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UNLOCKING INNOVATION AND LEARNING

SPOTLIGHT ON 2010
IT WOULD be an understatement to say that 2010 was a tough year for European governments, as the full implications of the economic downturn became increasingly clear. With public spending cuts totalling billions of euros, policymakers and service providers at every level are facing painful decisions about services and priorities.

The suggestion most frequently heard is that public bodies must learn to ‘do more with less’. Like private companies facing competition, the state and third sector should find innovative ways to improve decisionmaking and service delivery.

But like most attractive ideas, innovation is easier to talk about in principle than it is to apply successfully for results in practice. Real innovation is hard. Longstanding beliefs must be challenged and existing approaches scrutinised, new strategies devised and tested. Obstacles to change must be identified and overcome. Stakeholders need to be involved to ensure workable solutions and a level of public support.

So it seems timely to focus this year’s Spotlight on the themes of innovation and learning. At RAND Europe, we help policymakers develop, test and refine creative solutions to complex problems. As part of the RAND Corporation, we share a mission to help improve policy and decisionmaking through research and analysis.

Innovative approaches unlock opportunities

In our experience, the key to successful innovation is having and applying robust evidence when assessing current issues, combined with fresh thinking about future options. We supplement rigorous quantitative research with thoughtful qualitative analysis to identify key underlying factors. We also apply scenario thinking and methodologies from different fields to shed new light on familiar topics. Some approaches highlighted in this year’s review include:

- Developing international comparisons of key health system features to help policymakers interpret trends and variations
- Establishing a global ‘science of science’ network of funders, policymakers and scientists to evaluate and increase the patient benefit of mental health research
- Analysing drivers of current and future conflict around the globe to assess future defence and security needs
- Developing an innovative ‘ecosystems’ approach to track activity in illicit markets such as drugs and human trafficking
- Using choice modelling methods in the sensitive area of adult social care to quantify the perceived value of different services
- Working with local regulatory services to evaluate activities and impacts, resulting in a self-help toolkit to inform future decisions.
I’m also excited that RAND Europe has been asked to support two pioneering initiatives with high potential for impact. The Wellcome Trust’s African Institutions Initiative (AII) will establish seven consortia to advance research on health issues of relevance to African populations. The UK government’s Social Impact Bond is an innovative attempt to reduce reoffending by using private investment to fund rehabilitation work. We will be evaluating both initiatives from set-up, to understand what works and why, and to help shape future policy.

Learning and knowledge sharing
RAND Europe is independent and not-for-profit. Our commitment is to the public good. We do all we can to ensure that others benefit from – and contribute to – new insights and ideas. We make the majority of our research findings freely available on our website, along with practical ‘how-to’ materials such as our Performance Audit Handbook. We host regular events to promote idea-sharing on topics of public interest, or to bring together opinion formers from different fields. For example, in July a senior transport policy expert from the RAND Corporation addressed transport decisionmakers, academics and industry executives during an event held at the London Transport Museum. We collaborate closely with our RAND colleagues around the globe to improve methodologies and insights, and draw on the knowledge and experience of our Trustees. The Honorable Philip Lader sits on both RAND’s US and European boards, providing a valuable link between our two organisations. We welcomed former Vice President of the European Commission, the Rt. Hon. Neil Kinnock, to RAND Europe’s board in 2010.

Knowledge transfer is also an area of growing subject expertise. We investigate policies and practices around the globe, and work with other organisations to improve the take-up of new thinking. New technologies offer extraordinary opportunities for knowledge sharing and analysis, and we have worked with the British Library to help define its role in providing access to research data collections. Other projects explored the risks and benefits of new technologies, and using networks and incentives to accelerate innovation and idea exchange.

