

Designing Embedded Researcher Roles

A briefing for Commissioners
and Local Authorities to inform
Embedded Researcher roles

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1. About this briefing

- This briefing was prepared by the EPPI Centre and is based on research conducted by the EPPI Centre at UCL. You can read about this research in further detail here: <https://eppi.ioe.ac.uk/cms/Publications/Systematicreviews/Whatareembeddedresearchersandwhatinfluencedotheyhaveinpublichealthsettings/tabid/3916/Default.aspx>
- The research involved drawing on different methods to examine the influence of embedded researchers including a systematic map and systematic review of existing literature; conducting a survey with current and future embedded researchers; and undertaking research on Embedded Researchers (a form of embedded researcher) working in Local Authority public health teams using interviews, diaries, and documentary analyses. This briefing was prepared drawing on the results of all components.

2. What are embedded researchers?

- Embedded Researchers work with dual affiliations: a research organisation (most often a university) and a policy/practice organisation. They aim to enhance research capacity within policy/practice organisations to enable these organisations to become more involved in research either as consumers, generators, commissioners, influencers, stakeholders or a mixture of these roles.
- 'Embedded researcher' is a term that describes a wide variety of models. Embedded researcher positions differ across several dimensions including who becomes embedded, how they become embedded (e.g. how much time they might spend in an LA), and the activities they undertake (e.g. whether they focus on supporting research through training or on conducting research).
- Embedded researchers represent a collaborative approach for Local Authorities and universities/research organisations. Rather than dictate how teams should use or conduct research, they work with LAs to identify how they can become more research active and implement actions together and as integral public health team members.
- Embedded researcher posts within Local Authorities are those:
 - Expected to help Local Authorities become more **research active**.
 - Expected to be **collaboratively designed** through the input of two organisations.
 - Expected to have some **joint oversight** or management by representatives from two organisation. This means that people occupying the role have **dual affiliation** – they work for two organisations simultaneously. They will have both an insider and outsider status – as an outsider they can help to spot issues around how research is being conducted or interpreted and as an insider they can help to create change.

3. What challenges could embedded researchers help to address?

- The COVID-19 pandemic and cost-of-living crisis changed patterns of population health, magnified health inequalities, and firmly put public health in the spotlight. In a challenging funding climate, using research evidence to inform decision-making becomes all the more important. Research evidence can illuminate public health needs, elucidate mechanisms of how inequalities develop, and give greater certainty around which policies and interventions might be most impactful in addressing inequalities. Moreover, research evidence can inform decisions on how to allocate resources in an efficient and transparent way when resources are scarce.

" [The] really difficult context [provides] even more reason why we need to make sure that we prioritise what we're doing based on the best available evidence"

- However, research often doesn't influence LA public health decisions as much as it could, mainly due to a disconnect between LAs and Universities. Embedded researchers are a way of working that can bridge this gap, ensuring research evidence directly addresses LA's needs and helping to facilitate the flow of research evidence to inform decision-making.

Embedded researchers can help Local Authorities become more research active through:

- **Moving cultures of decision-making towards being more routinely informed by research:** Embedded researchers help public health teams become more able to apply evidence, skilled in interpreting and sourcing evidence, and more able to gain value from using research evidence to inform decision-making.
- **Ensuring that research is created in a way that maximises its value to Local Authorities:** Embedded researchers help to co-create research which helps to ensure research meets the needs of consumers of research; facilitates the uptake of research; and ensures that research incorporates multiple perspectives which leads to better quality research.

4. Which types of activity do embedded researchers undertake that can help Local Authorities become more research active?

In our research, embedded researchers were found to be successful in building LA capacity for research activity and helping LA public health teams think differently about research through activities that included:

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|---|--|
| <ol style="list-style-type: none"> 1. facilitating research connections and opportunities; 2. advising and supporting colleagues on research; 3. conducting relevant research from within LAs; 4. helping LAs to apply for funded research opportunities; | <ol style="list-style-type: none"> 5. providing training for colleagues formally and informally; 6. creating networks within LAs and beyond that can help public health teams stay connected with the latest developments and opportunities; and 7. helping to improve the flow of research evidence to decision-making |
|---|--|

- These are activities that could be included within a job description for an embedded researcher, although some are only more suitable for Local Authorities where there is a more established research culture. We set out how posts could be designed differently according to the level of existing research activity within a Local Authority in Section 8 below.

