spotlight on 2015
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The ultimate purpose of RAND Europe’s research is to improve people’s lives. We achieve this goal by giving policymakers objective research and rigorous analysis to help them make better decisions. Twelve of our 2015 projects, highlighted in this year’s Spotlight, are great exemplars of this.

Our research is characterised by its deep understanding of a range of policy areas, which we combine in creative multidisciplinary ways to yield fresh insights. But developing such expertise takes time. For example, over the course of 2015 three research projects that were covered in last year’s Spotlight generated new knowledge to support policymakers:

2015 saw the publication of the third and final report from RAND Europe’s evaluation of the Social Impact Bond (SIB) being piloted at HMP Peterborough. This publication consolidated RAND’s position as an initial provider of critical, empirical analysis of the implementation and operation of these funding mechanisms, and has provided a platform for new projects to further develop the evidence base.

Britain’s Healthiest Company competition is the largest survey of workplace wellness in the UK. Linking data that we collected for that study with other public sources, our current research focuses on examining the links between health, wellbeing and productivity at work to gain insights into their impact on workplace absenteeism and presenteeism.

Finally, in 2014 the UK government undertook three voluntary pilots to test interventions recommended by RAND Europe to improve employment outcomes for people with common mental health issues. This year, the government announced its intent to undertake larger second-phase pilots, each boasting 30,000 new participants.

I have no doubt that the research featured in Spotlight on 2015 will help to improve policy and decisionmaking for the public good in years to come.

Hans Pung, President
hans_pung@rand.org
The issues facing policymakers in 2015 were as complex and diverse as ever. Some developments appeared hopeful, while others were sobering. Terrorist attacks in Paris, Copenhagen, Ankara and San Bernardino, California, highlighted Western vulnerability to the threat from violent extremism and the need for effective countermeasures.

By some estimates over a million migrants and refugees crossed into Europe in 2015, posing difficult questions to governments on how to deal with the influx. In China, the discovery of a gene resistant to all known antibiotics, including those of last resort, made the potential global threat of untreatable diseases more real.

In the UK, the Chancellor of the Exchequer announced major devolution deals to shift power to local communities. And ministers from over eighty countries came together for the first time to discuss a global response to the growing problems of dementia at a conference organised by the World Health Organization.
On these topics and others, RAND Europe has been at the forefront of efforts to improve understanding and shape policies that help people and communities throughout the world be safer and more secure, healthier and more prosperous. Policies based on rigorous, objective research and analysis have the best chance of making this impact.

In 2015 we carried out more than 325 research projects on a range of topics. The projects under this year’s spotlight illustrate that diversity and highlight potential public benefit. Whatever the issue – from health, employment, education, public spending and transport through to local public service delivery, Internet transparency and violent extremism – we strive to provide unbiased insights and actionable solutions to make a difference to people’s lives.
protecting consumers from misleading free trials

Marketers often use free trials to encourage people to try – then buy – their products, but the digital market has changed the game. Cleverly tailored advertising and celebrity endorsements encourage consumers to sign up for trials, but by clicking ‘accept’, they may inadvertently sign up for subscriptions or limited-time offers that are nearly impossible to leave.

Our review of free online trials in collaboration with GfK for the Directorate-General for Justice and Consumers across the twenty-eight EU member states plus Iceland and Norway, found that over half of the trials analysed had misleading components. More than one in five consumers who ordered a free trial online experienced problems, particularly with health supplements and cosmetics. We also looked at online dating and digital services such as music videostreaming.

While more information could be provided to arm consumers against misleading free trials, this is unlikely to solve the problem. Our behavioural experiments showed that consumers are often over-confident in their ability to remember to cancel, while under 50 per cent noticed information about recurring costs, even when it was presented explicitly. Naming and shaming by consumer authorities might influence the behaviour of traders, though the impact may be limited since many offers run only for a short time. Nevertheless, sharing information across EU states and publicising misleading offers may help. Enlisting the cooperation of intermediaries, such as social media companies, credit card providers and banks may be the most fruitful way to tackle rogue trials.

