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Corporate Stakeholder Benchmarking Research

Ipsos MORI final report for BBSRC

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Executive Summary

Executive Summary

The Biotechnology and Biological Sciences Research Council (BBSRC) commissioned Ipsos MORI to undertake research into stakeholder perceptions of it. We undertook qualitative research while, BBSRC conducted an online survey of stakeholders that Ipsos MORI independently analysed. This report is therefore based on the findings from 30 in-depth interviews conducted between 11th February and 21st March 2014, and the 383 completed online surveys that were returned from 10th – 31st March 2014.

Awareness and understanding

Awareness and familiarity with BBSRC was high across its stakeholder audience and the majority of stakeholders felt BBSRC kept them well informed about its work (73%). Their main interactions with the organisation tended to be through receiving invitations to events, visiting the BBSRC website and face-to-face contact. Interactions with BBSRC were generally rated positively as well (80% affirmed this). Understanding of BBSRC's role was also strong; the in-depth interviews showed that there was a broad consensus that BBSRC is one of the lead funding agencies for academic research and training in the biosciences, while the survey findings emphasised that BBSRC was most closely associated with its funding role, followed by its responsibilities for knowledge exchange and innovation, skills and training and science policy.

While these findings were fairly consistent across stakeholder sectors, academics reported particularly high awareness and understanding of BBSRC in both the qualitative and quantitative elements.

Working relationships

More than half of stakeholders completing the online survey found BBSRC easy to work with (56%); with academics particularly likely to state that this was the case (68%). Very few stakeholders rated BBSRC as difficult to work with but around three in ten found it neither easy nor difficult (31%), suggesting that some relationships could be developed further.

A strong desire to work more closely with BBSRC was evident (particularly among NGOs). The drivers of this appeared to be that BBSRC was viewed as a key organisation in UK bioscience and that relationships weren't as close or productive as they could be in some instances. Most stakeholders felt forging closer working relationships was their responsibility as much as BBSRC's. However, a few felt that BBSRC could have been more proactive – BBSRC may need to instigate more frequent interactions with stakeholders to address this perception. However, it should be noted that two in five felt their relationship was about right (42%).

While working relationships tended to be productive and viewed positively, a broad cross-section of stakeholders felt there was scope for BBSRC to add more value to their organisations. Academics rated BBSRC higher than other stakeholder sectors in terms of adding value but they also were more likely to think that it could add more, suggesting that they may have particularly high expectations of the organisation.

The in-depth interviews explored what underpinned ratings of working relationships. The key drivers of positive perceptions that emerged are outlined below.

- Having direct points of contact and personal relationships with BBSRC staff, as well as coherence and continuity in relationships.
- BBSRC staff having sufficient knowledge and expertise to understand the aims and challenges of stakeholders.
- BBSRC providing assistance and helping stakeholders to navigate the bioscience sector.
- An open and transparent approach to stakeholder engagement – face-to-face contact was appreciated.
- Being proactive and consultative, as well as fostering an ongoing dialogue. This was often linked to stakeholders being involved in decisions that affected their work or areas of interest, and feeling that they were genuinely influencing BBSRC.
- Relationships also appeared to work well where BBSRC utilised different channels of communication and tailored them to stakeholders.

While BBSRC was thought to have a strong reputation, was trusted and had established largely positive working relationships, areas for improvement were evident. For example, some industry representatives requested more roundtable events or seminars, NGOs had a desire to play a more active role in public forums, and government and policy stakeholders tended to want a more consistent dialogue around how research could be translated and made accessible to policy-makers.

Performance and impact

BBSRC was widely perceived to be an organisation that was performing well. Spontaneous descriptions of BBSRC varied but survey respondents most frequently described it as 'credible' and 'evidence-based', and in the qualitative interviews as 'forward-looking' and 'innovative'. Additionally, three-quarters of survey respondents reported that they were advocates of BBSRC (76%) and approaching nine in ten were favourable towards it (88%) – strong indicators that BBSRC is performing well.

The in-depth interviews highlighted that this was partly due to the trust BBSRC had built over the past twenty years. However, other factors emerged.

- BBSRC was perceived to have been an ambassador for, and promoter of, excellence in bioscience research.
- BBSRC was seen to be driving forward priority areas such as global food security.
- It was also thought to be a proactive organisation funding progressive research.