Shaping the future
RAND Europe has grown rapidly over the last five years. We adjust our organisation and strategy regularly to reflect new opportunities and ambitions. In 2010 we created Blueprint 2020, a statement about our future goals that codifies the values and principles that define our people and our work. The Blueprint proved a powerful internal learning mechanism, stimulating many conversations. We have now structured our research teams around four policy-focused programmes and two method-focused groups. We also commit resources to new and emerging areas of research, through our Ideas Incubator.

As Alfred Marshall (quoted earlier) observed, drawing together people with shared interests is a powerful way to share knowledge and trigger new ideas: “The mysteries of the trade become no mysteries; but are as it were in the air.” By facilitating idea exchange and through our research and analysis, I hope RAND Europe can help unlock many more mysteries.

Jonathan Grant
President, RAND Europe
HEALTHCARE IS an important component of public expenditure, and health systems are under growing pressure to show that resources are spent wisely. The Health & Healthcare policy programme aims to advance the evidence base to support policymakers and practitioners to make decisions to ensure accessible, affordable, responsive, high-quality healthcare that is financially sustainable.

Our work spans a wide range of research methodologies and disciplines, from individual patient experience and practitioners’ performance to evaluating entire systems. We aim to better understand the organisational context of care delivery. For example, we are working closely with colleagues across RAND Europe to assess quality improvements and other impacts from greater integration of care and identify productive ways to translate research into action.

Related work aims to improve the methodological basis for evaluation of disease management. We coordinate a pan-European project that also reviews approaches to chronic illness care in EU member states so as to better understand how health system features interact with interventions.

We are working very closely with the Institute of Public Health at the University of Cambridge, which has led to major successful joint grant applications, joint publications and a thriving research programme. An example of this joint work is the analysis of over two million responses to the national GP Patient Survey of primary care patients in England, which will feed directly into the design of the next generation of NHS surveys.

We recently formalised our working relationship with the launch of the Cambridge Centre for Health Services Research (CCHSR) – see page 19. The CCHSR aims to provide a focus for health services research in Cambridge, to increase the visibility of health services research and to support long-term research programmes that will contribute to healthcare improvements in Europe and elsewhere.
What can we learn from other health systems? Cross-national health system comparisons provide policymakers with evidence and options.

Average per capita health spend of OECD countries grew 4.1% per year from 1997 to 2007 (OECD; 1997–2007)

Healthcare resourcing per capita varies from US$2,683 in New Zealand to US$7,588 in the US (OECD; 2008)

Out-of-pocket payments vary from 5.7% of health spend (Netherlands) to 30.8% in Switzerland (OECD; 2008)

UNDERSTANDING HEALTH system features and their impact on healthcare organisation, financing and delivery is the purpose of an ongoing collaboration with the London School of Hygiene & Tropical Medicine. Our international healthcare comparisons work provides intelligence on new developments in a range of OECD countries to inform health (care) policy development in England. We provide in-depth analyses and rapid response briefings using information from a network of health policy experts, backed by analysis of published and ‘grey’ literature.1

The programme is funded by the Department of Health (DH), England, and requests are determined in close collaboration with the DH to ensure targeted and relevant policy analyses. Topics explored to date include: funding intensive care, international benchmarking of healthcare quality, healthcare capacity planning, roles and responsibilities of national ministries of health, and regulation of competition between publicly financed hospitals.

A recent project explored international variation in medicines use. We reviewed the literature on use of medicines in six areas: osteoporosis, atypical anti-psychotics, dementia, rheumatoid arthritis, cardiovascular disease/lipid-regulating drugs (statins), and hepatitis C. We found that international variation in uptake is determined by various factors. At system level, different reimbursement policies, patient co-payment and the role of health technology assessment were highlighted as likely sources of variation. At the organisational level, access to specialists can act as a crucial bottleneck to determine variation. Studies also highlighted variation in clinical practice, including different use and ascertainment methods for mental disorders and differences in prescribing patterns. The relative importance of different factors will vary by disease area and system context.