5. What do we expect to happen when an embedded researcher post is created within a Local Authority?

- Embedded researchers are expected to create more research active Local Authority cultures through a number of steps that start from building relationships through to creating changes in how research is used in decision-making within Local Authorities.
- We developed a logic model (a practical theory of how change is enacted) that outlines our assumptions of what happens in an embedded researcher intervention (see [here](#)). This is summarised in the table below.

- **Stage 1 – Building a relationship between two organisations** – In addition to any pragmatic considerations (e.g. securing resources) a number of relational processes need to occur before the researcher is embedded. These include co-creation of the design of the roles. Each post needs to be tailored to the Local Authority’s needs but also should incorporate the perspectives of both organisations involved. In addition, co-creation doesn’t stop once the post is created; instead the aims of the posts should be reviewed (and changed if needed) once the embedded researcher has conducted a situational analysis (see below).
- **Stage 2a – Becoming embedded** – Before and alongside conducting research activities, embedded researchers will undertake a variety of activities to become embedded including undertaking a needs assessment or situational analysis, taking steps to maximise visibility, and securing local influence. Situational analysis here means finding out about the Local Authority’s existing research culture. They will also continue to co-create the design of activities and refine the aims (in part based on the situational analysis).
- **Stage 2b – Undertaking core activities** - Embedded researchers conduct various activities to support research activity including generating/producing research, knowledge

brokering and mobilisation activities, and research facilitation activities including, for example, providing training.

- **Stage 3 – Early changes** - Next, we would expect embedded researchers to start to identify milestones or achievements that indicate early changes in research activity including developing networks with research stakeholders and building trusting relationships within the Local Authority. The embedded researcher would increasingly be able to cite examples where they have acted as a local expert or advisor on research, and will have taken steps to change the infrastructure for research/evidence (e.g. developed policies to support research, routine algorithms for cleaning data, or helped to work on funding proposals).
- **Stage 4 – Visible changes to cultures and infrastructures** - At this stage, we would expect signals of long-term cultural changes to be visible in the Local Authority through, for example, instances where research is used to influence decision-making or where staff in are changing their behaviours with regards to the use of evidence.
- **Stage 5 – Long term changes** - (*Unobserved in any component of our research*) – At this stage we would expect systemic changes to occur that signal the organisation is research active including that it is embedded in the broader research ecosystem.

- The stages above represent a model of what could happen. But we also know that, contextual factors can influence progress. These factors include: (i) the resources available to conduct the research; (ii) the decisions and health challenges facing the Local Authority; (iii) attitudes to and awareness of research; and (iv) the overall strength of the existing research culture within a Local Authority. In addition, the influence of an embedded researcher 'intervention' depends very much on the skills and experience of an individual as well as the extent to which they feel supported in their role.
- Embedded researcher positions hold promise, but they often represent a single person being embedded within a Local Authority, so it's really important to remain realistic about the capacity of a single individual to change the culture of a whole organization. This is particularly the case with Embedded Researchers who are often not employed in senior levels.
- **The nature of understanding the contribution of embedded researchers is often about identifying incremental changes that together constitute subtle but perceptible changes towards becoming more research active. In other words, having more frequent conversations about research and evidence may be a more realistic and meaningful step towards a research active culture than, for example, expecting the publication of a journal article or report.**
- In section 8, we outline our assumptions, based on our multi-methods research, of how the role of an Embedded Researcher could work differently across different types of Local Authority.

6. What do we identify as good practice in the design of job descriptions for Embedded Researcher?

Part of our existing research involved analysing job descriptions for Embedded Researchers, and the results of this analysis as well as the results from other components of our research led us to identify the following as elements of good practice:

