

Managing the Knowledge Exchange Process: Reflective learning from the TSRC

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1 Introduction

The Third Sector Research Centre (TSRC) is a national research centre co-funded by ESRC, Barrow Cadbury Trust and the Cabinet Office, and co-hosted by the Universities of Birmingham and Southampton. TSRC offers a step change in knowledge exchange (KE) activities by integrating dedicated provision within a third sector setting, and establishing governance structures which engage policy makers and practitioners at all levels of the Centre's activities. The Knowledge exchange, Communication and Impact Strategy of TSRC was informed by a more participatory process led approach to knowledge exchange (1). This was a unique experiment, and has been detailed in a previous KES/IKT conference paper (2). It has been widely acknowledged that there is a lack of guidance available for planning and evaluating knowledge broker interventions (3) and a lack of knowledge about how it works, what contextual factors influence it and how effective it is (4). This paper attempts to address some of these gaps in the wider understanding of KE activities.

This paper explores how the KE process can lead to a desired impact using three case study examples from TSRC. We analyse the management of the KE process from an orbital office outside the University setting, in relation to the Knowledge Exchange Impact Matrix (KEIM) and K* Spectrum, using case study examples of process, instrumental and conceptual impacts. The matrix was developed as a result of our original reflections and learning from the first phase of our KE activities, and so we are further developing it in this paper. The K* spectrum offers the latest insight into KE roles from an international conference held for K* practitioners and thinkers. We are using examples of impacts based on ESRC understanding of impact (5) and research in this area (6). Conceptual impact informs thinking; Instrumental impact informs action in policy and practice; Process impact has an impact as part of the process of undertaking research.

The KEIM (Figure 1) was developed to explore how KE activities could maximise meaningful KE to the largest number of people. By plotting different KE activities it became evident that traditional notions that KE should be aiming to engage the largest number of people often fell short of generating meaningful 'deep' KE, and that intense long term sustained activities were more likely to have an impact although to a fewer number of stakeholders. It was also realised that activities from all four quadrants of the matrix were needed to ensure KE activities reached the right audiences and engaged them in meaningful ways in order to maximise different types of research impact.

The K* Spectrum (Figure 2) was developed as part of the post K* 2012 Conference Concept paper (7) identifying a spectrum of KE activities from informational, to relational and finally systems based functions (from linear dissemination of knowledge from producer to user through to coproduction of knowledge, social

learning and innovation). It suggests differently managed KE roles within this spectrum: from infomediary (enabling access to information); knowledge translator (helping people make sense of and apply information); knowledge broker (improving knowledge use in decision making); through to innovations broker (changing contexts to enable innovation).

This paper maps three case studies onto the matrix and spectrum to reflect on and learn from the management of TSRC's KE activities. The first case study offers process impacts, from the TSRC Below the Radar Research Stream. The second study offers instrumental impact, from our social enterprise Capacity Building Cluster and research stream. The third case study offers conceptual impacts, from our quantitative research stream's work on the civic core.

2 Process Impacts case study: Below the Radar

Our Below the Radar research offers a good example of process impact. The research examines small community groups and activities that have few or no paid staff and don't appear on official lists and registers. This research stream has generated twelve working papers and five discussion papers, along with outcomes from a series of collaborative activities and workshops.

The approach to research has been participatory and inclusive. The research is informed by a Reference Group, made up of representatives from community groups and activists, funders, government representatives and researchers. This group meets once a year to reflect on the research findings, and to discuss the direction and implications of research. Researchers engage stakeholders in the research process by: identifying research themes with the Reference Group and practitioners; developing (where possible) key research questions with partners/research participants; undertaking participatory research (when appropriate); feeding back to participants. Researchers have developed a proactive and engaged group of contacts who share findings with their networks within the community sector and government. Their commitment has enabled researchers not only to extend the scope of the research but, through regular meetings, feedback and commentaries the Reference Group in particular has shaped the direction of travel and enhanced the quality of research outputs through detailed critical readings of all key working papers at a draft stage.