However, BBSRC is perceived to be operating in a fast-moving and competitive environment and stakeholders felt there were areas it could strengthen. These included refreshing processes that were thought to be slow or bureaucratic and addressing shortfalls in capability and expertise in certain areas of the biosciences.

BBSRC's contribution to social and economic impact in the UK was a fairly divisive issue. A recurring challenge, primarily raised by industry and government and policy stakeholders, was ensuring that

knowledge exchange occurs and that research benefits industry and influences policy. Some did praise BBSRC and felt it was enabling work that had a real impact on the UK economy and on people's lives. However, many found it difficult to define or pinpoint BBSRC's impact. This was reflected in the survey findings as the mean rating of BBSRC's contribution to economic impact was 6.3 out of ten; while for social impact it was 5.5 out of ten. As a result, several stakeholders interviewed qualitatively felt BBSRC could do more to promote the inherent value of research and to communicate success stories that would highlight its impact.

BBSRC's vision and strategic direction

Stakeholders tended to be broadly familiar with BBSRC's mission but often lacked a detailed knowledge or understanding of the specifics of it. When provided with it, BBSRC's vision resonated with stakeholders, as they often had similar aims and supported its aspirations. In terms of the extent to which BBSRC was achieving its vision, responses were more varied. This was reflected in the survey findings, as the mean rating given by stakeholders for sharing BBSRC's vision was 7.7 out of ten, while for achieving it the score was 6.3 out of ten. The majority of stakeholders also felt there was scope for them to work more closely with BBSRC to achieve its vision (81%), again emphasising that there was a desire to work more closely with BBSRC.

The vast majority of survey respondents agreed that the UK has a world-leading position in bioscience (88%) – stakeholders also tended to think this was due to BBSRC (77% a great deal of a fair amount). The qualitative participants supported this but some provided caveats – one of which was that the UK's position varied by sub-sector, while some stakeholders recognised the contributions of other funders and the strength of UK universities. Additionally, a number of stakeholders interviewed qualitatively felt BBSRC would need to be wary of competition from overseas and should be actively horizon scanning so that it can ensure the UK is prepared to capitalise on key growth areas.

Future priorities

When asked to reflect on the future priorities for BBSRC, a number of topics emerged consistently that were seen as both opportunities and challenges for the organisation. The most common priorities stakeholders felt BBSRC should be addressing were:

- building on its position and continuing on its current trajectory;
- securing a level of funding that will enable it to fund a wide range of research;
- forging closer links between industry and academia;
- increasing collaboration with other Research Councils and research funders, and embracing interdisciplinary research; and
- promoting achievements more actively to the public and within the sector.

Underpinning these themes was a desire for BBSRC to be adaptable and to take advantage of opportunities when they become available so that the UK will retain its strong position in the sector.

Emerging themes

A number of consistent themes emerged during the research that may be beneficial for BBSRC to consider. The findings of the research suggest that addressing these points will help BBSRC to highlight its impact, build stakeholder relationships and maintain its strong position and reputation.

- Developing a better understanding of the needs, expectations and motivations of specific stakeholders.
- Looking at the method and frequency in which BBSRC interacts with stakeholders.
- Developing relationships with NGO and government and policy sectors.
- Improving messaging around BBSRC's role in UK bioscience and the social and economic importance of this, as well as providing greater clarity around the impact of BBSRC.
- Utilising stakeholder favourability and advocacy towards BBSRC.

Introduction

1 Introduction

1.1 Background

The Biotechnology and Biological Sciences Research Council (BBSRC) vision is to lead world-class 21st century bioscience, promote innovation in the bioeconomy and realise benefits for society within and beyond the UK. As it enters its 20th anniversary year, BBSRC is entering a key period in its development as it strives to achieve these goals, including the arrival of a new Chief Executive and a strategic plan refresh.

In this context, a review of how corporate stakeholders perceive BBSRC is essential in helping the organisation to understand how it is performing and how it is viewed externally. A robust audit of stakeholder opinion will also enable BBSRC to build on what it does well and to address areas for improvement.

To do this, BBSRC commissioned Ipsos MORI to undertake qualitative in-depth interviews with a cross-section of organisations it works with. Ipsos MORI also provided support and guidance on a quantitative online survey of stakeholders that BBSRC conducted. This report synthesises the findings from both strands of the research.

1.2 Research aims and objectives

The overall aim of this research was to help BBSRC understand how it is perceived externally and to gauge the level of support corporate stakeholders have for BBSRC. The research was designed to give an indication of how successful BBSRC has been at engaging stakeholders and leveraging stakeholder support to secure the best possible environment for UK bioscience research.