- **Co-creation:** Our research underscores the importance of co-creating embedded researcher interventions through designing a collaborative research agenda.
- **Try to be clear about the aims of the post (and not only the direction of travel):** Job descriptions can describe the broad aims underpinning the role (e.g. help the organisation become more research active). However, it may be more important to specify the aims of the role itself. For example:
 - In less research active Local Authorities the aim could, for example, be around initiating activity: “to help foster connections between the Local Authority and research stakeholders and work collaboratively to understand the barriers and facilitators to developing a research active culture”.
 - In Local Authorities with moderate levels of pre-existing research activity, the aim could, for example, be around consolidating existing levels through “showcasing the value of evidence in public health decision-making through completing demonstration projects”
 - In Local Authorities with moderate-high existing levels of pre-existing research activity, the aim, for example, could be amplifying and sustaining existing activity through “supporting the role of the Local Authority in local research systems and strengthening processes for research generation [and/or] knowledge brokering [and/or] facilitating research”.
- **Include pragmatic details:** Roles where there is an element of dual affiliation are relatively novel (although dual affiliation is an attractive part of the role for prospective researchers). Therefore, there is a need to include details around: (i) the organisations involved; (ii) where the role will be based; and (iii) management and supervision arrangements particularly if the role does involve joint oversight. Offering a named contact within the Local Authority to discuss the role and these arrangements could help to widen the field of prospective candidates. Where these arrangements had not been established, our research found that this could slow the progress of the Embedded Researcher.
- **The importance of being clear about the skills/career opportunities that could follow being an embedded researcher:** Where possible, details of the funding and duration of the role should be included. There also needs to be a joint vision between the organisations involved, as well as eventually the embedded researcher, around where the role is expected to lead. Our research suggests that a source of apprehension among researchers of taking on embedded researcher roles is a lack of understanding about the benefits that such a role could bring (e.g. breadth of experiences in applied policy research setting) and consequently the likely career opportunities that could follow.
- **Clarity around the exploratory nature of the roles:** Part of these roles involve both assessing the current levels of research activities and forming strategies to address gaps in these levels. This entails working in an exploratory and iterative way. In addition, the model of dual affiliated researchers within Local Authority public health teams remains relatively novel. Offering clarity upfront that the roles are exploratory and iterative can be reassuring to embedded researchers.
- **Provide an overview of the context:** Some indication of the research context within the Local Authority can better prepare candidates for the role and can ensure that the most

suitable candidates are employed. An induction programme also needs to be established for the role.

- **Situational analysis:** All roles, regardless of the context, should include undertaking some form of situational analysis in the description. This involves assessing people's capacity and skills in sourcing and identifying research, appraising research, interpreting research, mobilising research, and/or in undertaking research.
- **Generating research:** All descriptions should be clear that generating research is not necessarily a core part of the day-to-day role but that strong knowledge of research methods is needed. However, to make the role more attractive to candidates, there may be a need for the role to provide some dedicated research time.
- **Be realistic!** Be realistic about the type of experience that a candidate is likely to possess. For example, not many people have experience of both working in Local Authorities and experience as an academic researcher. Avoid drawing too heavily existing blueprints (which can be wrong or have a misleading focus) and ensure that the roles are tailored to public health research.
- **Co-creation of the role can continue after the embedded researcher is in post:** Co-creation need not stop once the embedded researcher is in post. Along with the embedded researcher themselves, there may be a need to keep iterating the role where necessary at planned periods – this may include co-creating a revised job description.

7. What would good support from the Local Authority look like for embedded researchers?

Facilitate face-to-face interaction: Embedded researchers will greatly benefit from working environments which foster opportunities for informal and regular conversations with colleagues. Such interactions will both strengthen the embedded researcher's cultural embeddedness within a team and provide invaluable learning opportunities for embedded researchers to gain insight on the local research context. Local authorities can enable face-to-face interactions through, for example, providing embedded researchers with a desk and fostering a culture which encourages in person working (e.g., anchor days).

Ensure clear support networks are in place: Given the novel and often-exploratory nature of their roles, it is critical to provide embedded researchers with clear and regular channels of support. This support can in part be provided through assigning embedded researchers a supervising member of staff within the local authority (even if they also have a supervisor from a research organisation) who has the capacity to meet regularly to guide and be a sounding board for the role. Peer support is also highly valuable to embedded researchers who could be linked into existing networks such as the FUSE Embedded Researchers in Councils Network and the PHLARP Network from the onset of their role.

Link embedded researchers into their LA team: Introductions and endorsements from colleagues can help embedded researchers build trusting networks within the LA, in part through enhancing their credibility. Line managers/supervisors can play a key role in introducing embedded researchers to a team, promoting their role, and providing them entry into relevant meetings. Supervisors can further enhance the influence of embedded researchers

through connecting them to relevant decision makers and championing research themselves at upper levels of the LA.

Offer an induction package: LAs are highly complex and diverse organisations that are typically distinct from research organisations. Embedded researchers would greatly benefit from an induction package which introduces them to LA systems and processes, as well as the resources that are available to them.

Provide opportunities for career development: Both the backgrounds and career aspirations of embedded researchers are likely to be highly diverse and there is typically no clear career trajectory for these roles. As such, providing opportunities for professional development in line with career aspirations is important to ensuring the embedded researcher feels supported and secure in their role. Depending on individual career goals, LAs could provide opportunities for embedded researchers to attend conferences, work on academic publications, and/or attend training to develop their research and communication skills.