As well as the core research team, and volunteers, the research has also involved a large number of research and practice fellows, double that of any other research stream. Many of these fellows have a background in the community sector, and bring their wide-ranging knowledge and experiences to TSRC's research. They have enabled the Below the Radar (BtR) research to encompass communities and issues that it may not otherwise have covered, such as: gypsies and travellers, refugees and asylum seekers, destitute migrants, and BME women; and to explore concepts and issues such as social network theory, the community sector in Northern Ireland, social ecosystems, and the use and limitations of social media for BtR engagement. The fellows have gained a number of additional skills and benefits from being involved with TSRC researchers. BtR has worked closely with community partners to disseminate key research findings to a wider practitioner and policy audience. Partners in organising such events have included One North West, North West Tenants and Resident's Association, BRAP, Centre for Equality and Diversity (Dudley), Wolverhampton Network Consortium, Community Sector Coalition, North West BME network, Voluntary Arts and WEA.

The subject of the BtR research has made it particularly important that, in managing KE activities, we involve a wide range of people and communities – targeting those that may not usually engage with academic research. It has also made it important to engage proactively with additional voluntary sector and government networks – in order to put ‘below the radar’ issues on their radar! Part of our KE process has been to bring these communities together to discuss the research findings, through a variety of events, joint working initiatives and social media activities. These activities have fallen into all four quadrants of the Knowledge Exchange and Impact Matrix – from ongoing and in depth collaborative work, to events that bring small groups together for discussion and conversation, to wider dissemination through the media.

The ‘beyond the radar’ project (Btr11#) is an example of this. The project aimed to discuss how Below the Radar groups and activities could come together and be supported to achieve a greater impact. It aimed to promote discussion on issues raised by TSRC research, enabling a wide range of stakeholders from the community, voluntary and public sector to engage with both TSRC research and each other. KET developed a proposal to access additional funding for the social media and video dimension of the project. They also managed the project which involved two events, five online discussions with different partners and a variety of social media activity, as well as a dedicated micro-site to enable discussion and feedback (most of these activities fall into QUADRANT A).

The project involved collaboration and partnership working throughout – enabling meaningful knowledge exchange with important stakeholders as well as enabling us to reach wider networks. A series of events was organised in partnership with Barrow Cadbury Trust, who are a key funder of small community activities. A launch event was held in partnership with the Department for Communities and Local Government, ensuring buy-in and presence from relevant policy-makers. We worked with other organisations to hold online discussions that would reach different networks – including NatCAN, Big Lottery Fund, Globelnet21 and the Guardian. These activities built on relationships developed by the researchers along with those cultivated through QUADRANT C activities by KET in different work streams and offered the opportunity to tap into new networks for the BtR research.

Over 1,700 people visited the Beyond the Radar site during the ten month project. Nearly 200 people viewed our first online discussion held in partnership with NatCAN. Over 600 people viewed our second online discussion with the Big Lottery Fund. The BtR research page on the main TSRC website was viewed a total of 2188 times during the project. Using online discussion and social media such as twitter enabled us to reach a larger audience than traditional events.

Throughout the Below the Radar research, the KE process has combined intensive collaborative working and co-production, with wider dissemination and ‘informing’ activities based on the roles and functions outlined in the K* Spectrum. For example, TSRC’s Below the Radar research team have worked closely with research and practice fellows on specific projects such as [research on Gypsies and Travellers](#) (8). This resulted in co-production of research, informed by the research fellow’s long history of working with the Gypsy and Traveller community. The co-production of this work with TSRC has enabled us to share and discuss it with new networks. It was presented at two TSRC events in 2012 that brought

Below the Radar and equality communities together with key decision makers and academics to discuss research findings through a Research Slam and an ESRC Festival of Social Sciences event. Our KE work has also facilitated wider publicity via the media –and the research was presented in an in-depth article in the Guardian ‘Pioneering Traveller community stands proud against cuts’, 26 September 2012.

Mapped onto the K* spectrum, it can be argued that KE work in this case study has been heavily concentrated on the relational function both by researchers and the KET by co-producing and sharing knowledge through community, policy, academic and other networks. This type of knowledge exchange has enabled the Below the Radar research to be shared and discussed by a wide range of stakeholders, who have been able to engage in-depth over a sustained period of time with the researchers and each other, and enhanced by research beyond TSRC. Close collaboration with funders and government representatives, has enabled it to inform the thinking of those who support community activity. This has been particularly important in raising the profile of issues and groups that are not always well understood by funders and policy makers.