Charlene Rohr | Associate Director

Charlene Rohr is Associate Director of the Defence, Security and Infrastructure group. Her research focuses on understanding and predicting consumer demand, understanding travel demand trends and general transport policy analysis, including the use of transport by the young, the old and the influence of new technologies.
Dementia is one of the biggest health and social care challenges we face. The number of people living with dementia worldwide is predicted to rise to 115 million in 2050, an increase of 79 million from 2010. One in three children born in 2015 will develop dementia. There is a growing need to strengthen dementia research capacity to help find effective treatments.

The Alzheimer’s Society commissioned RAND Europe to analyse the strengths, weaknesses, opportunities and challenges of the UK dementia research landscape and identify ways to support research excellence. The findings are informing research investments and capacity-building strategies. The study identified a significant shortage of dementia researchers and opportunities within the UK, with insecure career paths for early and mid-career researchers being a particular problem. While the UK is second in the world for dementia research output, diverse disease-specific and system-level challenges to maximum impact exist.

We proposed a mix of policy interventions and actions, which in brief aim to:

- **Attract and retain researchers:**
  - rising star programmes and fellowships; bridge funding; leadership training
- **Encourage research networks:**
  - profile-raising and advocacy; doctoral training centres; flexible clinical fellowships; succession planning
- **Address system issues:**
  - coordinated investment to improve multidisciplinary collaboration; balanced research portfolios across prevention, treatment and care-related research; programme evaluation.

RAND Europe’s study is an important contribution to informing how we support dementia research in the UK going forward, both for the Alzheimer’s Society and for the wider UK dementia community.

*James Pickett*
Alzheimer’s Society UK
challenges and solutions
for the dementia research community in the UK

strengths

the UK produces 12% of all dementia research publications...

...making it second in the world

there are pockets of excellence in:
- genetics
- brain imaging
- psychosocial intervention
- Lewy body dementia
- cohort studies and epidemiology
- amyloid hypothesis

There is definite momentum building, which is fantastic, but we need to learn from the past

psychiatrist

gaps and challenges

too few researchers choose to work on dementia

dementia costs the UK economy £26bn a year but we only invest £74m a year in dementia research

70% of dementia researchers leave the field within 4 years of completing a PhD

70% many researchers leave dementia

barriers include:
- time
- insufficient research training in medical education
- short-term research contracts
- research undervalued in clinical settings

less than 15% of dementia care researchers

there are not enough dementia care researchers

less than 15% of active dementia researchers have an NHS, Allied Health Professional (AHP) or social care affiliation
views from the ground

People may think there isn’t much to be done for people with dementia

I really love the research but the pressure of constantly having to apply for money is putting me off

Today, it’s really hard to combine NHS work and research as I could in the past

It is difficult to develop research careers in the allied health professions

Attitudes act as a barrier to dementia research careers

There are simply no lectureships to apply for

Clinicians are stretched to the limit doing their day job, so finding time for research is difficult

Working with people with dementia is still not seen as a career path of choice

solutions

to attract more researchers:

change negative perceptions by celebrating milestones
doctoral training centres

rising star programme

professional development and leadership training

bridge funding

to retain more researchers:

rational star programme

professional development and leadership training

bridge funding

to encourage clinicians to do research:

raise the profile of dementia research in the NHS

more flexible clinical fellowships

to support more care researchers:

more PhD opportunities for allied health and social care professionals
Atrial fibrillation (AF), the most common type of heart arrhythmia, increases the risk of a stroke fivefold. It is becoming a serious public health burden as populations age, affecting nearly one in five people over 85. Yet many people have never heard of the condition.

RAND Europe looked at six European countries (Belgium, France, Germany, Italy, Spain and the UK) to see how health professionals manage AF patients at increased risk of stroke. We reviewed literature and clinical guidelines, interviewed experts and patients, and held in-depth discussions on future scenarios.

