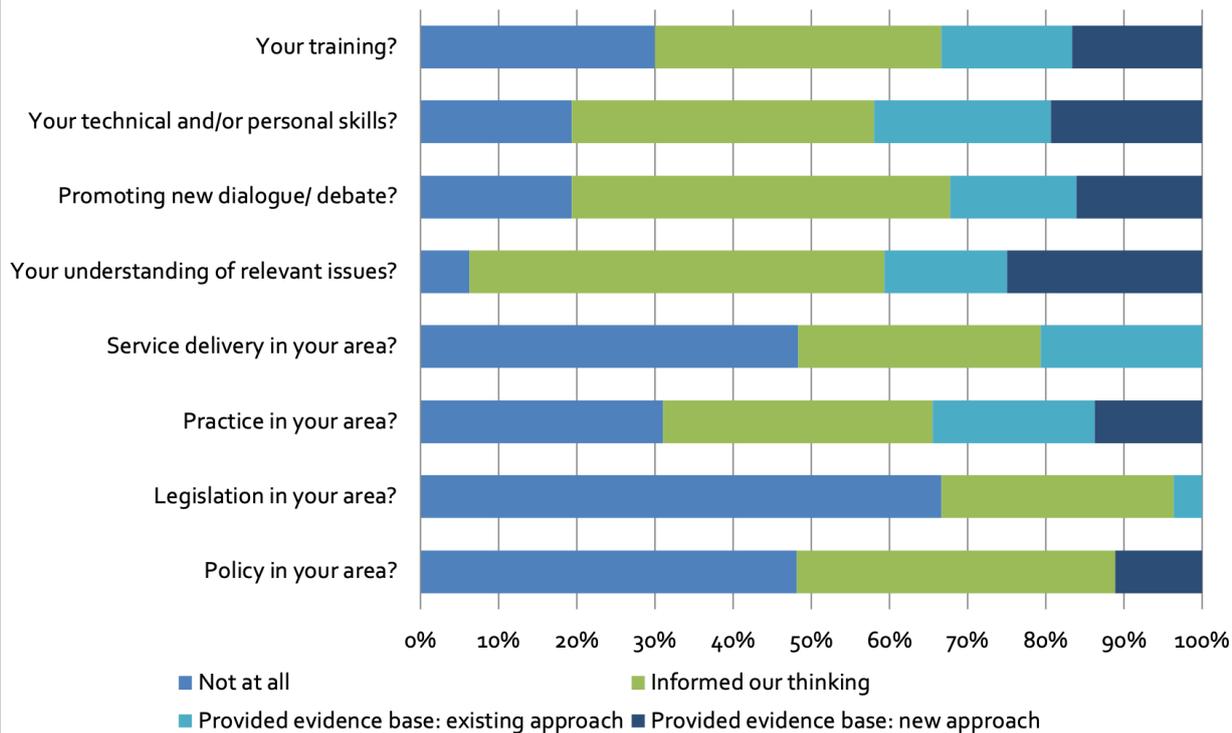
How often do you access CREST research?



What types of CREST research outputs have you found most useful?



To what extent has CREST research made a demonstrable change to:



APPENDIX THREE: CREST RESEARCH IMPACT EVALUATION FRAMEWORK EXAMPLES

The following are examples of the evaluation framework in action.

Researcher: Joel Busher et al Research project: Internal brakes on violent escalation			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • UK funders, Home Office and others • International audiences: Canada and Europe • 1,544 page visits, with 1,309 unique visitors. 		
Occasions of influence		<ul style="list-style-type: none"> • Presentations to UK funders, Home Office & NCTPHQ • Presentations to international law enforcement agencies: Canada, CEPOL; UN Counter Terrorism Committee Executive Directorate. 	
Evidenced impacts	<ul style="list-style-type: none"> • Funders reported that work has informed wider HMG interventions on combating violent activity online • Researcher reported that diagnostic tool is being used in Home Office. 		Researcher reported input into police training in Estonia, Sweden and Finland

APPENDIX THREE: EVALUATION FRAMEWORK EXAMPLES

Review of impact

<p style="text-align: center;">Researcher: Lorraine Hope Research project: Timeline Technique</p>			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> US and UK intelligence services; UK police. International stakeholders, including from: Denmark, Finland, Iceland, Israel, Japan, The Netherlands, New Zealand, Norway, Singapore, Switzerland, the US, and also from the International Criminal Court in The Hague. The associated guides and posters on the Timeline Technique and ‘I Don’t Know’ have received over 2,165 page visits, with 1,700 unique visitors. 		
Occasions of influence	<p>Cited by FBI HIG as example of good interview practice</p>	<ul style="list-style-type: none"> Cross-cultural workshop in US with international participants: academics and practitioners. Presented to international audiences. Edited CSR #8. 	<ul style="list-style-type: none"> Design and delivery of training materials. Cited in the CT Negotiation course, developed in partnership with the Scottish Organised Crime and Counter Terrorism Unit
Evidenced impacts	<ul style="list-style-type: none"> From 2019, the Timeline Technique is an official requirement in the Professional Development Plan for Skill Level III for Advanced Interrogators/ Analysts who work within the FBI HIG. Reported use in debrief and interview situations – hostages and CT staff – to support more detailed recall of events. 	<ul style="list-style-type: none"> Additional funding received from British Academy to explore culture differences in memory and recollection. Award: £43,655 Awarded an Academic Excellence Award by the International Investigative Interviewing Research Group, a worldwide network for investigative interviewing professionals. 	<ul style="list-style-type: none"> PhD student completion. Estimated 300+ people trained in the UK – funders and police.