However, within this, the specific objectives of the research were to:

- understand why corporate stakeholders wish to engage with BBSRC and what deliverables they expect from BBSRC;
- provide a clear picture of how corporate stakeholders currently view their relationships with BBSRC;
- identify areas where current relationships can be developed, strengthened and maintained;
- identify stakeholders with which BBSRC should be better connected; and
- provide a baseline for where BBSRC is now, so that progress can be measured in future.

1.3 Methodology

The research consisted of two distinct phases: qualitative, in-depth interviews and a quantitative online survey. The approach to each is detailed below.

1.3.1 Qualitative interviewing

Development of the discussion guide

Discussions were held with BBSRC at the outset of the research to establish the key themes and issues to explore during the qualitative phase. Ipsos MORI and BBSRC then designed the discussion guide which was used as the basis of the interviews iteratively. The majority of the guide was qualitative in style; however, it also included five quantitative questions to measure the opinions of these stakeholders on key indicators.

Fieldwork

BBSRC has a diverse range of stakeholders across sectors and science areas. To ensure BBSRC was able to get detailed insights into how it is perceived by stakeholders, 30 were identified and put forward as possible candidates for in-depth interviews, with a further 30 chosen in case of recruitment issues. The stakeholders identified to take part were chosen based on their sector and the topics being discussed. This was to ensure a range of views were received from across BBSRC's stakeholder base, and that the sample selected was as representative of BBSRC's stakeholder audience as possible.

The sample was divided into the following categories:

- Academics (11 contacts in primary list, 2 in secondary);
- Government and Policymakers (5 contacts in primary list, 2 in secondary); Industry (14 contacts in primary list, 6 in secondary); and
- Non-Governmental Organisations (NGOs) (3 contacts in primary list, 2 in secondary).

A total of 30 in-depth interviews with stakeholders were conducted between 11 February 2014 and 21 March 2014. Each interview lasted approximately 30 to 45 minutes. All interviews were conducted over the telephone. Prior to fieldwork commencing, stakeholders were sent an email signed by Professor Jackie Hunter, BBSRC Chief Executive, which outlined the purpose of the research and invited them to take part. This was followed by a telephone call from one of Ipsos MORI's specialist recruiters, confirming whether or not the stakeholder could participate and, where possible, arranging a convenient date and time for an interview.

Additionally Professor Jackie Hunter has been undertaking a series of introductory meetings with high-level policy makers from across Parliament and the civil service (seven of these meetings have fallen within the timescales of the research). As part of these meetings she has been asking all of these individuals about their interactions with BBSRC, who they see as BBSRC's key stakeholders and future opportunities and challenges for BBSRC.

The feedback from these meetings, reported by Professor Hunter, is that policy makers, who sit outside of BBSRC's sponsoring Department (the Department for Business, Innovation and Skills), are not aware of BBSRC, however, once BBSRC's remit is explained to them, they are supportive of the importance of research for the economy.

Breakdown of interviews

While the named stakeholders provided by BBSRC were contacted in the first instance, referrals to an individual of similar seniority were accepted where appropriate. In total, five referrals were made. Recruiters were instructed to book appointments with stakeholders from each of the groups according to quotas set by BBSRC. Table 1.1 shows the number of interviews completed for each group.

Table 1.1 – Breakdown of completed qualitative interviews

Stakeholder Group	Number of interviews conducted
Academics	9
Government and Policy	4
Industry	13
NGOs	4
Total	30

For a complete itemisation of the organisations that participated in the research, please refer to Appendix A.

Interpreting the data

With the exception of quantitative questions asked in the course of the interviews, the data gathered in this research are qualitative. Qualitative research is not designed to provide statistically reliable data on what participants as a whole are thinking. It is illustrative, exploratory and based on perceptions.

Qualitative research is intended to shed light on why people have particular views and how these views relate to the experiences of the participants concerned. One to one interviews enable respondents to participate in an informal and interactive discussion and to allow time for complex issues to be addressed in some detail. It also enables researchers to test the strength of people's opinions. This approach, in other words, facilitates deeper insight into attitudes underlying the "top of mind" responses to quantitative studies.

Verbatim comments from the interviews have been included within this report. These should not be interpreted as defining the views of all participants but have been selected to provide insight into a particular issue or topic.