We found that challenges for AF management persist, despite the condition being easy to detect and the recent introduction of new stroke prevention drugs (so-called NOACs). Many AF patients are asymptomatic and go undiagnosed until they have a stroke or develop symptoms. Adoption of clinical guidance is uneven, with both over- and under-prescription of stroke prevention drugs relative to patient needs.

To tackle these issues and achieve better outcomes for AF patients, the team recommended that awareness of AF among the public and policymakers should be improved, and health professionals and patients given more education on AF management. They stressed that progress will require a long-term approach to AF awareness and care, and close collaboration between providers of primary, community and more specialised care.

The findings were presented at two European cardiology conferences in 2015, and a summary is being translated into French, German, Italian and Spanish.
the future of anticoagulation: facts and figures

the context

Atrial fibrillation (AF) is the most common type of cardiac arrhythmia

AF prevalence increases with age and 18% of the population over the age of 85 is affected

by 2050 it is expected that in some European countries, nearly 40% of the population will be over the age of 60

1.5 – 2% of the world’s population is affected

the total cost burden of AF in the EU is approximately €26 – 30bn

AF prevalence among adults over the age of 55 in the EU is expected to double from 8.8 to 17.9 million between 2010 and 2060

aims and objectives of the research

to assess the current landscape and challenges for the management of AF in Europe, and explore how this landscape could evolve, focusing on six countries in Europe: Belgium, France, Germany, Italy, Spain and the UK.

the two main goals of the study were to:

1. develop an evidence-base on the current reality of AF-related anticoagulation management in these six countries

2. develop an understanding of actions that could be taken today to improve the outlook for future AF management
research included

- a comprehensive literature review
- 60 key informant interviews with healthcare professionals, patient representatives and policymakers / influencers
- feedback and input from a steering committee made up of 10 experts in cardiology and related areas

recommendations

**Immediate**

- improve AF awareness among the public and policymakers
- support education about AF management for healthcare professionals and patients
- maintain engagement in AF-related research across the health services

**Long term**

- a longer-term view in decisions on spending for AF awareness, education, care and management is important for improving health outcomes
- a need for continued improvement in patient stratification and personalisation of care
- increased interaction among primary, community, secondary and tertiary care would enable knowledge sharing and more whole-patient approaches to care
- monitor developments in devices and data to maximise benefits for AF management
With growing numbers of bacterial and viral infections now resistant to existing antimicrobial drugs, a public health crisis threatens. No new classes of antibiotics have come on the market for more than 25 years.

In 2014, UK Prime Minister David Cameron called for global action to tackle the growing threat of antibiotic resistance. The Review on Antimicrobial Resistance, established in response to this call, commissioned RAND Europe, in collaboration with KPMG, to estimate what could happen by the year 2050 if microbes continue to build resistance. The study looked at a selection of hospital-acquired infections and infectious diseases, and the different impact of these in developed and developing countries, using existing health data and economic models.

We calculated that antimicrobial resistance could cost the world between 11 and 14 million working-age adults by 2050 if current rates of resistance continue or even slightly decrease. The figure leaps to nearly 105 million if antibiotic resistance reaches 40 per cent of cases. Increase the resistance rate to 100 per cent, and the toll reaches 200 million. A worst-case scenario eliminating all antimicrobial treatments would see a loss of 444 million adults by 2050. The numbers include people killed by resistant disease as well as those who are never born because of it.

The study estimated these kinds of losses would carve at least £35 billion a year, on average, from the world economy. At the high end, the average annual loss could top £2 trillion. The true costs of antimicrobial resistance, however, are likely to be even higher. The study included only the costs resulting from a disrupted labour supply. It did not quantify other impacts such as increased healthcare costs and wider indirect social costs.