1 See http://www.internationalcomparisons.org.uk
SCIENCE AND research budgets are proving remarkably resilient, despite economic pressures. Many European governments are maintaining or even increasing research funding, evidence that new ideas are essential to future growth. The historical correlation between scientific progress and prosperity is well established. What is harder to gauge is which specific policies stimulate innovation, which research will eventually deliver results or how new technologies will affect society. Our team explores the complex dynamics between investment, knowledge uptake and societal impacts.

Science funding is increasingly allocated across multiple research bodies, both public and private. We are also seeing entrepreneurial behaviour by funders in all sectors, as they seek investments with the greatest potential for economic, social or scientific ‘impact’. Our aim is to improve the evidence base to support these decisions. For example, RAND Europe has been commissioned by the Wellcome Trust to lead a four-year evaluation of its African Institutions Initiative (AII), which is funding seven consortia to build sustainable health research capability in areas relevant to African health needs.

Innovation is a much-sought but often elusive goal – an estimated 75% of innovation does not involve formal R&D. New approaches recognise the power of multiple interactions across networks to generate and apply knowledge. We are currently analysing knowledge transfer mechanisms in the agricultural supply chain and assessing pharmaceutical research models; both areas where public and private sectors play important roles.

Scientific and technological advances create risks as well as challenges. New information and communication technologies have the potential to transform efficiency and democratic participation, but also raise questions about privacy, security, standards and structures. We are engaged in objective analysis of eGovernment and eHealth opportunities, and the security and privacy challenges of cloud computing.
Which research investments will bring most benefit to patients? A new network brings together funders, policymakers and researchers to evaluate mental health research.

14% of the global burden of disease is attributable to mental disorders (World Health Organisation)

51 million adults (1.1% of world population) suffer from schizophrenia (National Institute of Mental Health)

2 people with mental health problems commit suicide every day (UK Department of Health)

As the worldwide burden of treating and managing mental illness rises, a key challenge for government and charitable funders is how to spend research money most effectively. Where should funds be directed? What are the success factors that help translate research into better treatments? The last two decades have seen major advances, including new insights into mental health and brain function. Yet these discoveries have had little impact on people living with mental illness. For example, the causes of schizophrenia – a chronic and severe disorder – are still unknown. There are no diagnostic blood tests or objective biochemical markers to inform treatment.

A joint initiative by RAND Europe and the Graham Boeckh Foundation is building a global network of leading funders, scientists and researchers, known as the Science of Science for Mental Health Network, or SOS for Mental Health, to help increase research impact in this field. The Network will stimulate ideas, define and manage a portfolio of research evaluation projects and help funders apply the findings. It draws on RAND Europe’s expertise across multiple disciplines, including health, ‘science of science’ and innovation policy.

The first project to be funded out of the Network is a multinational study called Mental Health Retrosight which will provide a long-term view of the factors behind successful clinical, social and economic impacts. This project builds on methodologies used to evaluate arthritis and cardiovascular research funding, while recognising that mental health is a field with very different patient characteristics and greater diversity of science. Another project, in collaboration with OST¹ in Montreal, has provided a bibliometric analysis of mental health research outputs.

¹ L’Observatoire des sciences et des technologies
THE EUROPEAN defence and security environment is as complex as ever. New technologies and ideologies create new security threats. Political shifts and issues such as climate change and resource scarcity have implications for global and regional stability, and budgets are tight. The Defence and Security policy team takes an integrated approach to assist decisionmakers across multiple policy issues, from value-for-money equipment procurement to post-conflict stabilisation to counter-terrorism and future military strategies.

In 2010 we carried out defence and security projects for the European Commission and its agencies, and for France (see opposite), the Netherlands and the UK. For the UK MoD, we helped stimulate fresh thinking on the potential 2030 security landscape for the Global Strategic Trends review and looked at the future character of conflict. We also provided support to the UK government’s recently published Strategic Defence and Security Review. For the European Commission, we are working with a range of partners on SAFIRE, an FP7 project which seeks to better understand the process of radicalisation in order to develop effective interventions. RAND Europe is leading work to determine the personal and environmental factors that impact on individuals when they undergo radicalisation.