This collaborative or ‘relational’ knowledge exchange has, in this way, been translated to some extent into a systems function. TSRC’s Below the Radar research has been successful in enabling ‘below the radar’ issues to become part of the discussion and agenda. In policy, for example, researchers have been invited to discuss methods for mapping below the radar groups with the research team at CLG, Cabinet Office and inform local government activities. The term ‘below the radar’ itself has become much more widely used and understood across policy and voluntary sector circles. Our informing and translating function has also formed a solid base for this profile raising. Below the Radar work has been covered by a range of media – including the third sector press and national press as well as by a wide range of voluntary organisations. Press coverage has helped to raise issues such as the lack of understanding by government of community groups – particularly at a time when the Government has been focused on localism and devolving power to communities (e.g. ‘Policy makers don’t understand community organisations’, Third Sector, February 2011). Coverage of the [micro-mapping paper](#) (9), for example, helped raise the issue of the scale of ‘uncounted’ community groups and activities.

The Below the Radar case study illustrates the importance of the relational function in generating process impacts. It allows for the production of knowledge that is deeply imbedded with its stakeholders and informed by their concerns and thus has meaning to them. It helps stakeholders to buy into the research and be informed by its outcomes. It also helps to broaden the reach of research, by reaching across networks. The researchers themselves are vital to this type of knowledge exchange. While the KET could help facilitate it, the co-production and co-working formed the very heart of the research process and was led by the researchers themselves. What this case study also illustrates, however, is the importance of the range of KE functions that, used together, enhances the impact of each. Raising the research profile through the media, for example, takes co-produced research to a wider audience, and attracts further interest from policy-makers.

Learning from this case study suggests that further impact could be achieved by ensuring these functions are more closely woven together throughout every

element and stage of the research process. More managed KE activity at the strategic and policy level in QUADRANT C such as a policy circle or integration with the Community Engagement Capacity Building Cluster activities may also have helped generate additional types of impacts.

3 Instrumental Impact case study: Social Enterprise

The Social Enterprise (SE) research stream, is integrated across two research centres in the University of Birmingham and at Middlesex University, and incorporates a Capacity Building Cluster (CBC). Over ten working papers have been produced covering topics including: measuring impact; understanding scale; the different meanings of SE; the role SE can play in health, homelessness and housing; and SE in relation to women and equality groups. The stream has a Reference Group, which meets twice a year including members from the world of policy and practice. The CBC involves Knowledge Transfer Partnerships, PhD Case studentships, voucher and placements opportunities in collaboration with London Southbank University and Durham University.

Given the topical nature of social enterprise in current policy discourses there was both policy and media interest in the team's research. This offered a strong platform for the dissemination of information through press releases and mainstream conference presentations and stands (QUADRANT B). Specialist networks were also keen on learning more from the research as this was a relatively new and growing research field. A series of specialist seminars and events being organised by leading SE infrastructure organisations gave the opportunity to undertake knowledge transfer and exchange activities with those involved in social enterprises (QUADRANT D). Perhaps the most developed and comprehensive range of activities offering the greatest opportunity for meaningful knowledge exchange and brokering was from the CBC, Reference Group and Policy Circles (QUADRANT C). These activities offered a sustained interaction over time improving knowledge use in decision making, and stakeholder ownership and involvement in the research process. These activities also offered examples of innovation and systems change with the research which reviewed the ways of measuring impact (in particular SROI) and the generation of a measuring tool.

The web pages for the social enterprise stream were one of the most popular on the TSRC website and a number of strategic partnership events were organised by the KET to ensure new audiences were reached including local authority officers and councillors, senior policy makers, academics (PMPA, NESTA, Cumberland Lodge) as well as localised equality groups (Globalnet21 webinars). Collaborations were a key component of the research team's activities, feeding from the CBC, Reference Group and partnership events organised. As a result of the research and KE activities, the research was cited as informing government policy by the UK Cabinet Office, and the Scottish and Australian Governments. An impact measuring tool and guide were coproduced and used for training over 200 voluntary organisations; and the team were commissioned to undertake [evaluations of emerging SE investments by Government](#) (10). Issues raised by the research questioning widely held assumptions regarding the definitions and scale of SE (11) in the UK have also influenced public narratives on SE with subsequent calls from MPs to define SEs (see TSRC webpage on [Impact pathways](#) (12) for more information).