Informed by our findings, the Review will present its final conclusions and recommendations.
for global solutions in early 2016. Meanwhile, the issue continues to gain public attention. In early 2015, President Obama proposed a $1.2 billion investment to fund efforts to slow the rise in microbial drug resistance, and in May 2015, the World Health Assembly endorsed a global action plan to tackle the threat. More recently, the World Health Organization published the results of a multi-country public awareness survey to coincide with the first World Antibiotic Awareness Week, in a race against time to deepen understanding and encourage best practices that may prevent the further spread of antibiotic resistance.

**global working-age population lost to drug-resistant ‘superbugs’, in millions**

- **Current rates of antimicrobial resistance**
- **100% resistance**

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The International AIDS Vaccine Initiative (IAVI) has made a significant contribution to training interventions for supporting scientific excellence, invested in infrastructure and laboratories at Clinical Research Centres and has engaged with local communities and policymakers on issues related to HIV and vaccines.

IAVI has invested over $134 million in Africa since 2003.

IAVI supports five Clinical Research Centres in East Africa by providing training and financial assistance to build or refurbish state-of-the-art laboratories.

Over 800 people have been trained in Good Clinical Practice and Good Clinical Laboratory Practice.

IAVI has successfully developed platforms for community engagement with 112 organisations in the region.

24 per cent of all publications of IAVI-supported research have an affiliation with an East African institution.
The burden of HIV/AIDS in East Africa is particularly acute, with prevalence rates over five times the global average. With research and innovation increasingly recognised as a crucial component of a wider functioning health system, RAND Europe was asked to review the work of the International AIDS Vaccine Initiative (IAVI) in East Africa (Uganda, Kenya and Rwanda) in building local research capacity.

IAVI is a Product Development Partnership between public and private organisations. Such partnerships have become a powerful mechanism for improving research capability in low- and middle-income countries. Whilst the remit of IAVI is to create new science, technology and products, its mission to develop an HIV vaccine is increasingly connected to wider health systems strengthening through its clinical research activities. These enhance local ability to conduct clinical trials in a variety of ways, from scientific and technological capacity to organisational systems and advocacy.

The aim of the study was to conceptualise and review IAVI’s capacity-building activities, deepening its understanding of the practices that underpin impact. We found that IAVI has supported a number of significant training interventions to enhance scientific excellence and good clinical practice, and invested substantially in infrastructure and laboratories. Challenges still exist, however, to ensure sustained investment, access marginalised populations and demonstrate continued capacity-building progress.

“The RAND team spent a great deal of time with field-based stakeholders to capture their perspectives we are already incorporating RAND’s insights on our successes and challenges into our forward planning.”

Margie McGlynn, IAVI CEO

Gavin Cochrane | Senior Analyst

Gavin Cochrane works on a variety of national and international projects, primarily focused on research, health and innovation in developing country contexts. He has managed a number of evaluations of health research capacity-building interventions in sub-Saharan Africa and has worked on several studies examining HIV and other poverty-related diseases.
Employment interventions are increasingly used by governments and international organisations in the fight against poverty. Despite big investments, very few of these initiatives have been evaluated. Evidence on what works is therefore scarce. RAND Europe conducted a quantitative analysis of existing evidence from across the developing world for the World Bank, with a particular focus on South Asia. We found that around one third of estimates within interventions increased either income or employment. Substantial diversity underlies these results, however, as effects can differ substantially by type and target group – for example, business training with financing achieves better outcomes for youths than for women. The findings have been used by the World Bank to inform new strategies on labour market interventions.
improving trust and transparency

Do donations to European religious institutions from abroad carry conditions that could lead to undue foreign influence? This is a growing concern of policymakers in the Netherlands. While foreign financing is not illegal in principle, there is uncertainty about its scale and potential influence. The Dutch Parliament identified a need for an overview of the size and scope of foreign financial support to Islamic institutions in the Netherlands, and RAND Europe was asked to assess whether such an overview was feasible.

A systematic appraisal of publicly available information for a sample of Islamic institutions (39 of a purported 450) showed that, for historical reasons, foreign donations to fund large construction projects appear inevitable in practice, but are not necessarily problematic. There is very little financial transparency among Islamic institutions, however, and it is not possible to derive firm conclusions about possible conditions under which funding is provided. Analysing foreign donations to all 450 institutions would be difficult, invasive and extremely resource-intensive.

