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Developing a Long-term Knowledge Brokerage Service for London

GLA Policy Fellows, funded by CAPE

Executive Summary

Developing a Long-Term Knowledge Brokerage Service for London

The two authors were recruited as Policy Fellows embedded within City Intelligence in the GLA. The Fellowship was initially a 12-month pilot to develop a dedicated knowledge brokerage service to build knowledge networks between London policymakers and academic researchers in London. The Policy Fellows joined the Executive Team of the newly formed London Research & Policy Partnership (LRaPP). LRaPP is an innovative platform for London's universities, London government, business, and civil society organisations to work more closely together to address the capital's strategic challenges. This would allow London's policymakers to gain from drawing on the experience, expertise, and guidance of academic researchers, while academic researchers could benefit from a closer understanding of policy priorities and the chance to test and evaluate interventions and influence 'real world' policy development and delivery.

Key Findings

The findings aimed to address two objectives:

1 What is needed to establish or continue long-term academic-policy partnerships in London?

- Better understanding of London's policy priorities that can be understood and engaged with by researchers
- 'Boundary crossing' through a shared language
- Improved internal cohesion within / across communities
- Anchoring knowledge brokerage in organisations
- Knowledge brokerage service needed to broker, facilitate and humanise connections

2 How can LRaPP's knowledge brokerage service evolve to better support knowledge mobility across the academic research and policy ecosystems in London?

The three-stage Transitions framework identified through our research, offers actionable recommendations for transitioning LRaPP's knowledge brokerage service for:

i. Governance, ii. Resources, capabilities, and engagement activities, and iii. Policy approach.

At Stage 1, the brokerage service provides basic ad-hoc services to their adjacent organisations and focuses on 'quick wins'. At Stage 2, investment is required in a knowledge brokerage service that has a defined and structured programme on a well-defined policy area. Stage 3 is the final most-developed stage for LRaPP to leverage the wider ecosystem landscape of multiple academic research-policy partnerships.

What did we do?

Survey: 127 responses were received in April 2022 (67 London policymakers, 60 London academic researchers) around academic-policy engagement, barriers, and facilitators to sustained long-term engagement, collecting brief examples of what works well, or not.

Brief consultations: 107 individuals were consulted (approx. 30 – 90 minutes (49 from the London policymaking community, 58 from the academic research community) between June – September 2022. Participants were sampled across different disciplines, institutions / teams, and policy areas, which helped to minimise bias and obtain diverse responses from individuals with extensive experience in academic-policy engagement, but to also accommodate the views of those with little to no experience engaging the other community.

Realist evaluation:

To better understand the key mechanisms – a realist evaluation approach was used to collect and analyse the data to understand what works, for whom, in which contexts.

Transitions framework:

We developed an actionable framework that describes three maturity stages of a knowledge brokerage function that provides the service required to better support knowledge mobility across the adjacent academic research and policy ecosystems in London.

1 Introduction

Across London, despite aligned objectives of impact and use of evidence, the relationship between academic researchers and policymakers can often be challenging, due to the way each community is set up, and the structures they each operate within. Policymakers are often expected to draw upon a wide range of evidence, including academic research, to develop solutions to societal challenges. Increasingly, academic researchers that seek to influence policy, are often measured by the impact of their research; however, they do not always know how to cross this “boundary” and connect, or interact with, policymakers, and other wider stakeholders such as business or civil society organisations in a long-term manner.