In relation to the K* Spectrum, we would suggest that we played a number of roles across the spectrum, with our direct involvement being greater at the intermediary end of the spectrum, and activities at the other end of the spectrum being facilitated by KE but delivered by the researchers. The website and e-newsletter (QUADRANT A) offer the best examples of the linear dissemination of knowledge from the researcher to the research user, and was the first step in managing the KE process. The press release, media coverage and writing media articles (QUADRANT B) involved KE management regarding timing, developing an angle that would be of interest to the public in consultation with the researchers, and dealing with media enquiries. This was very much within the knowledge intermediary and knowledge translator function. This function was also used for organising joint partnership events and seminars (QUADRANT A) and facilitating opportunities for presentations and stands at targeted events (QUADRANT D). The knowledge brokering role was used primarily in the organising and planning of the online seminar series and webinar engagement (QUADRANT A), and the policy circles, although this function was also performed by the Reference Group activities (QUADRANT C). However our role was primarily facilitatory, it was the researchers who improved knowledge use in decision making and fostered the coproduction of knowledge. The innovation broker role was possible because of the collaborative nature of the team of researchers, the mechanisms offered by the CBC, and the political context which created an interest in learning from the research knowledge generated.

The management of the KE process could have been improved by developing more opportunities for knowledge brokering where the researchers would have had greater opportunity to influence policy and decision makers. More media profiling and targeting key stakeholders at the strategic level may also have been beneficial given the research area and the policy appetite. The researchers were already well aware of the current topics of debate in their research area, and had strong networks within policy and practice worlds for their topic which was key in developing the instrumental impact pathway this case study has highlighted.

4 Conceptual Impact case study: Qualitative research on the distribution of voluntary resources and the civic core

Work from TSRC's Quantitative research stream has had a conceptual impact, influencing political and public understanding of who volunteers are and how voluntary resources, including organisations and funding, are distributed. Three papers were published on this topic area, but through a number of presentations at high level conferences and events, the topic generated much interest from mainstream media.

Our research identified a 'civic core' of people (13) who provide the majority of giving and formal volunteering and participation in the UK. This civic core are more likely to live in more prosperous areas of the country, be well-educated and from higher socio-economic groups. At a time when government policy seeks to devolve more responsibility to communities, this research raised important questions about engagement in voluntary activities by different communities. The research also raised further questions by identifying that there were fewer voluntary organisations in more deprived areas (14), and demonstrating how voluntary organisations in the

most deprived areas, serving some of the most vulnerable groups, were most likely to be affected by public funding cuts (15).

The notion of the 'civic core' has been adopted and used by both politicians and third sector organisations to describe patterns of volunteering in society, and evidence on the distribution of organisations and funding has further influenced debate within the sector and policy. Most of the KE activities were in QUADRANT B and A, raising the profile of the research in public debate. The civic core and funding distribution has been widely quoted in the media, including the BBC, Observer, Financial Times, and third sector press, and started with a 'Joe Public' blog arranged by KET in August 2010. It was subsequently mentioned in the Observer on 3 October 2010. The notion of civic core was presented in October 2010 at a joint event organised by KET and NCVO. In February 2011 it was presented at a TUC/NAVCA Conference, and in March 2011 a TUC submission to the Public Administration Select Committee on the Big Society mentioned our civic core research. It has also been mentioned by a number of voluntary organisations, on websites and in newsletters. On 11 May 2011, the civic core research was quoted in a House of Lords debate and in June 2011 TSRC's volunteering statistics were mentioned in questions to parliament. By July 2011 the civic core was referenced in a ResPublica report, 'Civic Limits'.

The research was promoted through events organised by KET, including a joint event with NCVO in October 2010 to discuss evidence surrounding the emerging concept of the Big Society. The event attracted an audience of over 80, including a number of government representatives and key players in the voluntary sector. It addressed a hot topic for both policy and the sector, and was organised in partnership with the sector's largest national representative body. As such, the conference enabled meaningful knowledge exchange with a selected and influential audience (QUADRANT B) introducing the concept of the civic core to important stakeholders in policy and the third sector.

In June 2011, our quantitative research was profiled through further collaborative events, with Cumberland Lodge, which attracted a small but high profile audience; and at TSRC's mid term show case event at the British Library which brought together over 200 stakeholders from across the voluntary sector, policy and academia. Again, these events enabled participants to reflect and discuss the research findings with TSRC researchers.