During 2010, we also extended our work in the area of information assurance. We explored the privacy, security and trust aspects of cloud computing for the EC, we advised the UK government on cyber-security, and we assessed Critical Information Infrastructure Protection for the European Network and Information Security Agency.

Our work examining complex military-industrial issues also continued. We analysed current and future demand for key technical skills in the UK aerospace industry under a range of scenarios to help the MoD and industry better understand future challenges. Additionally, we worked with the MoD and its shipbuilding industry to develop strategies to manage its forward work programme more efficiently.
Coherent
Messages reflect coordination between and within different functions.

Current
Timely decisionmaking ensures audiences receive up-to-date information.

Credible
Messages are factually accurate.

Can military forces get their messages across more effectively? NATO’s new Strategic Communications approach should help.

MODERN TECHNOLOGIES have transformed communications. Anyone can access mobile networks or post material to the internet, even in remote locations. This makes it hard for governments or military coalitions to control messages reaching key audiences in fast-changing situations.

In 2009, NATO developed a Strategic Communications policy, partly due to the difficulty of gaining support among the Afghan population. The Concepts, Doctrine and Experimentation Centre of the French Ministry of Defence asked RAND Europe to review the concept and assess its relevance to France. We carried out a literature review and interviews, and identified key issues, including:

- Balancing hierarchy and coordination. Traditional military structures provide clear leadership but can be slow and bureaucratic. Flexible network structures can coordinate more quickly, but decision-making processes may be less clear.
- Establishing ‘firewalls’ between operational and public affairs functions. Coherent messages require information sharing, but operationally sensitive information cannot be shared.

NATO has adopted a range of structures in Afghanistan to try to address this challenge.

- Building and sharing knowledge. Strategic communication requires skills in identifying audiences, developing messages and assessing impact. Knowledge-sharing approaches are needed, such as the US Army’s rotation policy, which places experts strategically and for longer deployments.

This work has helped clarify the concept and its objectives, and the implications for NATO’s command structure. The Élysée already operates a communications strategy that addresses most situations. However, French officers, civil servants and experts felt that the NATO policy could help France improve the strategic impact of its communications in crisis situations.
CRIME, VIOLENCE, substance misuse and illicit market activities affect communities throughout Europe. They impose law enforcement, health and wider social costs, potentially depriving government and legitimate businesses of income. Working closely with national and wider European decisionmakers, our research helps assess challenges, set priorities, focus resources and develop policies to improve safety.

Our work on illicit markets and crime reduction interventions spans local, national, pan-European and global levels. In doing so, we constantly seek to address wide variation in definitions of crime, data collection and data availability. For example, RAND Europe has recently been commissioned by the European Commission to build a framework for a European Crime Report (ECR) to facilitate cross-national comparisons and forge a long-term strategy for the development of more accessible evidence in this field.

We generate fresh perspectives on pressing criminal justice issues with new interdisciplinary approaches. For example, we are developing an ‘ecosystems’ approach to more rigorously measure illicit market activity, beyond traditional law enforcement measures such as seizures and arrests. We also developed a ‘predator-prey’ model for the UK Home Office to understand the relationship between police numbers and crime to help inform a more effective and efficient use of police staff resources.

We apply social science insights from criminal justice research to inform understanding of security issues such as radicalisation in prisons and offender management. An internally funded study considered the suitability of supervising convicted terrorist offenders using approaches developed for sexual and violent offenders. Drawing on our experience of assessing the robustness of evidence we advised the Office of Security and Counter-terrorism on the potential for drawing lessons on exit from violent extremist groups from what we know about leaving groups such as cults or street gangs.
Are policies that reduce prison populations ‘soft on crime’? Alternative approaches may sometimes be more successful for less serious offences.