2 The London Research & Policy Partnership (LRaPP)

LRaPP arose from discussions between City Intelligence in the Greater London Authority (GLA), University of London (UoL), University College London (UCL), and London School of Economics (LSE), about the benefits of going beyond the existing ad-hoc nature of academic-policy exchange in London and developing a more structured partnership across London. Dr Ben Rogers, founding Director of Centre for London, was appointed Professor of Practice at UoL, with a remit to co-lead and support the development of the initiative, alongside Dr Michelle Reeves, Senior Manager of the Strategy team at GLA, who was tasked with co-leading LRaPP for London government. The partnership has benefited from additional in-kind seed support from UoL and the GLA. Two Policy Fellows, Dr Sarah Jasim (UCL & LSE) and Dr Ilias Krystallis (UCL), funded through a Capabilities in Academic-Policy Engagement (CAPE) outgoing Policy Fellowship, were embedded part-time (0.5 FTE) within City Intelligence, Greater London Authority for a 12-month pilot (22nd March 2022 to 21st March 2023). Their goals were to serve as executive board members of the LRaPP and support its development, and to develop a long-term dedicated knowledge brokerage service between London government policymaking staff (at the GLA, London Councils, and London Boroughs), academic researchers in London, business, and civil society organisations – to be delivered through LRaPP.

LRaPP is overseen by a board bringing together the GLA, London Councils, the UoL federation, UCL Public Policy/CAPE and the London Civic University Network, led by Queen Mary University of London (QMUL). The Partnership engages wider parties through an LRaPP Forum that meets tri-annually, jointly chaired by Professor Tony Travers (LSE) and previously Dr Debbie Weekes-Bernard, Deputy Mayor for Communities & Social Justice (GLA). LRaPP is committed to working inclusively with government, academic, business and community sectors: the Forum includes business groups (BusinessLDN), innovation agencies (NESTA, Connected Places Catapult) and voluntary and community organisations (London Plus, Young Foundation, Trust for London), as well as individual universities, university groups (London Higher) and public sector bodies.

Though recently launched, LRaPP has been enthusiastically welcomed by both London policymakers and the research community and is already beginning to demonstrate its value: we are receiving more requests for engagement and support than we can accommodate.

3 Embedded Approach & Qualitative Methods

Data collection methods

Survey: 127 responses were received in April 2022 (67 London policymakers, 60 London academic researchers) around academic-policy engagement, barriers, and facilitators to sustained long-term engagement, collecting brief examples of what works well or not.

Brief consultations: 107 individuals were consulted (approx. 30 – 90 minutes (49 from the London policymaking community, 58 from the academic research community) between June – September 2022. Participants were sampled across different disciplines, institutions / teams and policy areas, which helped to minimise bias and obtain diverse responses from individuals with extensive experience in academic-policy engagement, but to also accommodate the views of those with little to no experience engaging the other community.

Data Analysis

Realist evaluation: This design is well suited to better understand how processes work in complex situations, as it allows the evaluator to deconstruct the causal web of conditions that underpin particular processes, such as different approaches to academic-policy exchange, and the resulting outcomes, which are different types of one-off or continued knowledge brokerage. In this case, a realist evaluation was undertaken to yield information about how academic-policy exchange might work (the key mechanisms) and the conditions that are needed for these particular mechanisms to work in London (context).

Transitions framework: Thematic analysis of the interview transcripts was undertaken using an inductive approach (Braun and Clarke, 2006). Coding was guided by Objective #2 and the academic literatures on organisational design (governance; resources and capabilities), and knowledge co-production and brokering (brokerage practices, and policy approach) (Locke, Feldman and Golden-Biddle, 2020). The literature helped us define the framework's parameters of how LRaPP's knowledge brokerage service may mature over time so that LRaPP, London policymakers and academics in London could reap the maximum benefits of the partnership.

4 How can knowledge brokerage practices support long-term academic-policy partnerships in London?

Our findings have enabled us to begin to map the existing ecosystem of ad-hoc, informal and short-term academic-policy exchange, between academic researchers and policymakers in London government. Our contextualised data provides evidence on various knowledge brokerage practices (and combinations of several): what works, for whom, in which context, to enable long-term academic policy partnerships.

Wider context of academic-policy exchange

The landscape of academic-policy partnerships in London is fast-moving, against a political backdrop, and has many geographical nuances and complexities. Researchers are often nationally focussed through alignment to national or global funding priorities, but the need for local and place-based working is seen as a priority for some academic researchers and can be more relevant to some disciplines and institutions than others. Many academic institutions span various London Boroughs, and due to movement between different organisations, various networks, projects, and contacts are taken from one organisation to the next as key people move through different organisations for employment.