The study team advised the Dutch government to refrain from detailed surveillance of all Islamic bodies, and instead to improve information sharing at diplomatic level, encourage self-reporting and focus intelligence efforts on a small number of institutions and intermediaries.
The threat of terrorism in urban areas has become a critical issue in Europe, emphasised by several recent terrorist attacks in major European cities.

The European Commission assigned eleven partners, including RAND Europe, to its ‘Tactical Approach to Counter Terrorists in Cities’ (TACTICS) project. The aim was to help EU member states establish an effective counter-terrorism system for urban areas that would quickly identify, assess and respond to terrorist threats. The project has developed a technology-ready concept to improve decisionmaking under pressure and support counter-terrorism operations across European countries.

RAND Europe created, tested and refined a terrorist scenario through a series of workshops, and analysed previous case studies on the deployment of counter-terrorism technologies. The work has led to a deployment strategy for counter-terrorism operations that will guide EU member states when utilising counter-terrorism technologies. A procurement system and regular audits were recommended to ensure that the technologies remain operationally effective.

Partnerships should be encouraged to provide a more complete view of counter-terrorism operations, from national government and security forces to local authorities and police services. However, EU member states will need to carefully consider the point during a terrorist threat when data sharing between different parties is necessary and justified.

A checklist was also provided to help EU member states assess whether they need the TACTICS counter-terrorism strategy or have everything in place to deploy TACTICS successfully.

Richard Warnes | Analyst

Dr. Richard Warnes is an Analyst with interests in the fields of security and counter-terrorism. Since joining RAND in 2007 he has worked on numerous projects relating to domestic security, counter-radicalisation and counter-terrorism and has conducted extensive field research in Iraq and Afghanistan.
UK public agencies are under intense pressure to deliver local services more efficiently and effectively, as funding reductions bite and demand rises. The government is encouraging collaborative working between agencies, both public and private, in return for ‘radical new powers’, and devolution deals have been struck with several large cities.

RAND Europe’s work on pooling resources to transform public services highlights some of the challenges to such cooperation. We were commissioned by the Local Government Association to evaluate nine resource-pooling initiatives around England that aim to improve coordination. While the approaches are diverse, we found many common drivers and barriers. Success factors include the importance of taking a pragmatic approach: building on existing practices and relationships, and prioritising early progress, rather than rushing to create extensive new structures. New ways of using data can provide valuable fresh insights and challenge assumptions about what services people use and where. Changes in organisational culture are also crucial to support new ways of working and of viewing problems.

Despite the enthusiasm of participants, however, we also identified some practical and cultural barriers to collaborative working, including uncertainty around funding; barriers to data-sharing between agencies; and a need for clear governance structures and accountability. These must be overcome if aspirations are to be fully realised.
collaborative working initiatives across the UK

- **Cambridge**: Managing the growing demand for services through collaboration, including the City Deal
- **West Yorkshire**: Creation of the West Yorkshire Combined Authority
- **Cornwall**: Integrated care and health provision
- **Devon**: Engaging local communities in service co-delivery
- **Cheshire West and Chester**: Integrated early support
- **Derbyshire**: Use of geospatial mapping and customer segmentation for better use of the public estate
- **Suffolk**: ‘Lowestoft Rising’ is an integrated approach to service delivery to tackle social problems
- **Greater Essex**: Skills for economic growth and tackling the mismatch between vacancies and available skills
- **Surrey**: Joined-up service provision and collaboration through the Family Support Programme
Making the Cambridge area a better place to live requires a rounded approach, and if employers want to improve quality of life for their employees they must think beyond the city itself. RAND Europe carried out the first ever quality-of-life survey of people who work in Cambridge for Cambridge Ahead, an organisation representing local employers. We found that less than half the respondents lived in the city itself, with more than one in ten travelling over 20 miles to work in Cambridge. A variety of factors fed into perceptions of the area and into life satisfaction. The key message for policymakers is not to focus on any single issue but to take a holistic view of quality of life.