8. How might embedded researcher positions work differently in different Local Authorities?

- Below, we present three scenarios where an Embedded Researcher could occupy different roles depending on the level of research activity within the Local Authority:
 - In a Local Authority with low levels of existing research activity, the Embedded Researcher acts as an **Initiator** of the first steps towards being Research Active
 - In a Local Authority with moderate levels of existing research activity, the Embedded Researcher acts as a **Consolidator** building on some elements of existing good practice towards being Research Active
 - In a Local Authority with moderate to high levels of existing research activity, the Embedded Researcher acts as an **Amplifier** and works to sustain elements of existing good practice towards being Research Active
- These are hypothesised cases. We did not seek to classify any of our source data in this way and arguably all of our data derive from Local Authorities with some degree of research activity. The purpose of the cases is to provide scenarios to support idea generation of what could be expected from an Embedded Researcher and how this differs across contexts.

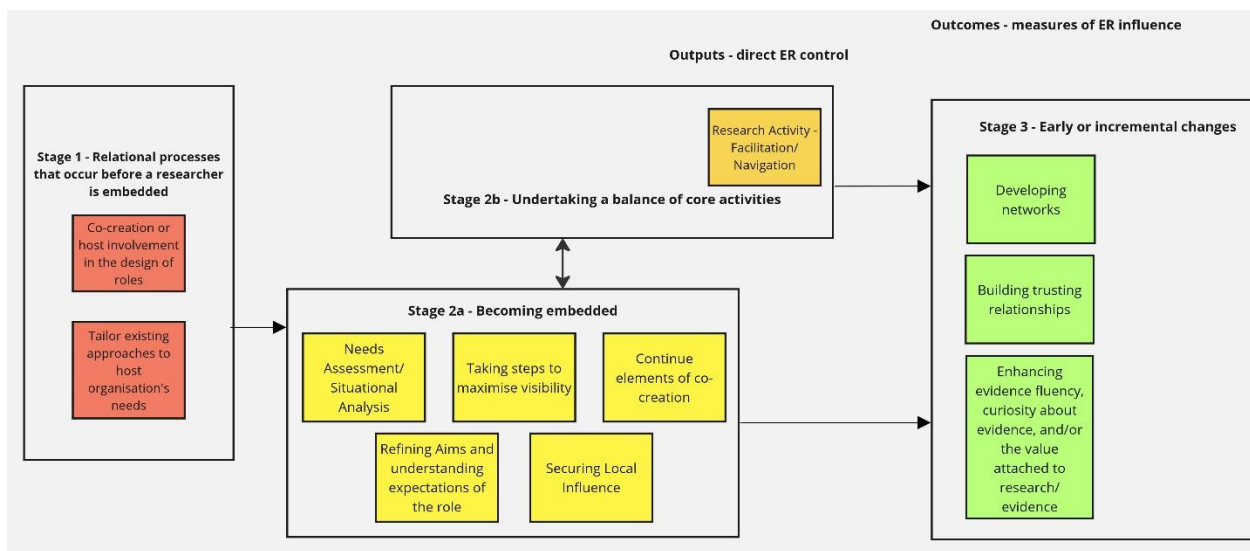
Case 1 Local Authorities where the Embedded Researcher is an **Initiator** of the first steps towards being Research Active

- Local Authorities where the Embedded Researcher is an Initiator of the first steps towards being Research Active may have low levels of pre-existing research activities.
- Typically, these Local Authorities may not ordinarily seek opportunities for strengthening research cultures (e.g. through the Health Determinants Research Collaborations).
- The Local Authority may have few contacts with researchers and research organisations; there may be no clear routine processes established to incorporate different forms of evidence into decision-making; and there may be low levels of awareness of the potential benefits of being research active.

- Here the embedded researcher role is around initiating conversations and widening awareness of the benefits of being research active.

Logic model of what might be in scope for an Embedded Researcher in an Initiator Role

The aim of embedding a researcher in this type of Local Authority as an Initiator could be to build networks upon which Local Authority public health teams can develop further. Building networks with other Local Authority research specialists and/or a research partner (typically a university) will help to create a sustainable programme which involves (i) building awareness of the benefits of research and being research active; (ii) establishing trusting relationships that are the basis for Local Authorities to develop more research active cultures in the future.