Key organisations

Our findings uncovered that although academic-policy exchange is rooted in higher education institutions and London government, other organisations are also crucial in the landscape such as: activist or pressure groups, the business sector, consultancies, neighbourhood groups, think tanks and civil society organisations.

Knowledge brokerage approaches

187 individual or combination of knowledge brokerage practices were collected. These were either one-off or continuous and have been categorised into different levels in Table 1.

Table 1. Knowledge brokerage approaches and key mechanisms

Levels	Reported no. practices	Examples of Knowledge Brokerage Approaches	Key Mechanism(s)
Individual	21	Formal / informal knowledge brokers or conduits to organisations, informal conversations, giving talks or presentations, opportunistically making connections, personal contacts, and relationships	Individual (who have existing or previous access) 'people become doorways to organisations'
			Proactive
			Opportunistic
Topic or project or team or discipline	57	Joint publications or policy reports, joint projects, roundtables, seminars or events, workshops, World Café events, regular meetings, special interest groups or networks, working groups	Bringing together different people around a specific topic or project or discipline
			Collaborative working across communities
			Discipline-specific
Organisation	38	Embedded roles, secondments, placements, internships, Fellowships, Conferences, specific translation departments	Organisational exchange
System	71	Policy priority alignment, London Government Areas of Research Interest (ARIs), predicting future policy and research needs, commissioned research, collaboration platforms, networking / matchmaking	Multidisciplinary approach
			Humanised
			Structures to facilitate

Mediating factors

Our findings showed mediating factors which could act as barriers and / or enablers to long-term continued knowledge brokerage, through academic-policy exchanges or partnerships:

1. **London's priority areas:** Across the landscape there is no shared approach or understanding of priority areas. Researchers require a better understanding of local policy priorities – to focus their work and efforts at an earlier stage. Currently, researchers' priorities are often set by national or global research agendas (through funding bodies), or their own individual career pursuits.
2. **Lack of shared language:** The most frequently reported barrier to 'boundary crossing' and effective working with the other community – was a lack of shared language. This crucial difference was a commonly reported barrier for when expectations were not met, and academic-policy exchange was seen as unsuccessful.
3. **Infrastructure and expectations:** The findings showed limited understanding between each community when it came to the infrastructure and funding structures individuals were working within. This often led to a lack of understanding of reasonable timescales, and expectations – which led to frustrations when trying to work together. There can often be a perception amongst policymakers that the way that academic institutions work and are set-up is complex to navigate, when compared to consultancies, think tanks or other organisations (which was a frequently reported barrier to approaching academic researchers working within Higher Education institutions). Participants also reported that they did not know how to approach the other community, who or how to contact, and this was seen as a key barrier to engagement and establishing partnerships.
4. **Personal relationships:** The findings uncovered many examples of ad-hoc, unstructured, informal individual approaches to knowledge brokerage. However, these networks and relationships often hinge on individuals – and are reported to end when the individual moves organisation, often impeding long-term academic-policy partnerships.
5. **Responsibility:** Many of the findings centred on questions around who is responsible for academic-policy exchange – and if this should be placed on the academic researcher, their wider structures, such as the university, policymakers, or the overarching system. It was reported that time and daily work pressures to deliver individual or organisational outputs were the most significant facing issues or barriers for both communities, and in instances where there was an umbrella organisation, or an arm of the organisation to facilitate and humanise academic-policy exchange – this was seen as a successful, efficient, and welcomed approach.