£4,500
Estimated cost of a six-week stay in a UK prison (National Audit office)

£9.5-13.5 billion
Estimated cost to UK economy of reoffending by recent ex-prisoners in 2007–08 (National Audit Office)

66%
Drop in Finland’s prison population between 1960s and late 1990s

OPINION VARIES on when prison is an appropriate punishment. It is also a costly way to deal with offenders and not necessarily the most effective way to reduce crime or reoffending. UK imprisonment rates are considerably higher than those in other European countries. The UK Ministry of Justice asked RAND Europe to investigate policies and practices that might provide better outcomes for offenders and the public.

We looked at four countries with lower rates of imprisonment than the UK (Canada, Finland, France and Germany) and interviewed policymakers, academics and practitioners.

While understanding the context of criminal justice policymaking is critical if policies from other countries are to be transferred successfully, we highlighted several promising interventions from these countries.

Some communities in France use local mediators to find non-criminal justice solutions to low-level violence and disorder. Canada and Germany have federal policies to divert youth offenders from prison, backed by educational and community programmes. Finland appears to make greater use of fines and suspended or conditional sentences for middle-rank offences such as theft, drug crimes and some assaults. Evidence from Canada suggests that targeted non-custodial sentences and rehabilitation programmes in prison can reduce reoffending if delivered well.

Prison may also be reserved for serious or violent offenders. Both Germany and France have reduced the use of imprisonment for minor offences while increasing the use of custodial sentences for serious crimes.

We also looked at contextual factors such as media coverage and public opinion on crime and justice policy. These may vary considerably between countries, and operate as levers, barriers or facilitators for implementing criminal justice changes.

THE SUCCESS or failure of a policy initiative often depends on whether people respond as anticipated. Understanding what drives people’s choices – and how these choices may change – is therefore critical for developing successful policy. The Choice Modelling and Valuation Group applies expertise in choice modelling methodologies to assess the likely impact of policy interventions. This year we worked closely with transport planning consultancies, market research companies, universities and RAND colleagues to develop choice models in a range of sectors.

RAND researchers in Europe, Qatar, and the United States are collaborating to help the government of Qatar adapt its school transportation system for the future. The Qatari education system is undergoing profound changes, with the introduction of new independent schools, a growing population and changing demographics. RAND Europe was asked to help quantify future school bus demand and the importance of different factors in school transport decisions.

We surveyed parents of school children, incorporating stated preference choice experiments to assess the importance of factors such as journey time and on-bus facilities on their decision to use school bus services. The findings will inform RAND’s overall recommendations for future school transportation services.

We have also applied discrete choice modeling methods to a new sector, that of adult social care. Choices about care quality and provision are often difficult and emotional. Our goal was to quantify the quality of life improvements that different service interventions could provide. Working with the Personal Social Services Research Unit (PSSRU) at the University of Kent, we designed a new survey to establish the value that the public places on changes in different aspects of well-being such as nutrition, accommodation, personal cleanliness, control over daily life and dignity. The outcome is a toolkit that allows commissioners, providers, and regulators to identify and prioritise the services that provide greatest potential return for a given investment.
MANY TRANSPORT policies aim to influence the behaviour of travellers making long-distance journeys (more than 50 miles). Although a small proportion of all trips, long-distance journeys account for a high proportion of miles travelled, so have a significant impact on motorway congestion and transport emissions. We are developing models to predict future demand for long-distance travel to help the UK Department for Transport forecast the likely impacts of different transport policy options on this segment of the market.

One such policy is the creation of a national high-speed rail (HSR) network. Britain has only one 67-mile high-speed link, from London to the Channel Tunnel, which limits what can be learned about demand for an expanded HSR service. We therefore created a range of future scenarios to understand who might use HSR journeys and to quantify the importance of service features such as frequency, journey time, cost and access. We surveyed over 3,000 long-distance travellers who each participated in two choice experiments: one considering existing modes of travel, such as car, air and rail, and one with an additional HSR alternative. We varied service levels in each scenario to clarify the impact of each attribute on future travel preferences.