Satisfaction with housing, affordability and traffic levels was significantly lower than satisfaction with other aspects of the local area. However, the study found that satisfaction with leisure facilities in general had a greater effect on respondents’ satisfaction with their local area, and that local-area satisfaction was itself a big driver of life satisfaction.

Cambridge Ahead have used the survey results to make a successful proposal to Cambridgeshire County Council for a new Busway route to Cambridge Station. The findings on housing and transport also feature in The Case for Cambridge, an initiative aiming to encourage central government investment in Cambridge.

- 77% of respondents are dissatisfied with the level of weekday traffic
- 11% of respondents travel more than 20 miles to work in Cambridge
- 76% of respondents disagree with the statement ‘housing in my area is affordable’
The Research Excellence Framework (REF) is an assessment used to allocate research funding to UK universities. For the first time in 2014, REF assessed the wider impact of research using case studies reporting a range of impacts since 2008. The planned and previous impact strategies of academic departments were also examined.

The UK higher education funding bodies asked RAND Europe to evaluate the REF submission process as prepared by universities and as assessed by the panels. The aim was to better understand the benefits, challenges and consequences of the process and suggest improvements.

Our evaluation of the UK experience shows that it is possible to assess research impact and allocate funding accordingly. We found that including the impact element had led to new skills being developed and visible cultural change at an individual and institutional level. On the other hand, there was concern that an impact focus may begin to undermine more theoretical or ‘blue skies’ research through a shift towards more applied questions and areas that can more easily demonstrate impact in the short term. This highlights the need for continual monitoring to ensure that any such shift is appropriate.

The funding bodies have used the findings to inform future REF assessments. There has also been interest internationally, for example in Scandinavia and Australia.

Catriona Manville | Senior Analyst
Catriona Manville works on a variety of national and international projects, primarily focused on the translation of research into practice. She has a particular interest in understanding and articulating the impact of research outside of academia and exploring how impact can be measured.
in 2014, the research of 154 UK universities was assessed. This accounted for the efforts of 52,061 academic staff members. For the first time, the impact that the research had on wider society was part of the assessment. Researchers' outputs and the research environment were also measured.
The UK’s roads, railways and airports are some of the most congested in the world. RAND Europe, in collaboration with Risk Solutions, explored how emerging technologies might make the transport system more efficient and effective by the year 2035.

We identified six key technologies: autonomous vehicles (AVs), such as driverless cars; next-generation ICT connectivity; user apps, Big Data and intelligent processing; advanced manufacturing, such as 3D printing; the Internet of Things; and novel materials that, for example, could automatically repair damage to roads.

Three scenarios were developed, based around activities that contribute to travel demand: work/business, health, retail, long-distance business and leisure travel, and freight movement. The Drive Ahead scenario is based on higher-than-forecast economic growth and widespread use of autonomous vehicles; Live Local reflects moderate growth and use of travel substitution due to advances in communications technology; and Digital Divide sees the introduction of some advanced technologies, but take up is not evenly distributed because of rising income inequality.

We recommend that governments invest in and monitor technological interventions that are robust across a range of scenarios, including next-generation ICT services and Big Data, apps and intelligent processing. We also suggest that governments should pilot test new technologies and services that offer substantial societal benefits.

Addressing safety and regulatory issues would help overcome barriers to innovation for AVs, while new regulatory frameworks would help technologies where data privacy and security are likely concerns.