5 How LRaPP's knowledge brokerage service may evolve to better support knowledge mobility across the academic research and policy ecosystems in London

To inform our findings, we have used the exemplars of good practice and successful short-term, medium-term, and long-term academic-policy partnerships identified through our data collection and analysis to develop a three-stage 'transitions framework' (see Figure 1) to chart the potential trajectory for the LRaPP knowledge brokerage service, outlining the different maturity stages from the current state (Stage 1), to a Stage (2) where the knowledge brokerage service has a defined and structured programme (i.e. two priority areas of focus), and the final aim of the most-developed Stage (3), leveraging and convening the wider London landscape of multiple academic-policy partnerships.

5.1 Description of Transitions framework of LRaPP's brokerage service

The framework (Figure 1) describes the three maturity stages of a knowledge brokerage service that provides the infrastructure required to better support knowledge mobility (Boari and Riboldazzi, 2014; Halevy, Halali and Zlatev, 2019) across the adjacent academic research and policy ecosystems.

At Stage 1, the brokerage service provides basic ad-hoc services to their adjacent organisations and focuses on 'quick wins' – projects that demonstrate early results or potential alongside scoping and developing ideas/proposals for more strategic interventions/actions to be delivered over the medium to long-term.

At Stage 2, investment is required in a knowledge brokerage service with a defined and structured programme on a well-defined policy area.

Stage 3 is the final most-developed stage for LRaPP to leverage the wider ecosystem landscape of multiple academic research-policy partnerships. This report provides the roadmap for LRaPP to transition from Stage 1 – where it currently operates - to Stage 3.

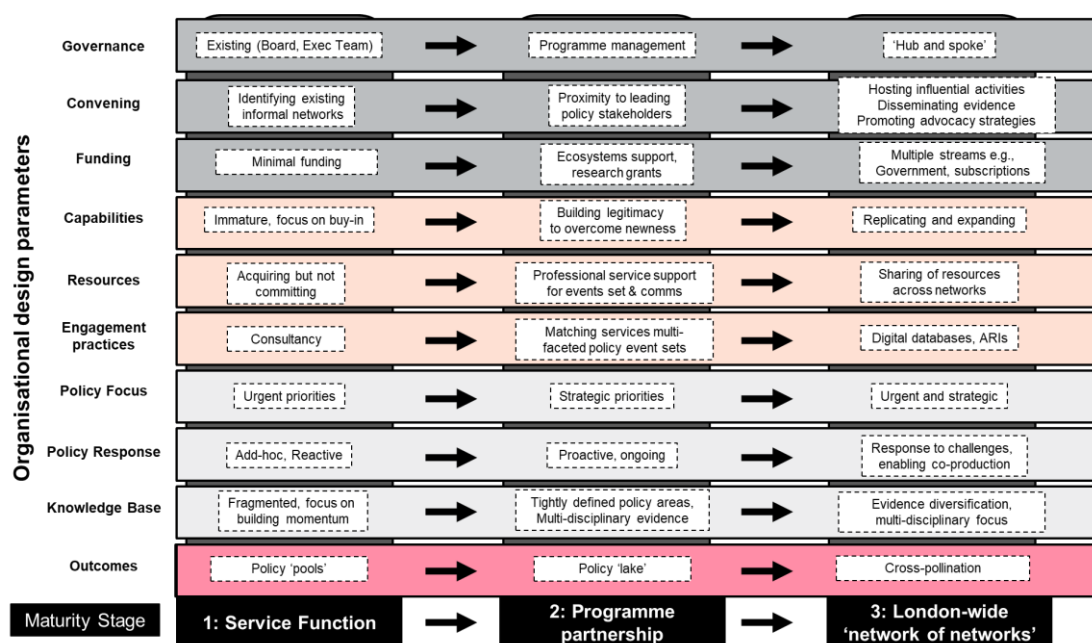


Figure 1. Three-stage transitions framework of LRaPP's Brokerage Service

5.1.1 Stage 1: Service-function model

Governance. In Stage 1, the governance structure of the LRaPP is minimal and consists of an executive board, forum, and executive delivery team. The brokerage service is predominantly raising awareness, i.e., identifying and aligning the strategic priorities for research and policy across the wider ecosystems. In terms of LRaPP's convening capability at this stage, it is light touch. LRaPP's brokerage service logs interest coming from actors across the two ecosystems and informally undertakes the brokerage service. Effort is placed on identifying researchers from their existing informal networks, receiving requests, and routing people through to policy officers in particular policy areas. Funding is scarce, so LRaPP tries to access small amounts of funding from across the ecosystems it serves.