We found that demand for HSR services will come mostly from travellers switching from existing rail services, rather than from air or car. The impact on motorway congestion is thus likely to be small. We also found that a significant proportion of demand would be newly created trips. We are combining our survey findings with empirical data from the Great Britain National Travel Survey and other sources to create a richer picture of the needs and preferences of long-distance travellers. For example, we recognise that high-income travellers are more likely to make long-distance trips and to travel by air and rail.

How will new high-speed rail services change travel behaviours? RAND Europe surveyed long-distance travellers to find out.

Only 2.3% of journeys in Great Britain are long distance yet long-distance journeys account for 30.2% of all miles travelled.

High-income travellers make 4.4 times as many long-distance journeys as low-income ones (top quintile vs bottom quintile).

Air
Rail
Bus/coach
Car

Number of long-distance trips in National Travel Survey 2002–05

Long-distance trips by income level and mode
THE TERM ‘evaluation’ can mean different things. The Evaluation and Performance Audit group seeks to understand – and where possible, improve – complex processes intended to deliver public benefit. These might involve public sector bodies at local, national and/or European level, public-private arrangements or the third sector. We use a mix of methodologies including surveys, modelling and scenario thinking to answer questions such as: what was spent where; with what outcomes; and how might things be done better? By clarifying underlying delivery mechanisms, we pinpoint critical decision points to increase impact.

For the European Commission, we looked at the potential impacts of revising the European Tobacco Products Directive on tobacco marketing. We assessed several policy options covering regulatory scope; tobacco packaging, reporting and ingredients; and sales regulation. Our analysis showed that tougher regulation could save €4.5 billion per year in healthcare costs, plus indirect costs of €5–6 billion, though tax revenue would drop by €15 billion. Health benefits would be substantial: 45,000 fewer smoking-related deaths and 47,000 fewer smoking-related disease cases per year. We also extended our work on error, fraud and corruption in social security systems, with a toolkit for the World Bank to help officials assess control mechanisms. This draws on work in Romania, Ukraine, Kyrgyzstan and Bangladesh.

Our work in performance audit applies evaluation methods to improve accountability. We work with organisations such as the World Bank and other audit institutions to develop explicit audit criteria. These provide a benchmark for future judgements about how well tasks have been performed and on their impacts. This year saw the publication of a new reference manual on performance audit, co-edited by Director Tom Ling and fellow experts from the UK’s National Audit Office and the Deputy Ombudsman of Western Australia.
Are local regulatory services delivering value? RAND Europe has developed a tool to analyse wider impacts and benefits.

Only **55%** of UK local authorities measure the impact of their regulatory services

**£3.5 billion** annual cost to UK consumers of trading scams (OFT 2006)

We identified **48** core economic, social and environmental impacts

... (continued...)

from (i) smoking and (ii) alcohol; workplace health and safety; and fair trading. This revealed LARS to be an under-researched area. While local authorities collect copious information, the focus is typically on inputs and activities rather than wider economic and social impacts.

We adopted a theory of change approach to develop a suitable tool. For each case study area, we mapped complex causal pathways of inputs, activities, outputs and outcomes, using a logic modelling framework. This yielded insights into possible objectives and areas for improvement. We then defined the key impacts and performance measures which would demonstrate value to local businesses and communities, which we distilled into an ‘impact dashboard’ of key indicators. The final stage was to develop a toolkit for LARS with step-by-step guidance on developing pathways and selecting impact indicators. ‘Train the Trainer’ workshops equipped national and local regulators to use the toolkit and coach others. More than 100 local authorities are now using the tool; we expect the number and impact to grow as budget constraints demand that service providers demonstrate their value for money. The Chair of LBRO comments, “For the first time local authorities have the tools they need for priority planning, profile raising and budgeting.”