Other recommendations to ensure that new technologies lead to the best outcomes for society include monitoring and, if necessary, introducing road-pricing policies to manage travel demand, ensuring equity of access to technologies and up-skilling of workers for future jobs.
**key technologies that could influence transport efficiency in 2035**

We identified six technologies that could have a substantial impact on the efficiency and effectiveness of the transport network, by influencing travel demand, increasing the capacity of the transport network, or by improving the productivity of travellers:

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<th>Technologies</th>
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<tr>
<td>autonomous vehicles</td>
<td>technologies that allow vehicles to sense their environment and navigate without human input</td>
</tr>
<tr>
<td>next-generation ICT connectivity / telecommuting / telehealth</td>
<td>a range of technologies that improve bandwidth, network availability and download/upload speeds for wireless communication</td>
</tr>
<tr>
<td>user apps / Big Data / intelligent processing</td>
<td>personalisation that provides individuals with new ways to access and visualise data to inform transport decisions</td>
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<td></td>
<td>the ability of an employee to work remotely without needing to be physically present at a workplace</td>
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<td>remote delivery of health-related services, from a GP consultation over the phone through to remote-controlled robotic surgery</td>
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<td>the growing generation and collation of vast amounts of data, with the sheer volume presenting novel challenges and opportunities in terms of analysis, storage and visualisation</td>
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<td>new, ‘smart’ ways of processing and leveraging Big Data</td>
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**Advanced Manufacturing**
- Use of additive manufacturing (also known as 3D printing), robotics, novel materials (e.g. bio, nano, composite, smart), and other advanced equipment (e.g. lasers, plasma, waterjet).
- Novel methods, digital tools, rapid prototyping and synthetic environments (e.g. virtual or augmented reality) to aid design and production processes.

**Internet of Things**
- A network of physical objects capable of detecting and communicating information between each other through the use of embedded chips, sensors and connectivity.
- A pervasive and self-organising network of identifiable physical objects, such as ‘smart’ meters, wearable technology or domestic appliances, which can then transfer data between each other.

**Novel Materials and Embedded Sensors in Infrastructure**
- A range of advances in materials science and production techniques.
- Self-healing materials, for example, could automatically repair ruptures or abrasions in road surfaces.
- Embedded sensors in roads, rails or runways could provide continuous self-monitoring of the need for maintenance.
The events we host each year are opportunities to exchange ideas—both to share expertise and learn from others. Here are highlights of our 2015 events:

We were delighted to welcome many clients, collaborators and friends to our receptions in London, Cambridge and Brussels. In January 2015 we thanked Michael Portillo, former member of our Council of Advisors and keynote speaker at our London reception, for his service to RAND Europe. At our summer reception, Charles Cotton, technology entrepreneur and author of *The Cambridge Phenomenon*, talked about the history of Cambridge and the many collaborations that have stimulated its success.

In June, we co-hosted a high-level debate on reindustrialising Europe with Forum Europe, EU policy debate specialists. The conference analysed Europe’s digital and industrial policies and their role in re-energising industrial and manufacturing sectors to ensure global competitiveness, job creation and economic growth.

We continued to support the University of Cambridge’s public engagement events. At the Science Festival, RAND Europe’s Dr Christian van Stolk participated on a panel with Dr Steve Boorman, occupational health expert, and Professor Dame Carol Black, policy advisor on work and health to the
British government. Entitled *Does Work Make You Healthy?*, the event examined the value of work and particular workplace practices in improving our wellbeing.

For the University’s Festival of Ideas in October, we sponsored a panel discussion on the role of mounted police in criminal justice. RAND Europe’s Dr Chris Giacomantonio shared his research on the value of police horses in the local context. Roxy and Kestral, two City of London police horses, attended the pre-event with their officers.

Simon Stevens, chief executive of the National Health Service, discussed future directions for the NHS at the annual lecture of the Cambridge Centre for Health Services Research (CCHSR) in November, a partnership between RAND Europe and the University of Cambridge. Stevens spoke about his long-term vision and the opportunities to improve the NHS, despite many challenges, by embracing new technology and reducing inefficiencies across the service.