The quantitative data collected during the qualitative interviews are used to provide indicative insights into the views of this group of stakeholders and are used to support the findings from the online quantitative survey. They are not used to compare against the survey due to the small base size and the different method of data collection.

All participants were assured that their responses would be anonymous and that information about individual cases would not be passed on to BBSRC. At the end of each interview though, interviewers checked the level of attribution that participants would be happy with. While some were content to be fully

attributed, many asked for some level of anonymity. As a result, we have only attributed each quote to the stakeholder sectors provided by BBSRC.

1.3.2 Quantitative research

Questionnaire and methodology

The start of the quantitative phase of the research was staggered so that the questionnaire design could be informed by the emerging findings from the qualitative interviews. Ipsos MORI and BBSRC then drafted the questionnaire in partnership. The survey itself utilised an online, self-completion methodology and was hosted, scripted and processed by BBSRC using the World App 'Key Survey' tool.

Sampling and fieldwork

BBSRC selected a sample of 1,495 stakeholders to approach and sent email invitations to these respondents. Of these, 130 were classified as 'deadwood' as BBSRC received bouncebacks stating that these email addresses were incorrect. From the eligible sample, 383 stakeholders responded – creating an adjusted response rate of 28%. The fieldwork period was Monday 10th March – Monday 31st March 2014.

The profile of respondents

The survey asked respondents to self-classify which of the four key stakeholder sectors they fell within, what kind of role they have within their organisation, where their work overlaps with BBSRC's remit and how they tended to engage with BBSRC. The following charts detail the profile of respondents who completed the survey against these questions.

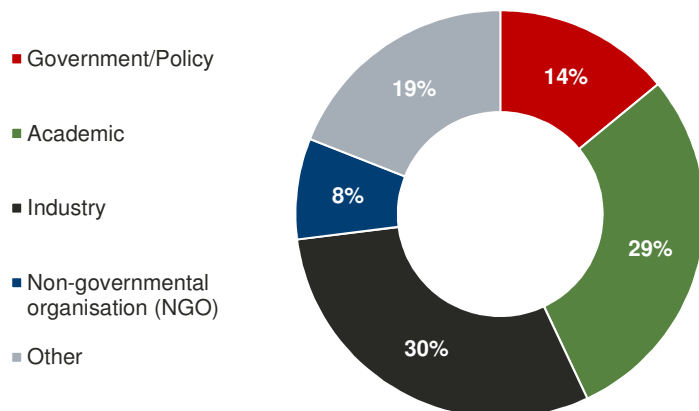
Table 1.2 shows the number of respondents falling within each stakeholder sector, while figure 1.1 emphasises that the largest groups of respondents self-classified as working for industrial (30%) or academic organisations (29%). More than one in ten work for a governmental or policy organisation (14%), and eight per cent for an NGO. One in five felt they should be classified outside of these four sectors (19%).

Table 1.2 – Breakdown of completed quantitative interviews

Stakeholder Group	Number of interviews conducted
Academics	111
Government and Policy	53
Industry	115
NGOs	30
Other	74
Total	383

Figure 1.1 – Stakeholder sectors

Which of the following classifications best describes the organisation you work for?



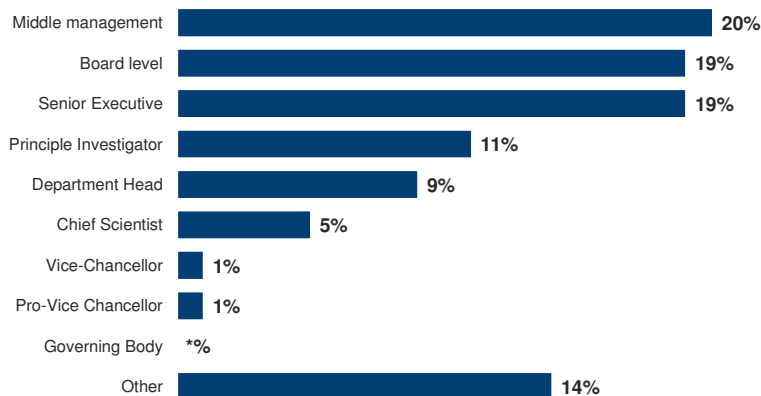
Base: All stakeholders (383); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Figure 1.2 highlights that respondents have various roles, with respondents most commonly at middle management (20%), Board (19%) or Senior Executive (19%) level.