<p>Stage 1 – Building relationships</p>	<p>This stage will involve: co-creation or host involvement in the design of the roles, and making decisions about how the intervention needs to be tailored to the Local Authority context.</p> <p>Potential measures and outputs within 12 months: Regular meetings between Local Authority and the partner organisation where the role of the Embedded Researcher is co-designed (including with the Embedded Researcher themselves).</p>
<p>Stage 2a – Becoming embedded</p>	<p>Before and alongside conducting research activities, embedded researchers will undertake a variety of activities to become embedded including: (i) undertaking a needs assessment or situational analysis; (ii) taking steps to maximise visibility; and (iii) securing local influence. They will also continue to co-create the role, in part based on the situational analysis.</p> <p>Potential measures and outputs within 12 months:</p>

	<p><i>Situational Analysis:</i> A piece of research outlining the skills and capacity across the Local Authority to source, interpret, mobilise, and generate different types of research. This report will be developed by the embedded researcher and may be the first of its kind within the Local Authority; evidence from this research will generate novel insights into the potential barriers and facilitators facing the Local Authority in developing the research culture.</p> <p><i>Maximising visibility:</i> Arranging meetings with key stakeholders individually and in group settings using different strategies.</p> <p><i>Securing local influence:</i> Arranging meetings with senior colleagues to secure local influence; presenting on the role to local Councillors; receiving introductions and endorsements from line managers.</p>
<p>Stage 2b – Undertaking core activities</p>	<p>Embedded researchers conduct activities to support research activity focused on research facilitation including, for example, providing training and building a shared understanding of research.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>TBC – dependent on the results of the situational analysis but examples could include:</i></p> <ul style="list-style-type: none"> - Awareness raising activities (e.g. delivery of research workshops; showcase events; generating a bank of research impact case studies from within the Local Authority and beyond; arranging guest speaker slots) - Providing training on sourcing and appraising research evidence to inform decision-making
<p>Stage 3 – Observations of early or incremental changes</p>	<p>Embedded researchers start to identify milestones or achievements that indicate early changes in research activity including developing networks with research stakeholders and building trusting relationships within the organisation.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>TBC – dependent on the results of the situational analysis but examples could include:</i></p> <ul style="list-style-type: none"> - Meetings with other Local Authorities, Research Organisations etc. - Joining or establishing local networks or partnerships based around research. - Establishment of research focussed meetings or a network within a Local Authority. - Joining or establishing networks of embedded researchers.

	<ul style="list-style-type: none"> - Discussions initiated around a memorandum of understanding with a university department for collaborative research activities. - Establishing list of priority research topics to share with research community.
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Key skills and experiences for embedded researcher as an initiator

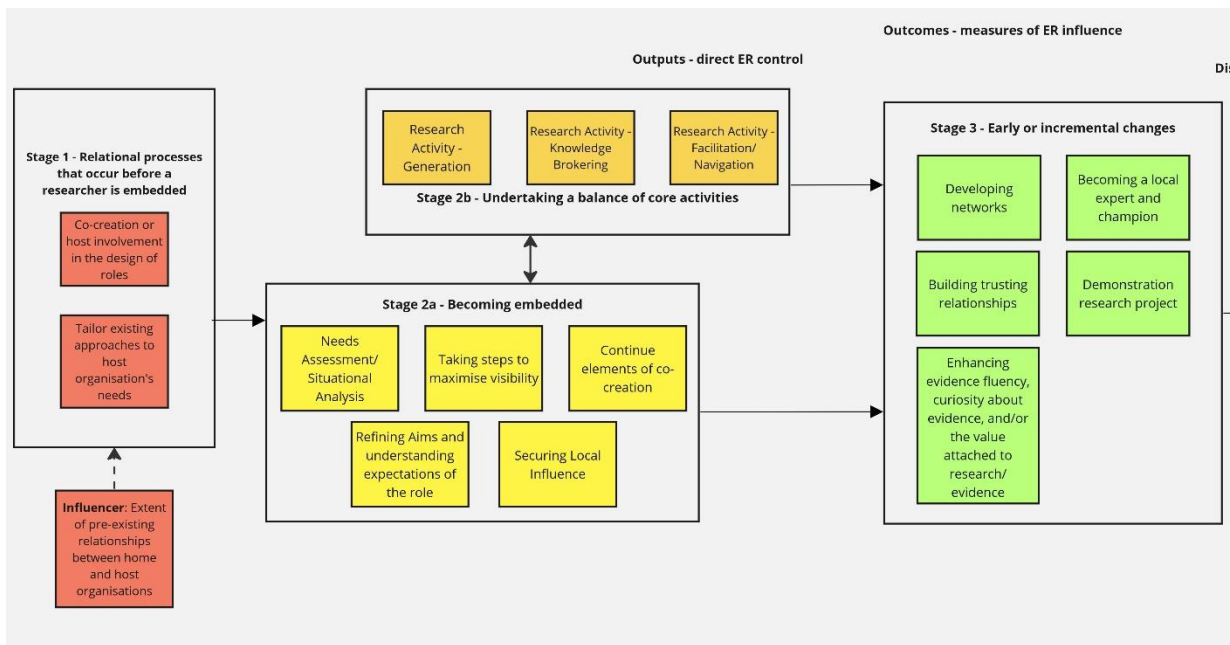
- A willingness to work in a research facilitation role that involves a heavy emphasis on networking and less emphasis on research production.
- Strong communication skills and experience of 'managing upwards'.
- Experience and willingness to inform on a range of research methods.