Resources, capabilities, and practices. Resource structuring at this stage is concerned with ongoing activities by which LRaPP acquires knowledge brokerage resources. LRaPP cannot afford to acquire knowledge brokerage resources externally at large, so it focuses its efforts around identifying experts in particular research and policy areas, through existing informal networks, and building on these ongoing relationships. Building on existing informal networks is the most affordable way for LRaPP to acquiring resources. Capability building is immature because the brokerage service has not yet secured buy-in at large from academics, nor policymakers, and neither of these ecosystem actors are yet committed to being involved in joint initiatives. In terms of engagement practices, these are limited because of the limited resources and funding. For Stage 1, most interviewees identified consultations as the most prominent practice of the brokerage service. Policy-makers resort to consultancy-like approaches when engaging with the brokerage service because there is no established network to enable them to engage in different ways when their work is urgent. This was followed by academics being informally connected to policymakers and forming long-standing relationships that are based on trust.

Policy approach. In Stage 1 of the knowledge brokerage service, LRaPP is better off focusing on building the confidence of each set of actors in the different ecosystems, and this is done through collaboration on 'quick wins' – projects that demonstrate early results or potential, alongside scoping and developing ideas/proposals for more strategic interventions/actions to be delivered over the medium to long-term. Ecosystem actors want to see that the knowledge brokerage service works and has immediate impact in their work. In that sense, a policy area with a sense of urgency is going to achieve this result. Because the knowledge brokerage service is not yet established at this stage, the response to policy issues is largely ad-hoc, and reactive, and the brokerage service balances the tension between the quick wins to build confidence and the strategic objectives of LRaPP. The projects that get delivered at this stage respond to short-term challenges/requirements identified by policy teams within their strategic objectives, however they do not yet form part of the coherent work programme of LRaPP. The brokerage service predominantly tries to establish a momentum so creates several pockets of knowledge between actors in the two communities, that attempt to demonstrate 'proof of concept' but are disconnected.

5.1.2 Stage 2: Programme-Partnership

The second stage of the transition framework is characterised as programme-partnership.

Governance. Here, governance resembles a programme management structure with several embedded programmes running simultaneously to address a well-defined policy area, or areas. The knowledge brokerage service ensures that these programmes run collaboratively, and their work is jointly contributing towards the aims delivered by LRaPP. London Councils' Climate Programme

(LCCP) is a good example of governance at this stage. The programme consists of seven newly established research-policy partnerships to enable boroughs to use the best available evidence and data in their work and help higher education partners boost their roles in civil leadership. Its governance consists of several committees who oversee and coordinate the work of the programmes and seven multidisciplinary teams responsible for delivery. Regarding the power to convene, the brokerage service builds on a two-way relationship so that the policy area will now benefit from research, but in addition, academics will learn from their policy partners about real-world issues and challenges. In the £1m Transforming Construction Network Plus (TCNP), researchers valued the proximity to leading policy stakeholders, because it effectively brought them to the academic community in a way that some of the younger colleagues participating in the initiative could have found hard to accomplish on their own. Researchers had direct exposure to policymakers and the brokerage service focused on bringing the policymakers into the room. Funding is allocated for the partnership-programme to operate for several years. The ecosystems operating at the boundaries of the LRaPP co-fund the programme. However, if funding comes from multiple funders, this may create issues because if LRaPP engages more with one funder over the other, this may create an asymmetry, and as a consequence, the priorities of one funder may overshadow the priorities of the other funder. Another problem that may arise is that funders may have different approaches around the focused policy area e.g., circular economy, so the approach may have to be negotiated to ensure an outcome that is satisfactory for all actors involved. The budget is covering pre-defined themes that are addressing specific challenges-issues related to the main theme of the programme.