Figure 1.2 – Stakeholder roles

In your organisation, what kind of role do you have?



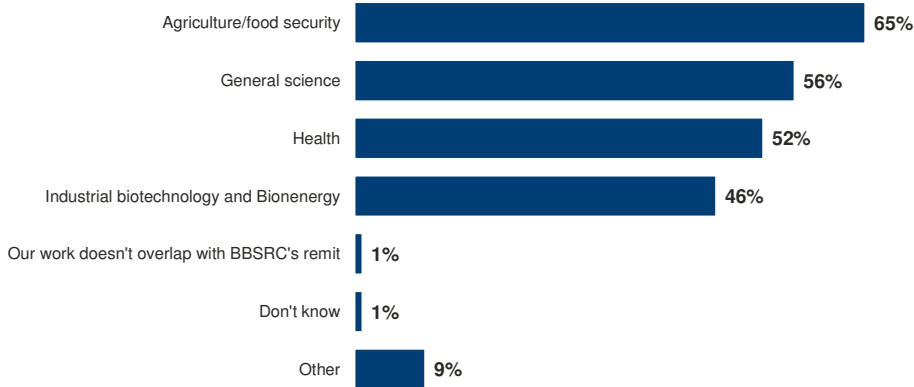
Base: All stakeholders (383); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Two-thirds of respondents stated that their organisation's work overlapped with BBSRC's regarding agriculture/food security (65%). More than half referred to general science (56%) and health (52%), whilst a lower proportion noted industrial biotechnology and bioenergy (46%).

Figure 1.3 – Where stakeholder's work overlaps with BBSRC's remit

In which, if any, of the following areas does your organisation's work overlap with BBSRC's remit?



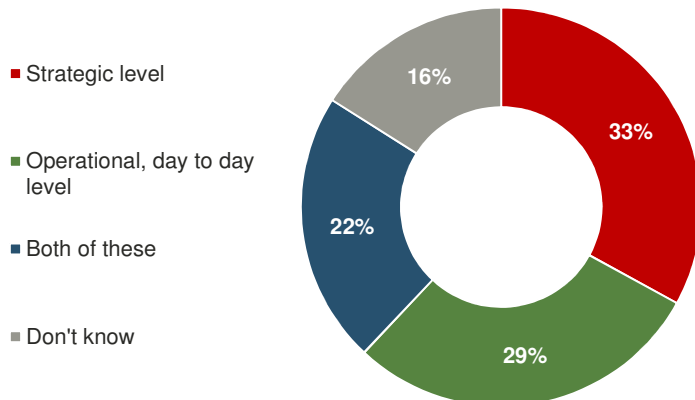
Base: All stakeholders (383); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

One in three respondents reported that they mainly engaged with BBSRC at the strategic level (for example regarding BBSRC's goals and strategic direction – 33%), while three in ten said their contact tended to be more operational (for example sitting on panels, or reviewing grant applications – 29%). More than one in five stated that they commonly engaged with BBSRC at both levels (22%), and one in six did not know (16%).

Figure 1.4 – Level of engagement

How do you mainly engage with BBSRC – at a strategic level or a day-to-day operational level?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Interpreting the data

Data have not been weighted as the sample profile of BBSRC's stakeholders is unknown. It should also be remembered at all times that a sample and not the entire population of BBSRC's stakeholders took part in this survey. Consequently, all results are subject to sampling tolerances, which means that not all differences are statistically significant.

As the survey respondents are only samples of the total “population”, we cannot be certain that the figures obtained are exactly those we would have if everybody had been interviewed (the “true” values). We can, however, estimate the variation between the sample results and the “true” values from knowledge of the size of the samples on which the results are based, and the number of times that a particular answer is given. The confidence with which we can make this prediction is chosen to be 95% – that is, the chances are 95 in 100 that the “true” value will fall within a specified range.

The following table illustrates the predicted ranges for different sample sizes and percentage results at the “95% confidence interval”¹.

Table 1.3 – Estimated sampling tolerances

	Approximate sampling tolerances at or near these levels		
	10% or 90% + or -	30% or 70% + or -	50% + or -
50	8.4	12.8	14.0
100	5.9	9.0	9.8
200	4.2	6.4	6.9
383	3.0	4.6	5.0

For example, with a total sample size of 383, if 50% of respondents were advocates of BBSRC, the chances are 95 times in 100 that the “true” value (which would have been obtained if all respondents had been interviewed) would fall within the range of +/-5 percentage points from the sample.