<p>Researcher: Kim Knott and Benjamin Lee Research project: Ideological Transmission</p>			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> UK funders and other government departments. 1,460 page visits across all three reports and 1,221 unique visitors 		
Occasions of influence	<p>Meetings with UK funders to shape radicalisation framework for ideological learning.</p>	<p>Briefings with senior UK Ministers.</p>	<ul style="list-style-type: none"> Informed training for UK funders. Provided as background reading for training. Cited in the CT Negotiation course, developed in partnership with the Scottish Organised Crime and Counter Terrorism Unit
Evidenced impacts	<ul style="list-style-type: none"> Funders confirmed saves them time as they don't have to produce material themselves. Funder survey response: 'used to look at the questions we ask'. 	<p>Enabled deeper understanding of what radicalisation is and isn't.</p>	<ul style="list-style-type: none"> Integrated into induction training for UK funders. Funders reported that research was 'very useful in information training to support wider capacity development'. Three PhD students working in the strand of work.

APPENDIX THREE: EVALUATION FRAMEWORK EXAMPLES

Review of impact

Researcher: Adam Joinson, Emma Williams and Joanne Hind Research project: Exploring susceptibility to phishing in the workplace			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • CPNI • 550 page visits; 450 unique visitors 		
Occasions of influence		Worked with CPNI to influence campaign materials.	
Evidenced impacts	<ul style="list-style-type: none"> • Used in guidance prepared by CPNI in relation to phishing simulations. • Outcomes included in report published by the National Cyber Security Centre on phishing protection. 	<ul style="list-style-type: none"> • Follow-up funding from CPNI to develop a new training and research tool. • Fed into project with CybSafe – secured funding in latest CREST commissioning round. 	

<p style="text-align: center;">Researcher: Jasjit Singh Research project: Sikh radicalisation in Britain</p>			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> Stakeholders in UK government, police forces, media, Sikh groups and other community groups <ul style="list-style-type: none"> Canadian stakeholders in government and media; Indian media. Full report has been viewed 2,452 times, by 2,146 unique visitors. 		
Occasions of influence	<p>Invited by Canada Centre for Community Engagement and Prevention of Violence to help develop evidence-based understanding of the extent of Sikh extremism in Canada. Presented to TSAS (Canadian Centre for Research on Terrorism, Security and Society)</p>	<ul style="list-style-type: none"> UK Prime Minister Media in UK, Canada and India The Met; West Midlands Policy; Mayor of London’s policing group UK Ministry of Housing, Communities and Local Government (20 attendees) Ofcom (20 attendees) National Sikh groups: Sikh Education Council (50 attendees), Sikh Press Association (100 attendees), International Sikh Conference (70 attendees), Sikh Alliance Yorkshire (60 attendees) 	<p>Cited in the CT Negotiation course, developed in partnership with the Scottish Organised Crime and Counter Terrorism Unit</p>
Evidenced impacts	<ul style="list-style-type: none"> Introduction to Ministers has led to Singh’s work being referenced in the HO country guidance for Afghanistan. Methodology has been adopted by the Sikh Alliance Yorkshire which has led to dialogue between community groups and professionals on mental health (100 attendees) and hate crime (60 attendees). MCHLG were also in attendance, as well as other policy makers. 	<p>‘Immediate recognition’ from work in Canada that changes had to be made, particularly in the language used in relation to Sikh extremism and communications more generally.</p>	

APPENDIX THREE: EVALUATION FRAMEWORK EXAMPLES

Review of impact

Researcher: Rosaline Searle and Charis Rice Research project: Managing Organisational Change			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • UK stakeholders: funders, CPNI, NHS, MoD, and others. • Managers guide viewed 422 times, with 358 unique visitors. <ul style="list-style-type: none"> • Toolkits have been viewed over 1,000 times. 		
Occasions of influence	<p>Practitioner toolkits developed: individuals, team relations, practitioner, organisational culture, leaders.</p>	<ul style="list-style-type: none"> • Findings shared and refined with group of c45 UK stakeholders: funders, CPNI, MoD, police, HR and fraud professionals from range of public and private sector organisations. Feedback demonstrates advanced understanding: ‘This feels like it has taken understanding of practice which will reduce risk much further and turns communication and engagement from a ‘nice to have’ to leadership actions which have profound organisational impact.’ • The researchers have written an article for Insider Media Limited, a Business-to-Business media company with over 200,000 subscribers. The research was also reported by Business Leader Online, which averages 120,520 impressions per month. 	
Evidenced impacts	<p>Practitioner toolkits have been adopted by NHS Scotland counter fraud department.</p>	<ul style="list-style-type: none"> • CPNI: follow-up funding for detailed literature review • Event feedback shows commitment to integrate toolkits within different organisations, including CPNI and funders, and shared in US. 	