Resources, capabilities, and practices. Resource structuring to support the brokerage service takes up a significant proportion of budget for professional services specialists to undertake administrative, events, and communication activities. The brokerage service needs budget for resources and for meetings and events at a higher proportion rate that would usually expect for a standard research grant project. In terms of capability building, the brokerage service can build legitimacy and capabilities to overcome significant liabilities of newness that we saw in Stage 1, and how the actions of the brokerage service and LRaPP's structure will evolve. For example, the TCNP which was funded by the Industrial Challenge fund gave the network the legitimacy for capability building, because it already had a place within the policy-making landscape. Policymakers were already involved in the network and researchers who joined the network were able to be matched with their policy counterparts. There is also greater variation of engagement practices. The brokerage service has the resources and budget to organise events and coordinate activities systematically. The brokerage service can provide matching services between ecosystems actors efficiently. Speed networking events and roundtables were the most prominent engagement practices mentioned by the interviewees at this stage. Engagement practices in Stage 2 focus on joint development of problem statements and academic researchers can provide a "research lens" over some of the issues policymakers face. That contrasts with Stage 1 engagement consultation practices, where policymakers have already defined a problem statement and researchers were engaged to provide a solution.

Policy approach. Contrary to Stage 1 policy focus which was dealing predominantly with urgent issues, in Stage 2, the brokerage service's policy focus is more strategic. There are several examples of networks operating at this level in the UK. One such example is the Alan Turing Institute, which focuses on data science and artificial intelligence. Another example is the Manchester Urban Ageing Research Group. It has strong local focus on challenges associated with population ageing in urban environments in the Greater Manchester area. From these two cases, as well as several other examples that we have collected from our research, we can see that the brokerage service's response is proactive instead of reactive in Stage 2. Moreover, the two-way relationship between the partnerships forms ongoing relationships. Knowledge partners contribute constantly rather than ad-hoc, but also review and advise each other's work. Finally, the knowledge-base contributes towards a tightly defined policy area. Unlike Stage 1, where the outputs of engagement were fragmented, in Stage 2 there is a vast amount of evidence produced by multidisciplinary teams, working within the

partnership. The London Councils' Climate Programme (albeit not an ecosystem network) is a good example of how multidisciplinary teams come together to produce evidence on a defined policy area, rich knowledge-base on climate change includes evidence on domestic and non-domestic retrofitting, low carbon of building and infrastructure, air pollution, renewable energy, and low carbon sector and green economy.

5.1.3 Stage 3: Network of networks

Governance. In Stage 3, the governance structure takes the form of a hub-and-spoke model. The hub becomes the “umbrella” organisation that oversees and coordinates the various networks, the “spokes”. The hub streamlines the network offering, aligns the network with the strategic priorities of the wider ecosystems landscape. On the other hand, the spokes are self-regulated and have their own structure. In terms of convening, the brokerage service has three main modes. London Higher (LH) is a good example, it convenes as a Collaborator – by hosting influential activities to identify new initiatives to solve common challenges -, as Communicator – by disseminating evidence of world-class research -, and as a Campaigner – by promoting advocacy strategies and raising awareness of policy implications across the ecosystem landscape. Funding comes from the Government, but also the Hub can start a subscription service whilst the networks (the spokes) may access independent funding. LH initially secured government funding which lasted three years, and when that came to an end, it was able to alter its business model and offer a subscription service.