In a survey such as this, when two different elements of a sample are compared there are sampling tolerances that need to be considered when analysing the data. A difference must be of at least a certain size to be statistically significant. The following table is a guide to the sampling tolerances applicable to comparisons between stakeholder sectors. The differences outlined tend to be quite large due to the relatively small sample sizes, particularly regarding NGOs (whose findings should be treated with caution as a result). However, please be aware that these estimates are based on infinite populations as the universe of BBSRC’s stakeholders is not defined. In reality, the populations are likely to be relatively small which would lower these estimates but as this data is not currently available, our estimates have to be based on infinite population sizes.

¹ It should be noted that these figures assume a simple random probability sample with no design effects. In reality design effects are likely to occur and widen the margin of error.

Table 1.4 – Approximate differences required for significance testing

	Approximate differences required for significance at or near these percentages		
	10% or 90%	30% or 70%	50%
Industry stakeholders vs. academic stakeholders (115 vs. 111)	7.9	12.0	13.1
Industry stakeholders vs. Government and Policy stakeholders (115 vs. 53)	9.8	15.0	16.4
Academic stakeholders vs. NGO stakeholders (111 vs. 30)	12.3	18.7	20.5

For example, if 50% of industry stakeholders are advocates of BBSRC compared with 36% of academic stakeholders, then the chances are 19 in 20 that this thirteen point difference would represent a real rise in advocacy (as the margin of error in this case is 13.1 percentage points).

1.4 Limitations

When reviewing the findings outlined in this report, it is important to keep in mind the limitations of the research. Firstly, as outlined in the previous section, the majority of completed surveys were from representatives of industry (30%) or academia (29%). The same is true of the qualitative findings, as 22 of the 30 participants were defined as industry (13) or academic (9) stakeholders. The main reason that fewer NGOs and government and policy representatives took part in the research was that these sectors comprised a smaller proportion of the sample of stakeholders BBSRC identified. While this may reflect the composition of BBSRC's stakeholder audience, it is important to remember that due to the balance of responses, the overall findings will be biased toward the views of industry and academia.

Also, as the survey was conducted online it was by its nature self-selecting. With face-to-face and telephone surveys quotas can be set and potential respondents can be contacted multiple times to encourage participation. Additionally, as BBSRC's stakeholder universe isn't defined and respondents were asked to self-classify their stakeholder segment, it was not possible to devise a weighting scheme to address any potential non-response bias.

However, despite these limitations, this research provides BBSRC with a valuable picture of its stakeholder community. The quantitative survey offers useful insight into the perceptions and opinions of a broad cross-section of stakeholders, while the qualitative research provides valuable, in-depth insight as it was focussed on a smaller number of stakeholders.

1.5 Acknowledgements

Special thanks go to the stakeholders who took part in the research. We would also like to thank Tracey Jewitt, BBSRC's Science Programme and Policy Engagement Manager, and Patrick Middleton, Head of Engagement at BBSRC, for their support throughout the project.

1.6 Publication of data

As BBSRC engaged Ipsos MORI to undertake an objective programme of work, it is important to protect its interests by ensuring that the research is accurately reflected in any press release or publication of findings. As part of our standard terms and conditions of contract, the publication of the findings of this research is subject to the advance approval of Ipsos MORI. Such approval would only be refused on the grounds of inaccuracy or misrepresentation.

Awareness and understanding

2 Awareness and understanding

This chapter explores stakeholders' awareness and understanding of BBSRC. First it looks at awareness and familiarity of the organisation and the way in which this differs across stakeholder sectors, before reviewing perceptions and understanding of BBSRC's role.

2.1 Building an external reputation

BBSRC has a broad stakeholder audience and a diverse range of organisations to engage to deliver its role: from academic institutions that can benefit from BBSRC's research funding, through to industrial organisations looking to apply research; government and policy stakeholders who want to see research benefiting the UK socially and economically, and NGOs who tend to have an interest in specific fields of research that BBSRC funds. It is therefore very important that BBSRC can assess the current status of stakeholder relationships. This will enable BBSRC to gauge the level of support stakeholders have for it, assess how successful engagement approaches have been and subsequently develop and strengthen relationships.