Case 2 Local Authorities where the Embedded Researcher is a **Consolidator** building on some elements of good practice

- Local Authorities where the Embedded Researcher is a Consolidator building on some elements of good practice may have moderate levels of pre-existing research activities (irrespective of public health needs).
- These Local Authorities may have some understanding of the existing issues around skills, capacity, awareness or perceived value of research. Some processes for incorporating different forms of evidence into decision-making may be in place, although they may not be widespread or routine.
- These Local Authorities may have considered opportunities for strengthening research cultures (e.g. Health Determinants Research Collaborations) but may not have applied for many opportunities.
- Here the embedded researcher role is around consolidating and building on elements of good practice and gaining a further understanding of barriers and facilitators.

Logic model of what might be in scope for an Embedded Researcher in a Consolidator Role

The aim of embedding a researcher in this type of Local Authority as a Consolidator is to build on elements of good practice through undertaking key demonstration projects that illuminate the value of being research active. These demonstration projects could involve undertaking research or showing clearly how utilising research leads to better decision-making. In Local Authorities where an Embedded Researcher occupies a Consolidator role, there may exist some understanding of key barriers and facilitators, although these need further exploration to identify which solutions and exemplar projects may be most suitable. After a period of time (potentially longer than 12 months) the Embedded Researcher may increasingly occupy the role of local expert and champion of research.



<p>Stage 1 – Building relationships</p>	<p>This stage will involve: co-creation or host involvement in the design of the roles, and making decisions about how the intervention needs to be tailored to the Local Authority context.</p> <p>Potential measures and outputs within 12 months: Regular meetings between Local Authority and the partner organisation where the role of the Embedded Researcher is co-designed (including with the Embedded Researcher themselves). This will build on some pre-existing knowledge of the issues facing the Local Authority.</p>
<p>Stage 2a – Becoming embedded</p>	<p>Before and alongside conducting research activities, Embedded Researchers will undertake a variety of activities to become embedded including: (i) undertaking a needs assessment or situational analysis; (ii) taking steps to maximise visibility; and (iii) securing local influence. They will also continue to co-create the role, in part based on the situational analysis.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>Situational Analysis:</i> A report outlining the skills and capacity across the Local Authority to source, interpret, mobilise, and generate different types of research. This report will be developed by the embedded researcher and will build on existing knowledge of the potential barriers and facilitators facing the Local Authority in developing the research culture.</p>

	<p><i>Maximising visibility:</i> Arranging meetings with key stakeholders individually and in group settings using different strategies.</p> <p><i>Securing local influence:</i> Arranging meetings with senior colleagues to secure local influence; presenting on the role to local Councillors; receiving introductions and endorsements from line managers. Drawing on existing networks within and beyond the Local Authority.</p>
<p>Stage 2b – Undertaking core activities</p>	<p>Embedded researchers conduct activities to support research activity; there may be a blend of research facilitation, knowledge brokering and research generation activities based on the findings of the situational analysis.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>TBC – dependent on the results of the situational analysis but examples could include some (not all) of the following:</i></p> <ul style="list-style-type: none"> - Undertaking a demonstration research project where there is an emphasis on showing how the research is conducted and how to mobilise the findings for the benefit of residents. - Using specific service commissioning or policy development opportunities as demonstration projects for showing how evidence can be identified, appraised, and interpreted to support decision-making. - Providing training on sourcing and appraising research evidence to inform decision-making - Providing training on research methods and/or research processes (e.g. ethics or co-production)
<p>Stage 3 – Observations of early or incremental changes</p>	<p>Embedded researchers to start to identify milestones or achievements that indicate early changes in research activity including developing networks with research stakeholders and building trusting relationships within the organisation and demonstration research projects.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>TBC – dependent on the results of the situational analysis but examples could include some (not all) of the following:</i></p> <p><u>Developing networks and trusting relationships:</u></p> <p>Meetings with other Local Authorities, Research Organisations etc.</p> <p>Joining or establishing local networks or partnerships based around research.</p> <p>Establishment of research focussed meetings or a network within a Local Authority.</p> <p>Joining or establishing networks of embedded researchers.</p>