Resources, capabilities, and engagement practices. At Stage 3, resource structuring is intensive, the brokerage is promoting collaborative working by mapping the resources of existing networks and promoting sharing of resources. Capability building focuses on replicating and expanding good brokerage practices into other policy areas. The brokerage service's capability building is focusing on strong connections between academics and policymakers, but also builds strong connections between academics and users and charities, and charities and policymakers. It can replicate its operating framework from a one policy area into other policy areas. In terms of engagement practices, the brokerage offers online, smart-matching services to connect ecosystem actors. The National Centre for Universities and Business (NCUB)'s Konfer digital brokerage service is a good example. Konfer is a free to use for all UK businesses, charities, research and technology organisations, universities, academics, and individuals. It enables users to find research partners from the wider ecosystem landscape. Another brokerage practice prevalent at Stage 3, is the development of Areas of Research Interest (ARIs). Traditionally, the strategic priorities for researchers are set by the Research Councils and they are often quite different from those most important for policymakers. ARIs give details about the main research questions facing government departments at the local, national and international level. They offer a more sophisticated dialogue with academia. ARIs give the opportunity for policymakers to have “more skin in the game” and be interested in the research activities that take place.

Policy approach. At Stage 3, the brokerage is strategic and evolving. The brokerage has the capacity to build in emergent policy areas for the wider public interest. Policy response evolves into co-development. The Climate Action Unit (CAU) at UCL is an example of a network at Stage 3. The Unit had developed a series of training sessions to ensure relationships between academics and policy teams did not fall into the client-contractor mode, and instead focused on how to provide good support to the other community. What CAU envisioned was for partnerships where both the problem and the solution were jointly owned. Finally, the knowledge-base is diverse. The brokerage generates evidence that feeds into several policy areas from multidisciplinary teams. Again, LH provides a good example of where academic institutions/researchers have formed knowledge partnerships simultaneously with several London boroughs to address different aspects of the policy challenge to achieve London's carbon neutral goals, but in addition, LH and its partners were able to look at other issues such as equality, diversity, inclusion as a response to the Black Lives Matter protest, as well as mental health and well-being issues.

5.2 Actionable three-stage transitions framework

The framework offers actionable recommendations (Figure 2) for transitioning the knowledge brokerage service of LRaPP in terms of i. Governance, ii. Resources, capabilities, and engagement activities, and iii. Policy approach.

	Stage 1 Service-function	Stage 2 Programme-Partnership	Stage 3 Network of Networks
Governance	<p>Establish a governance structure consisting of an exec board, forum, and executive delivery team.</p> <p>Convene by logging interest across ecosystems and identify existing informal networks.</p> <p>Access small amounts of funding from across ecosystems to sponsor small proof-of-concept projects.</p>	<p>Establish a governance structure that resembles a programme management structure, with several programmes running simultaneously.</p> <p>The power to convene comes from proximity to leading policy stakeholders.</p> <p>Access funding from ecosystems supporting the network, or by submitting proposals to Research Councils. Issue may emerge if more than one funder is sponsor.</p>	<p>Establish hub-and-spoke governance, the central hub acts as an “umbrella” organization, the spokes are self-regulated.</p> <p>Power to convene as Collaborator – by hosting influential activities; as Communicator – by disseminating evidence; and as Campaigner – by promoting advocacy strategies on behalf of networks.</p> <p>Access funding from government funding, establish subscription model for Hub while spokes have access to independent funding.</p>
Resources, Capabilities, and Engagement practices	<p>Acquire but cannot commit resources from existing ongoing relationships.</p> <p>Capability building is immature, focus on securing buy-in at large from other actors.</p> <p>Support consultancy-like practices so brokerage service can gain traction.</p>	<p>Develop a substantial budget for professional service specialists to undertake administrative, events set, and communication activities.</p> <p>Capability to build legitimacy and overcome newness.</p> <p>Provide matching services, and support for joint development problem statements</p>	<p>Map existing networks to acquire resources, enable sharing of resources across networks, foster collaborative working.</p> <p>Capability building by replicating and expanding capabilities among networks.</p> <p>Provide digital databases, co-design Areas of Research Interest with networks and ecosystem actors.</p>
Policy approach	<p>Focus on urgent priorities and quick wins.</p> <p>Response is ad-hoc, reactive and respond to short-term challenges to build confidence of brokerage service.</p> <p>Knowledge-base is fragmented, tries to establish momentum with several pockets of evidence that are disconnected.</p>	<p>Focus on strategic priorities, on well-defined areas. Take a multidisciplinary approach.</p> <p>Response is proactive, ongoing, actors feed into each other's work.</p> <p>Knowledge-base is contributing to evidence towards a tightly defined area from multi-disciplinary teams.</p>	<p>Focus on strategic priorities but also develop an evolving focus, embrace emerging policy areas.</p> <p>Respond to challenges not problems, enabling role of co-production.</p> <p>Knowledge-base offers evidence diversification, of multi-disciplinary focus, on strategic and urgent topics.</p>