KET's media and press work helped to both raise and broaden the debate around distribution of voluntary resources (QUADRANT B). KET press releases highlighting data on public funding (October 2010 and June 2011), and our work on 'mapping the big society' (August 2011) led to the research being covered widely in the third sector, public sector and national media, including interviews with researchers on Radio 4, BBC Radio Solent, Third Sector magazine, mention in the Financial Times and the Guardian. The research was also covered by a number of voluntary organisations, including Red Cross, Worthington Council for Voluntary services, Northumberland VCS, VSC Matters, and Greater Manchester Council for Voluntary Organisations. Not all media coverage was created directly by KET, the researchers' own contacts also played a role in gaining coverage. A number of BBC Radio 4 interviews with researchers as part of Thinking Allowed offered promotional opportunities and in October 2011 the Prime Minister was asked a question by the Today Programme on the civic core referencing TSRC research.

This range of media work, joint event, and social media activities can be seen in QUADRANT B and A of the matrix creating fairly 'light' knowledge exchange, but enabling us to reach a large and diverse audience. One Guardian article that mentions TSRC research on volunteering, for example, received 269 recommendations and 209 comments. This type of knowledge exchange helped TSRC research terminology to enter common parlance and thus influence broad debate within the voluntary sector and policy.

Social media (QUADRANT A) also helped to broaden the reach of the research. Research has been shared and discussed through twitter, and work on the distribution of neighbourhood organisations was featured as part of a Guardian live online Q and A in September 2011. Blogs and summaries of research have been shared via the TSRC website.

In mapping this work onto the K* Spectrum, we can see how TSRC's KE work cut across the functions identified. Much of our work fulfilled an informing function, communicating information and ideas over time and across different audiences, as demonstrated by media work, websites, social media and event organisation. KET played an important role in publicising and translating research via these channels. The researchers themselves also played a role, presenting research at a number of conferences, contributing to blogs and media articles, and utilising their own Radio 4 contacts. The researchers' relational function played less of an important role than in the other case studies. However, co-organising events enabled us to strategically target opinion formers, creating awareness of the concept of 'civic core' among policy and media circles. The KE could be seen to fulfil a systems function in the sense of influencing systems thinking, rather than coproducing knowledge as in the other two case studies. Because the research related closely to the current political agenda, it was able to move beyond informing function to have a conceptual influence on the policy dialogue without the need for developing sustained relationships.

Knowledge exchange activities were aimed at informing politicians and policy makers with events targeting government representatives and influential sector stakeholders and opinion formers. Our media work aimed to highlight how our research findings could inform political debate around localism, big society and public funding cuts. This was supplemented by submissions to the Public Administration Select Committee by TSRC researchers. Wherever possible, the researchers and KET have continually tried to tie this research to current debate. More recently the lead researcher was quoted in the Financial Times and appeared on Radio 4 discussing the impact of the Olympics on volunteering. While there is no evidence that our research created any particular policy change, it is clear that key research findings and concepts have been incorporated into current political dialogue – which may enable it to affect change across the 'system' of policy-making.

Analysing our KE activities for this case study more closely, it could be argued that greater 'systems' impact may have been created by developing the relational function more to offer greater in depth dialogue with policy-makers and their closer involvement throughout the research process. Other case studies have highlighted the importance of co-production in the research process, which helps to achieve buy-in from important stakeholders, and ensure research that is relevant to their agenda. This could be key to enabling follow-up work that can inform and influence

the specific challenges faced by policy-makers, campaigners and voluntary organisations.

5 Implications for managing knowledge exchange

Based on the case studies it would seem that although the management of KE processes does lead to some of the desired impacts, there are a number of variables which further enhance the potential of KE, including the existing networks of researchers, their level of engagement, and the appetite among stakeholders for your research findings. The three case studies analysed using the KEIM and K* Spectrum offer some interesting reflections and learning for the management of KE activities.

Different types of research lend themselves well to different types of KE interventions, as illustrated by the K* Spectrum. The BtR research offered a highly relational approach to the research process. The civic core case study was much more about conceptualising a policy problematic which was able to influence public and policy debate. The social enterprise research, and the mechanisms offered by the CBC, worked well on the informational and relational levels to generate impact.