Our experience of conducting stakeholder research for clients across the public and private sectors has led to the development of a theoretical model that defines the building blocks required to achieve a strong reputation and advocacy among stakeholders. As shown in Figure 2.1, in order to build towards advocacy, an organisation must move its stakeholders through each stage of the pyramid, with the first steps being awareness and familiarity.² Given the importance of awareness and familiarity as the foundation of stakeholder relationships, the remainder of this chapter will focus on these areas.

Figure 2.1 – The reputation pyramid – building stakeholder advocacy



² This is a tool that you can use internally to help to categorise and develop stakeholder relationships, and with it help to target your engagement and continually improve perceptions of your organisation.

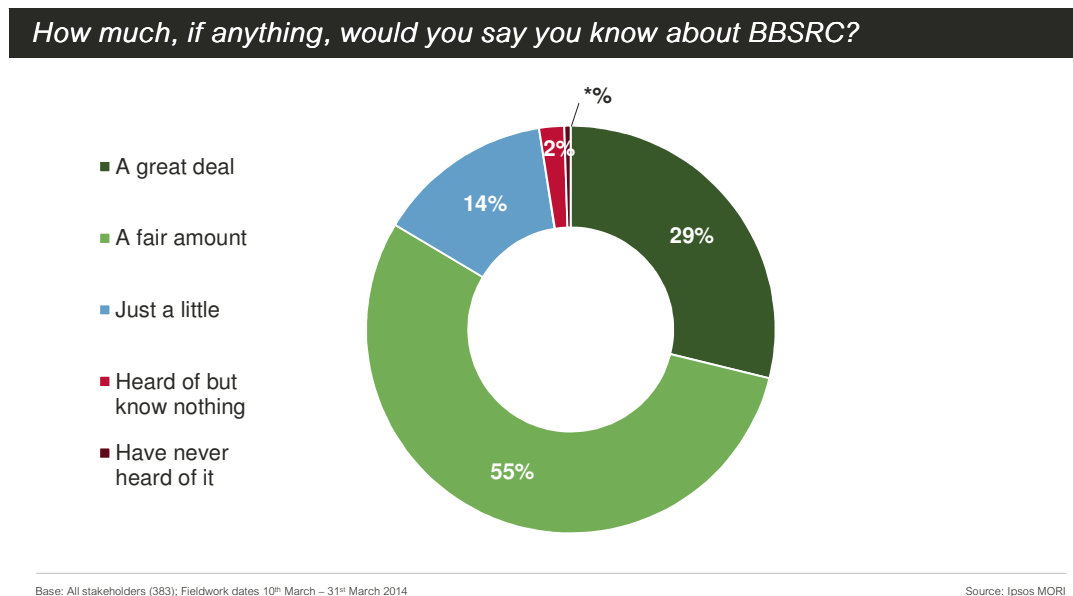
2.2 Awareness and familiarity

The majority of stakeholders responding to the online survey knew a great deal or a fair amount about BBSRC (84%). This is an important finding as the foundation of developing strong relationships with stakeholders is awareness and familiarity (as shown in the previous figure). More than one in ten knew just a little (14%), with only a small minority stating that they had very little or no knowledge of BBSRC at all.

Academics were particularly likely to feel they knew a great deal or a fair amount about BBSRC (96%), followed by government and policy (81%), industry (76%) and NGO stakeholders (73%).

These high levels of awareness and familiarity were reflected in the qualitative interviews, as despite having extremely varied interactions with BBSRC, all thirty stakeholders interviewed in-depth were familiar with the organisation and had a fairly detailed awareness of its work, though the extent of their knowledge did differ.