Figure 2. Actionable three-stage transitions framework

6 Recommendations for Long-Term Academic-Policy Partnerships in London

1. Better understanding of London's policy priorities that can be understood and engaged with by researchers
 - a. Research priorities should be set by policymakers at the GLA, London Councils, London Boroughs
 - b. Shared understanding of each other's communities (infrastructure, funding structures, reasonable timescales, reasonable expectations)
2. 'Boundary crossing' through shared language
 - a. Currently, individual institutions and organisations across London have individualised training offerings for subsets of the communities to improve academic-policy exchange – however, none seem to focus on 'boundary crossing' and how to tackle language barriers.
 - b. A London-wide training offer is needed, focusing on shared language
3. Improved internal cohesion within / across communities
 - a. Examples: having researchers supervise policymaker analysts, formalising Policy Champion networks in universities
4. Anchoring knowledge brokerage in organisations
 - a. Moving away from only personal relationships
 - b. Moving towards formalised long-term structures (away from ad hoc, informal engagements)
5. Overarching knowledge brokerage service infrastructure is needed to:
 - a. Facilitate and humanise knowledge brokerage and connections
 - b. Mobilise learning and sharing between partnerships
 - c. Facilitate outward brokerage with other important actors (business, community organisations, think tanks)
 - d. Test and pilot knowledge brokerage services in specific policy contexts.

7 Conclusion

Both the policy and academic research communities are not currently structured in a way that enables knowledge brokerage to be easy, or simple. Most approaches are initiated informally through personal contacts, and relationships, and are subject to barriers such as funding models / availability, staff turnover, and misalignment between the culture, and ways of working of the two communities. This messy reality takes place within the fast-paced political, and policy context of London, and its need to respond to urgent, short-term policy priorities, as well as the capital's medium to longer term strategic challenges, through innovative, collective solutions, in an equitable and accessible manner.

Policymakers, funders, scholars, and business practitioners are simultaneously producers and consumers of evidence use. This plurality of sources of evidence makes the academic field of 'evidence, policy, and practice studies' diverse and this diversity is one of its core strengths. To avoid wastage of effort, and to promote greater collaboration among the various ecosystems that contribute to the field of evidence use, we highlight the importance of knowledge brokerage as the link that connects the actors from across adjacent ecosystems. LRaPP's knowledge brokerage is an important infrastructure that helps the knowledge production system provide research that is actionable and useful to the ecosystems it serves.

Our research offers a three-stage transitions framework that showcases how LRaPP's knowledge brokerage service may evolve and mature to deliver knowledge mobility across the adjacent ecosystems of academic research and policy in London. LRaPP's knowledge brokerage service may increase the connectedness and advance the knowledge base of evidence use. An advanced LRaPP knowledge brokerage service can achieve cross-pollination of research evidence where other systemic approaches may fail. Whereas an immature knowledge brokerage service may not have the leadership required to support interdisciplinary teams, a mature function can become the leading infrastructure to foster researchers and policymakers generating collaborative agendas. We are advocating for a systemic approach to knowledge brokerage and see great potential in LRaPP taking a more active role as a London ecosystem knowledge broker, but we are also cautious that this is an ambitious goal, and offer several recommendations to policymakers and academic researchers who may wish to take up this challenge.

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