	<p><u>Enhanced curiosity about evidence and research; becoming a local expert and champion:</u></p> <p>Establishing list of priority research topics to share with research community</p> <p>Research becomes an agenda item in regular meetings</p> <p>Presentation on research given to local decision-makers</p> <p>Memorandum of understanding with a university department for collaborative research activities drafted.</p> <p><u>Demonstration research project:</u></p> <p>Completion of a piece of research as a demonstration project</p> <p>Completion of a demonstration project where evidence has been brokered to inform a decision</p>
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Key skills and experiences for embedded researcher as a consolidator

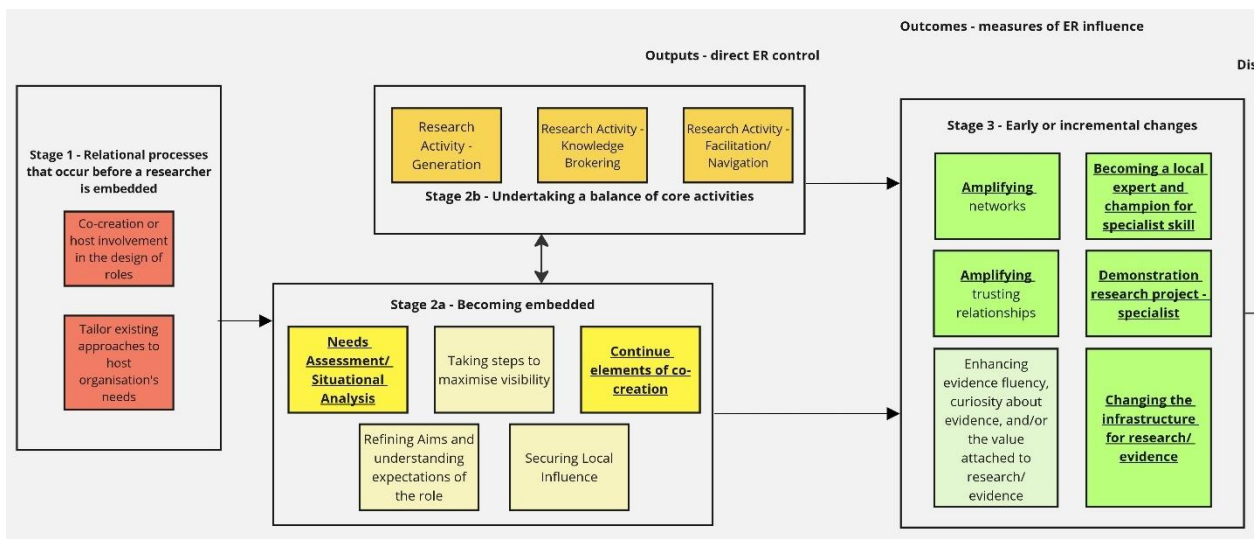
- A willingness to work in a role where there is an emphasis on knowledge brokering and networking, and less emphasis on research production.
- Strong communication skills and experience of ‘managing upwards’.
- Experience and willingness to inform on a range of research methods.
- Experience or understanding of knowledge brokering approaches.

Case 3 Local Authorities where the Embedded Researcher is an **Amplifier** of existing good practice towards being Research Active

- Local Authorities where the Embedded Researcher is an Amplifier working to sustain elements of existing good practice towards being Research Active may have moderate-high levels of pre-existing research activities.
- In these Local Authorities, there may already be some roles/individuals within the public health team that are research active. There may also be an understanding of some of the things that need to change in order for the Local Authority to become routinely embedded in research systems.
- These Local Authorities may have sought opportunities for strengthening research cultures (e.g. through the Health Determinants Research Collaborations) – they may have initiated conversations and have submitted proposals.
- Here the embedded researcher role is around amplifying existing good practice. The role of the Embedded Researcher is to work with colleagues to collaboratively develop solutions to known/suspected issues – there may also be a clear vision for a specialism needed e.g. facilitating the Local Authority to become expert at co-production of research or facilitating the Local Authority to strengthen data collection systems.