<p>Researcher: Michele Grossman and Paul Thomas Research project: Community Reporting Thresholds</p>			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • UK, US and Canada: counter-terrorism services. UK Home Office. • 1,918 page visits to CREST publications; 1,697 unique visitors. 		
Occasions of influence		<ul style="list-style-type: none"> • UK study has confirmed findings from earlier study in Australia, creating a stronger evidence base. • Presentations of outcomes to audiences in UK, US and Canada 	
Evidenced impacts	<p>WIP: informing development of renewed public messaging campaign that draws on lessons from the study.</p>	<ul style="list-style-type: none"> • UK counter-terrorist strategy uses explicit wording about supporting community reporting, reflecting the clear influence of this research. • Follow-up studies funded in both Canada and US 	

APPENDIX THREE: EVALUATION FRAMEWORK EXAMPLES

Review of impact

<p style="text-align: center;">Researcher: Martin Innes</p> <p style="text-align: center;">Research project: Soft facts and digital behavioural influencing</p>			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • UK government • Canadian government • 1,670 page visits to early outputs on CREST website; 1,477 unique visitors. 		
Occasions of influence		<ul style="list-style-type: none"> • Seminar facilitated by CREST to share early findings with UK practitioners and policy makers • Shared with Canada Centre for Community Engagement and Prevention of Violence 	
Evidenced impacts	Seminar led to strands of work and policy interventions within UK government	Invited to apply for funding for rapid evidence review on the impact of media and social media during and after terrorist events commissioned by the Five Country Ministerial Countering Extremism Working Group. Martin and team won the bid. The final report has been shared across the five countries.	

<p style="text-align: center;">Researcher: Sarah Marsden Research project: Desistance and disengagement</p>		
Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> <li style="text-align: center;">• UK Home Office • Marsden’s article on deradicalisation and desistance has received 1,077 page views, with 936 unique visitors. Her guide to deradicalisation programmes has received 1,140 page views and 1,027 unique visitors. • CREST guides on countering violent extremism have received 2,752 page visits, with 2,320 unique visitors. 	
Occasions of influence	<p>Developed and delivered two-day workshop for policy makers and practitioners within UK Home Office. Value cited by Home Office.</p>	
Evidenced impacts	<p>Researcher now chairing an independent, academic advisory board working with the Home Office.</p>	

APPENDIX THREE: EVALUATION FRAMEWORK EXAMPLES

Review of impact

Researcher: Ben Lee Research project: Understanding the far-right landscape			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • UK funders and government departments • 1,038 page views on the CREST website, and 884 unique visitors. 		
Occasions of influence		<ul style="list-style-type: none"> • Presentations to funders, Home Office and Foreign Office • Presentation to PREVENT coordinators network in SE England 	<ul style="list-style-type: none"> • Funders cited use as pre-reading for foundational training • Cited in the CT Negotiation course, developed in partnership with the Scottish Organised Crime and Counter Terrorism Unit
Evidenced impacts		<ul style="list-style-type: none"> • Evidence given to Joint Intelligence Committee • Selected as one of 29 experts and academics to contribute to research on the Far Right to the independent Commission for Countering Extremism, informing a study on the scale of extremism in the UK. Lee’s article was published in July 2019. • Funders cited impact on advancing thinking in this area. 	Contributions to training to FO Diplomatic Academy

<p style="text-align: center;">Researcher: Paul Taylor Research project: Cylinder Model</p>			
	Instrumental: changes in practice	Conceptual: changes in understanding	Capacity building: training
Engagement and reach	<ul style="list-style-type: none"> • Intelligence services: UK and US. UK police force. • Potential reach into DoD; ICC; and Dutch police. • 520 page views of article outlining approach on CREST website, with 431 unique visitors 		
Occasions of influence	<p>Cited by FBI HIG as example of good interview practice</p>	<ul style="list-style-type: none"> • Presented concepts to wide range of audiences internationally. • Informed research across other CREST projects in relation to communications theories and techniques. 	<ul style="list-style-type: none"> • Design and delivery of training materials. • Cited in the CT Negotiation course, developed in partnership with the Scottish Organised Crime and Counter Terrorism Unit
Evidenced impacts	<ul style="list-style-type: none"> • Identified as an additional tool in the FBI interview toolkit. • Reported use in hostage debrief situations and in providing new tools for teams within the intelligence services to find common ground. 		<ul style="list-style-type: none"> • PhD studentships. • Training delivered to 1000+ operational and analytic staff in UK and US.

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