Different types of research, depending on the current context and target audiences, require different combinations of activities from different quadrants of the KEIM matrix, with some quadrants having 'light' activities and others 'deeper' activities. The BtR KE activities were primarily focused in QUADRANT C & A offering more meaningful 'deep' KE to target wider audiences. The social enterprise KE activities were focused in QUADRANT D & C targeting specific stakeholders, and developing meaningful KE through the CBC and the Reference Group activities. The civic core KE activities were more focused in QUADRANT A & B, targeting specific audiences, and then entering the wider policy dialogue through media interest, with 'light' engagement and participation from stakeholders to generate KE;

All the roles outlined in the K* Spectrum were undertaken for all three case studies in different ways. The systems change end of the K* spectrum can be conceived in two ways. The KE function can be used to support collaborative research, but the case studies suggest that this has more to do with the researchers' approach and attitude to stakeholder engagement than KE intervention alone. The KE function can also help the research to affect systems thinking. The civic core case study suggests that this is possible without developing the relational function to a great extent, if it can take advantage of a policy window with a conceptual piece of research. However, building on this conceptual impact would require a more relational function to facilitate active engagement with the findings and generate meaningful KE and action.

From wider research on KE activities our case studies reinforce learnings of KE good practice. These case studies offer good examples of linkages and exchange models focused on developing positive relationships between researchers and decision makers. This is based on an understanding that involving decision makers in the research process is the best predictor for seeing results used (16). In the case of the Below the Radar research, the process of KE replicated the framework of five broad areas critical to the knowledge transfer process: identifying, communicating and refining the problem to hand, considering the key attributes of the knowledge that might contribute to its use in practice, analysing the context in which the knowledge was to be used, planning and implementing specific

knowledge transfer activities and considering the ways in which the knowledge is likely to be used (17). The social enterprise case study highlights the power of the tailored message based on research evidence which can be more effective than interactions with a knowledge broker (18). The civic core case study offers a more wide ranging example of research use, comprising complex and often indirect ways in which research has an impact on the knowledge, understanding and attitudes of policy makers and practitioners(19).

The reflections below cannot be generalised outside the specific UK, third sector context within which the case studies are based, but offer an insight into our learning for other KE professionals to reflect on. This includes:

When deciding on KE activities, and the roles and functions KE professionals need to play to generate impact, it is important to understand the nature of the research as well as what and who you are trying to influence. It is important to understand the researchers you are working with and their propensity to engage with stakeholders as part of their research process, as well as the current context and stakeholder appetite for research knowledge before deciding what kind of KE intervention to undertake.

Both 'light', infomediary activities as well as 'deeper' relational activities are important to reaching and influencing your target audience. But the research subject and findings, and their context, may affect which type of activities are best to lead the KE process. For example, KE about the civic core and distribution of public funding was highly relevant to the political agenda, but the appetite for the findings within government was arguably mixed. Therefore, influencing political debate would need to be led by influencing popular debate. On the other hand, there was a greater political appetite for findings of social enterprise research, which lent itself well to initiating KE via the relational function. The relational function can be particularly successful where networks and, access to these networks exists to some extent already. The BtR research for example, was able to tap into existing networks of community activity, in turn strengthening and building on these networks. Even in the civic core case study, relational functions were important in facilitating KE activities – such as joint events and media coverage.

Although housing the KET outside the University setting offered an opportunity to maximise stakeholder engagement, the key was that the KET already had established networks and understanding of the different sectors, and may have achieved more by working more closely with researchers to develop their KE understanding and capacity.

The case studies highlight the importance of relational activities and co-production – engaging with stakeholders throughout the research process, in order to achieve buy-in, making research relevant, and broadening the reach of the research. Perhaps most importantly, the case studies illustrate the importance of KE as a process carried out by both the KE team and the researchers. Effective knowledge exchange requires active relationship building and engagement with stakeholders by the research team. KE must be intertwined throughout the research process. It should be seen less as a distinct activity in itself, and more as forming a vital part of the research process.

When reflecting on KE activities and the roles and functions KE professionals need to play to generate impact it would seem important to understand the nature of the

research; and the researchers you are working with and their propensity to engage with stakeholders as part of the research process. This informs how you will decide who and what you want to influence; the opportunities the current context offers; and the stakeholder appetite for research knowledge. Before deciding you need to establish what kind of KE intervention to undertake; the role you as a KE practitioner should play and the kind of impact you want to generate.

In terms of achieving wider impact, the KE process would need to move beyond influencing debate to influence action. The question of how you achieve this as a research organisation is not an easy one. KET has opened up the debate and is discussing possible action points from issues arising from its research streams. We have begun, for example, a 'Third Sector Futures Dialogue', bringing together key stakeholders across the third sector as part of a sustained dialogue on the future of the sector using online and real time dialogues which feed into and inform each other, and which will possibly inform the TSRC's future agenda.