Logic model of what might be in scope for an Embedded Researcher in an Amplifier Role

The aim of embedding a researcher in this type of Local Authority is to amplify steps that have already been taken towards becoming research active. There may also be an understanding of some of the things that need to change in order for the Local Authority to become routinely embedded in research systems. Here the role of the Embedded Researcher is to work with colleagues to collaboratively develop solutions to known/suspected issues – there may be a clear vision in place for a specialism needed e.g. facilitating the Local Authority to become expert at co-production of research with residents or facilitating the Local Authority to strengthen data collection systems. The logic model below shows some of the expected stages. The elements that are bold are those that may be most important to an Embedded Researcher occupying an amplifier role and can be contrasted with elements that are in opaque boxes that may be less important.



<p>Stage 1 – Building relationships</p>	<p>This stage will involve: co-creation or host involvement in the design of the roles, and making decisions about how the intervention needs to be tailored to the Local Authority context.</p> <p>Potential measures and outputs within 12 months: Regular meetings between Local Authority and the partner organisation where the role of the Embedded Researcher is co-designed (including with the Embedded Researcher themselves).</p>
<p>Stage 2a – Becoming embedded</p>	<p>Before and alongside conducting research activities, embedded researchers will undertake a variety of activities to become embedded. In Local Authorities where the Embedded Researcher is</p>

	<p>taking on the role of Amplifier, there may already be substantial buy in to the idea of becoming more research active. The process of embeddedness may still involve elements around understanding issues and securing buy in, although these may be concentrated around a particular research problem.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>Situational Analysis:</i> A piece of research outlining the skills and capacity across the Local Authority to address a given research problem or ambition. For example, the Local Authority may want to undertake more co-production with local residents; may want to develop a particular programme in response to a health concern/inequality that is more specific to the Local Authority; or may want to attract more external research funding. This situational analysis will generate insights into the potential barriers and facilitators facing the Local Authority in developing its vision for a research culture.</p> <p><i>Continue elements of co-creation:</i> Based on the situational analysis, the embedded researcher will co-create action plans.</p>
<p>Stage 2b – Undertaking core activities</p>	<p>Embedded researchers conduct activities to support research activity. There may be a clear vision of where these efforts should be concentrated.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>TBC – dependent on the results of the situational analysis but examples could include:</i></p> <ul style="list-style-type: none"> - Research generation – developing research in situ in response to a known need. - Knowledge brokering – developing processes for embedding research into decision-making - Research facilitation – supporting the capacity of others; developing measures to strengthen the infrastructure with regards to a particular need; delivering training; making links with others
<p>Stage 3 – Observations of early or incremental changes</p>	<p>Embedded researchers start to identify milestones or achievements that indicate early changes in research activity including developing networks with research stakeholders and building trusting relationships within the organisation.</p> <p>Potential measures and outputs within 12 months:</p> <p><i>TBC – dependent on the results of the situational analysis but examples could include some (not all) of the following:</i></p> <p><u>Amplifying links:</u></p>

	<ul style="list-style-type: none"> - Meetings with new Local Authorities, Research Organisations etc. - Joining or establishing new or specialist local networks or partnerships based around research. - Establishment of specialist research focussed meetings or a network within a Local Authority. - Joining or establishing networks of embedded researchers. - Discussions advanced around a memorandum of understanding with a university department for collaborative research activities. <p><u>Demonstration research project:</u></p> <ul style="list-style-type: none"> - Completion of a piece of specialist research to further Local Authority's vision - Completion of a project to further Local Authority's vision that involves brokering evidence to support a decision or programme - Facilitation of a significant research project (e.g. sourcing, cleaning or linking data for analysis within the public health team) <p><u>Changing the infrastructure for conducting research:</u></p> <p>In response to the vision of the Local Authority, the Embedded Researcher could, for example:</p> <ul style="list-style-type: none"> - Develop a strategy for a particular research method or approach (e.g. a strategy for co-producing research) - Develop and implement a process for conducting research around a particular inequality or group that is significant for the Local Authority (e.g. a strategy for conducting research with Gypsy and Traveller communities or research around diabetes prevention)
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Key skills and experiences for embedded researcher as an initiator

As this role is likely to be more specialist than in the other cases (and reflective of the Local Authority vision/need), the skill profile will reflect this. Nevertheless the following principles are likely to apply once again:

- A willingness to work in a role with a greater emphasis on research facilitation and navigation than research production.
- Strong communication skills and experience of 'managing upwards'.
- Experience of leading on key strategic projects.

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