The US Ambassador to the Court of St James’s, Matthew Barzun, visited RAND Europe’s office in Cambridge to discuss results from his Young Leaders UK initiative. With the ‘special relationship’ between the US and UK now 70 years old, the Ambassador is engaging with Britain’s future leaders to define its nature 70 years hence.
our people

The key to RAND Europe’s success is our people – their experience, values, expertise and creative thinking. Our staff is astonishingly diverse, spanning 22 nationalities, 20 languages and diverse academic backgrounds, all of which are key to the interdisciplinary way we work. We invest in people and take a strategic approach to adding expertise, including three new senior appointments in 2015:

Jon Sussex is our Chief Economist and co-directs the Cambridge Centre for Health Services Research, a collaboration with the Institute of Public Health at the University of Cambridge. Jon brings 25 years of experience in research into the economics and policy of healthcare, medical research and the life sciences industry, in the UK and internationally. His previous roles include Deputy Director of the UK’s Office of Health Economics.

Julie Bélanger joined us from the OECD, where she conducted large-scale education research in international contexts and provided educational policy advice to governments globally. Julie’s expertise is helping us fulfil our commitment to build RAND Europe’s education research portfolio, specifically in areas covering the spectrum from early childhood to the compulsory education years, and also higher education and training.

Elta Smith previously worked for ICF International, where she conducted analysis and evaluation in the areas of science and food policy, with a focus on novel and controversial technologies in the food supply chain. Her expertise in food security and the governance of science and technology contributes immensely to our work for UK, EU and international bodies involved in science and technology policy and research evaluation.
our expertise

Adaptive innovation
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Countering violent extremism
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Criminal justice
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National strategy, defence policy and cybersecurity
Paul_Cornish@rand.org

Research evaluation
Steven_Wooding@rand.org and Catriona_Manville@rand.org
our council

RAND Europe’s Council of Advisors provides guidance that enriches our mission to help improve policy and decisionmaking through research and analysis. We welcomed two new members in 2015:

**Carl Bildt** served as prime minister of Sweden from 1991 to 1994 and as the country’s minister for foreign affairs from 2006 to 2014. His achievements include economic and political reforms in Sweden and numerous high-profile diplomatic roles. As an early advocate of new ICT technologies, Bildt continues to promote the use of social media in international affairs. He also serves on the Board of Trustees of the RAND Corporation.

**A. Michael Hoffman** is the co-founder of Palamon Capital Partners, LLP, a leading mid-market European private equity firm. Hoffman recently stepped down from a four-year term as Chairman and President of the American Academy in Berlin to focus on his philanthropic work. Often in the role of Chairman, he also serves on the boards of numerous academic, charitable, cultural and performing arts organisations in the UK.

**Members serving in 2015:**

Michael D. Rich (Chairman)
President and Chief Executive Officer, RAND Corporation

Paul Adamson OBE
Partner and Chairman, Forum Europe
Editor-in-Chief, ElSharp

László Andor
Former EU Commissioner for Employment, Social Affairs & Inclusion
His Excellency, Carl Bildt  
(from October)  
Former Swedish Prime and Foreign Ministers

Sir John Boyd KCMG  
Chairman, Asia House

Lord Crisp KCB  
Independent Member of the House of Lords

Philippa Foster Back CBE  
Director, Institute of Business Ethics

Susan Hitch  
Manager, Lord Sainsbury of Turville’s pro bono programme

A. Michael Hoffman  
(from November)  
Director, Hoffman Ventures Limited

David Howarth  
Reader in Law, University of Cambridge

Frank Kelly CBE FRS  
(to July)  
Master, Christ’s College, Cambridge

The Rt Hon. Lord Kinnock  
Member of the House of Lords

Gunvor Kronman  
CEO, Hanasaari, the Swedish-Finnish Cultural Centre

The Hon. Philip Lader  
Chairman, The WPP Group

The Rt Hon. Michael Portillo  
(to January)  
Broadcaster and writer

Gill Samuels CBE  
Member, Council of University College London  
Trustee, Science Museum

Sir Gregory Winter CBE FRS  
Master, Trinity College, Cambridge
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