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**Local Authority dashboard for fly-tipping**

**Inputs**

![Staff (FTE)](chart1.png)

**Outputs**

![Total fly-tipping incidents](chart2.png)

![Prosecutions](chart3.png)

**Outcomes**

![Cost recovered in £](chart4.png)

**Impacts**

![Estimated total incident clearance costs in £](chart5.png)
AT RAND Europe, we value collaboration. Here we turn the Spotlight on activities that are vital to the organisation as a whole.

**Ideas Incubator**

Innovative organisations are fluid and collaborative, constantly pushing the boundaries of their knowledge and ability. The Ideas Incubator is an open, flexible forum for RAND Europe to explore cross-cutting areas of research, and to build and develop skills and experience in areas of policy research which do not fit any one of our existing programmes. In 2010 we combined the skills and insights of RAND Europe staff for a range of cross-team projects including:

- A review and refresh of over 250 papers examining uncertainties, opportunities and threats for UK public policy over the next 50 years for the UK government’s Horizon Scanning Centre
- Mapping collaborations and partnerships across UK universities for the Leadership Foundation for Higher Education, and analysing implications for future leadership
- Updating previous RAND research which explored recent trends in fertility across Europe
- Assisting a major UK university in examining its strategic planning for library services for the next five years.

Our entrepreneurial approach allows new communities of interest to form and flourish as opportunities arise. Areas where we are currently deepening and extending our research expertise include workforce and employment; population and migration; education and skills; futures analysis and long-range planning; and international development. Our ambition is to stay intellectually nimble, ready for the next policy challenge over the horizon.

**Our offices**

2010 was a positive year for both RAND Europe locations. We saw continued double-digit growth in our revenues in 2010, both in the UK and in Brussels. We also increased...
our staff presence in Brussels to reflect growing demand for our work – since opening our new Brussels office in 2008, Brussels-based activity has more than doubled.

In Brussels we bid farewell to Constantijn van Oranje-Nassau, who led the office from its inception. Stijn Hoorens, our new Brussels head of office, has extensive experience in designing and managing policy studies for international clients. Stijn’s research interests are wide-ranging, from drug control to population ageing to innovation policy. He also leads RAND Europe’s work in futures analysis and long-term planning. We welcomed a new senior member to our Brussels team, Desirée van Welsum. Desirée is an expert in the economic impact of ICT, innovation, intellectual assets and international trade, and will be a Research Leader on RAND Europe’s Innovation and Technology Policy (ITP) programme.

We welcomed another Research Leader to the ITP programme in Cambridge, Pauline Goyal-Rutsaert. Pauline was previously at Ofcom, the UK communications regulator. Her interests include industrial organisation, innovation, trade policy and regulatory economics. We are also delighted to have Barrie Irving join the Communities, Safety and Justice team as a Senior Fellow. Barrie was Director of The Police Foundation, an independent think tank on policing and security. His current work focuses mostly on policing and preventing organised crime.

**Operations team**

RAND Europe’s success relies not just on the quality of our research, but on the quality of our operational support to ensure our systems and structures are fit for the future. As our staff and workload continue to grow, we are grateful that we have outstanding capability in finance, business planning and modelling, IT, project management, contracts and intellectual property, people and communications. The communications team is growing in order to expand the dissemination of our research and to further raise our profile. This year we successfully renewed our ISO 9001:2000 accreditation, proof that our reporting, documentation, risk management and feedback processes meet the highest quality standards. Almost all areas of the team were involved in a cross-business upgrade of our resource planning software, which has further improved and streamlined our processes.
2010 was a busy year for RAND Europe. Here are some highlights.