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Figure 1: Knowledge Exchange Impact Matrix (published in Howelett, 2011)

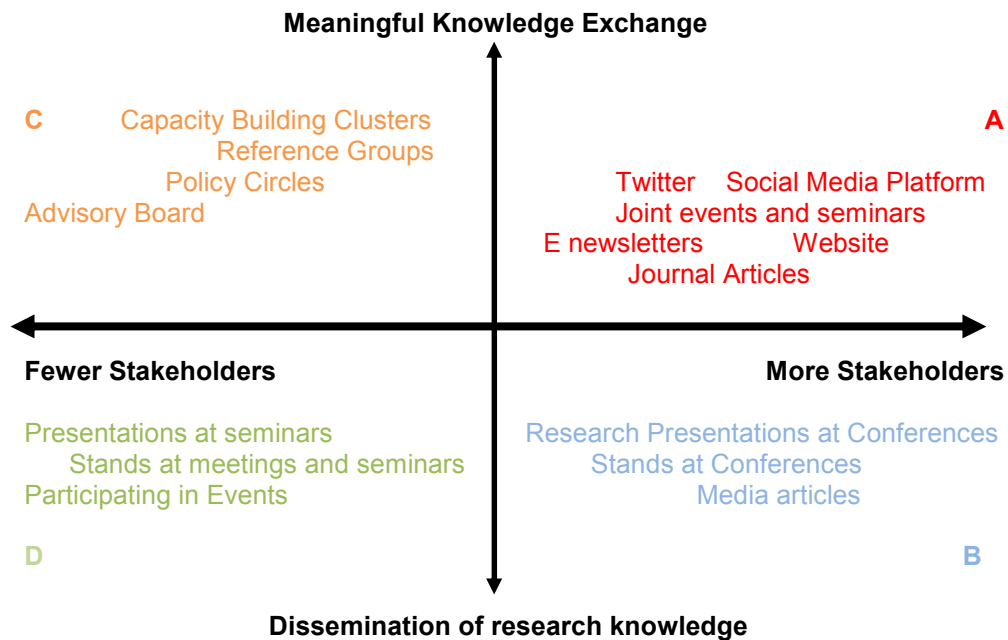
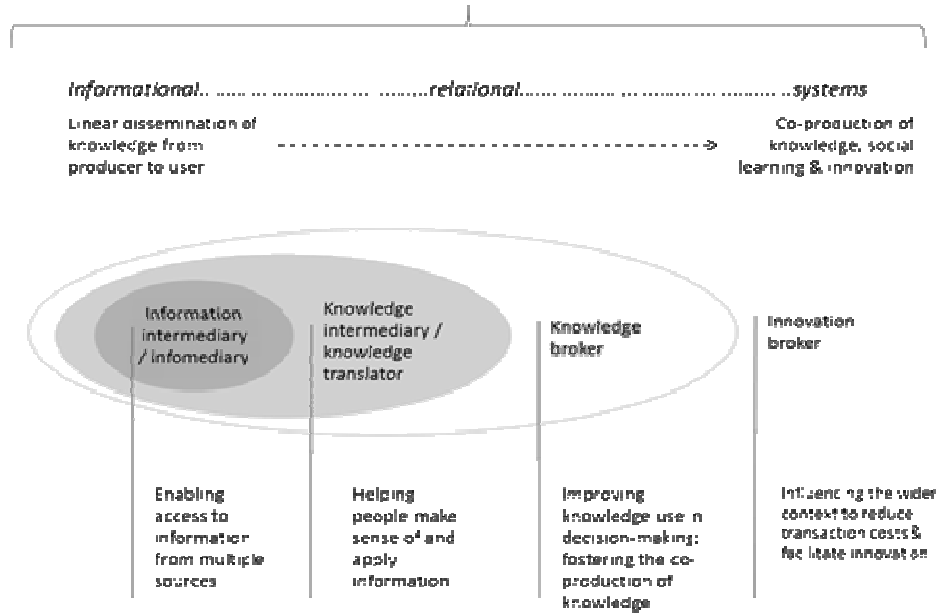


Figure 2: K* Spectrum Adapted from Fisher (2012) and reproduced in Harvey et al. (2012).¹



¹ Taken from Shaxson, Louise with Alex T. Bielak, et al. 2012. Expanding our understanding of K*(KT, KE, KTT, KMb, KB, KM, etc.) A concept paper emerging from the K* conference held in Hamilton, Ontario, Canada, April 2012. UNU-INWEH, Hamilton, ON.