**January**
Hosts of the RAND Europe Trustees’ Reception in London

**February**
New leadership in Brussels: Stijn Hoorens (left) takes over from Constantijn van Oranje-Nassau as head of office

**April**
Building the Innovation and Technology Policy team: Pauline Goyal-Rutsaert (left) joins in Cambridge, and November, Desirée van Welsum (above right) joins in Brussels

**May**
Combining work with fun: Touring Cambridge after Blueprint planning

**June**
RAND in Brussels: Brian Jenkins, a counter-terrorism expert, speaking on violent extremism
**July** Welcome to our newest Trustee, Lord Kinnock, during our annual Summer event.

**July** RAND in London: Martin Wachs, a transport policy expert, speaks during an event at the London Transport Museum.

**September** Running for charity: The RAND Europe team at the Chariots of Fire race, a local charity event.

**November** Herman Van Rompuy, President of the European Council, addresses guests at our annual Brussels event.

**November** Putting politics aside: Michael Portillo, a RAND Europe Trustee, participates in the RAND Corporation’s biennial Politics Aside weekend.

**December** Forging new partnerships: The launch of the Cambridge Centre for Health Services Research (CCHSR), a joint venture with the Institute of Public Health at the University of Cambridge.
This year we deepened our relationships with existing clients, and created new links with others. Here is a list of selected 2010 clients and research partners.

**Public sector**
- United Kingdom
  - Crown Prosecution Service
  - Department for International Development (DFID)
  - Defence Science and Technology Laboratory
  - Department for Transport
  - Department of Health
  - Economic and Social Research Council (ESRC)
  - Government Office for Science
  - Home Office
  - Intellectual Property Office
  - Local Better Regulation Office
  - Medical Research Council
  - Ministry of Justice
  - Ministry of Defence
  - National Institute for Health Research
  - National Policing Improvement Agency
  - The Stabilisation Unit
  - Transport for London

**European institutions**
- EC DG Research
- EC DG Employment, Social Affairs and Equal Opportunities
- EC DG Health and Consumers
- EC DG Home Affairs
- EC DG Information Society and Media
- EC DG Justice
- EC DG Internal Market and Services
- European Network and Information Security Agency (ENISA)
- European Agency for Safety & Health at Work (EU-OSHA)

**Foundations, charitable organisations, universities and others**
- Airey Neave Trust
- Arthritis Research Campaign
- Bertelsmann Stiftung
- Brunel University
- Canadian Cancer Society
- Research Institute
- Cardiff University
- The Commonwealth Fund
- Danmarks Tekniske Universitet, DK
- Gates Foundation
- European Biometrics Forum
- European Research Consortium for Informatics and Mathematics
- Genome Canada
- General Teaching Council for England
- Graham Boeckh Foundation
- Health Services Management Centre, University of Birmingham
- The Health Foundation
- Institute for Government
- Institute on Governance, CN
- The King’s Fund

**Other governments and ministries**
- armasuisse Group, CH
- Australian Research Council
- Centraal Bureau voor de Statistiek
- Ministère de la Défense, FR
- Canadian Institutes of Health Research
- Ministerie van Binnenlandse Zaken, NL
- Ministerie van Defensie, NL
- Ministerie van Economische Zaken, NL
- Ministry of Transport, NO
- Organisation for Economic Co-operation and Development (OECD)
- Onafhankelijke Post en Telecom Autoriteit (OPTA), NL
- Transport Data Centre, AU

**Private sector**
- Accent
- Atkins
- Berkshire Consultancy
- Bundesverband Managed Care
- Bupa
- Capgemini
- Deloitte
- Ernst & Young
- FTI Consulting
- GHK Consulting
- Halcrow
- Mott MacDonald
- Munich Re
- MVA Consultancy
- Nuovo Trasporto Viaggiatori
- Pfizer
- Roche
- Scott Wilson Group
- Significance
- World Bank
- WSP Development and Transport

Landesinstitut für Gesundheit und Arbeit des Landes Nordrhein-Westfalen (LIGA), DE
Leadership Foundation for Higher Education
Personal Social Services Research Unit (PSSRU)
Tampere School of Public Health, FI
The Nuffield Trust
TNO, NL
University College London
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