Figure 2.2 – Awareness of BBSRC

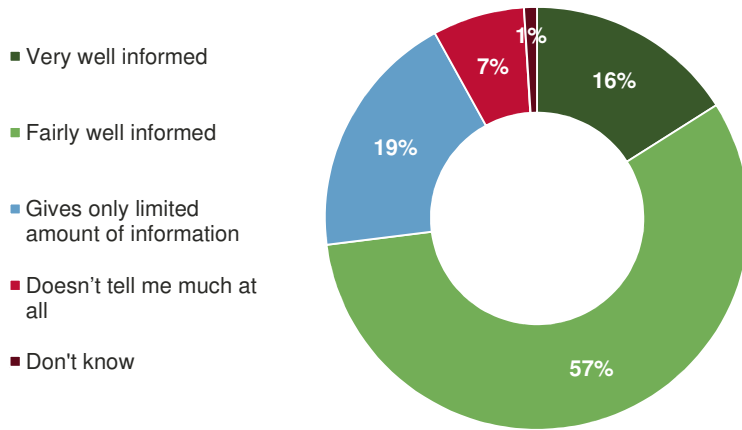


2.3 Information provision

Keeping stakeholders informed is a key driver of awareness and familiarity, which would suggest that BBSRC has done a good job of keeping its stakeholders up-to-date. This is evidenced in the survey findings, as approaching three-quarters of BBSRC's stakeholders reported that the organisation kept them well-informed about its work (73% *very* or *fairly* well). The link between information provision and awareness is further emphasised as the proportion of academics feeling informed was greater than among other stakeholder groups (85%, compared with 68% government and policy, 65% industry, 63% NGOs), and they were also the most aware.

Figure 2.3 – Keeping stakeholders informed

How well informed, if at all, do you think BBSRC keeps you about its work?



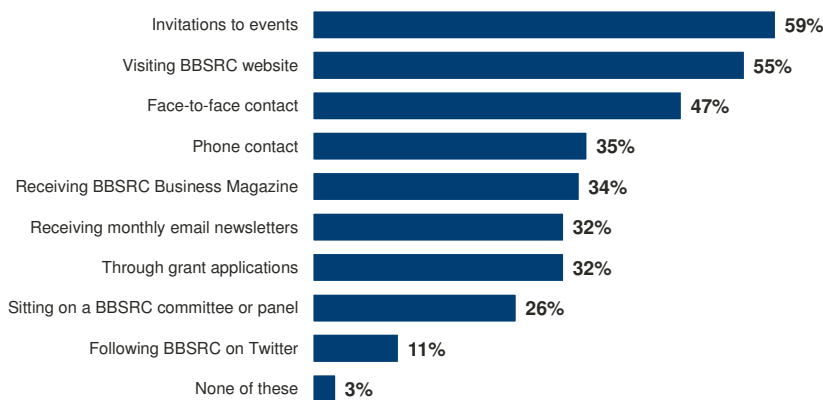
Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

When discussing how BBSRC has built high levels of awareness and familiarity among stakeholders, it is important to explore the channels through which it keeps stakeholders informed. The nature of stakeholder’s interactions with BBSRC appeared to vary. Invitations to events (59%) and visits to the BBSRC website (55%) emerged as the most common interactions, followed by face-to-face contact (47%). Several other modes of communication were referenced by more than a quarter of respondents in each case, suggesting that BBSRC uses a diverse range of channels to keep stakeholders informed. Following BBSRC on Twitter was less common, with one in ten affirming that they were currently doing so (11%). Twitter could therefore be one resource that is not being utilised to its full potential as it stands, especially as more than half of stakeholders do go online to BBSRC’s website to find information about it.

Figure 2.4 – Modes of interaction

Which, if any, of the following are the main interactions you currently have with BBSRC?



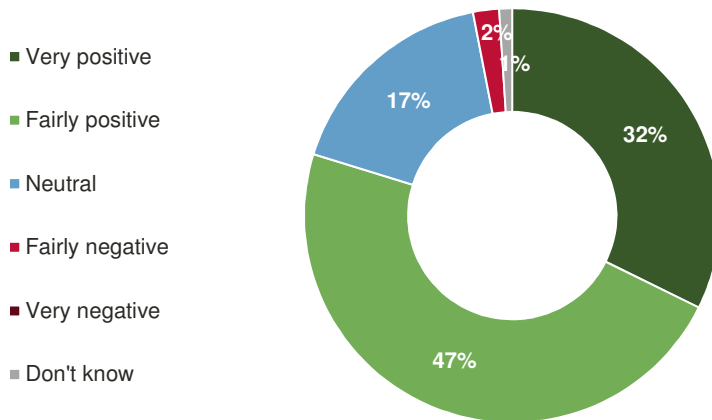
Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Figure 2.5 – Quality of interactions

When asked to rate the quality of their interactions from an overarching perspective, the majority stated that they were positive (80%), with one in three stating that they were very positive. A small minority rated their interactions negatively (2%), while 17% were neutral.

Thinking about all of your interactions with BBSRC, would you describe your interactions as ?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

This shows that the foundations of BBSRC's stakeholder relationships are strong. Stakeholders tended to be aware and familiar of the organisation, interacted with BBSRC through a variety of channels and rated their interactions with it positively, as well as generally feeling well-informed.

2.4 Understanding of BBSRC's role

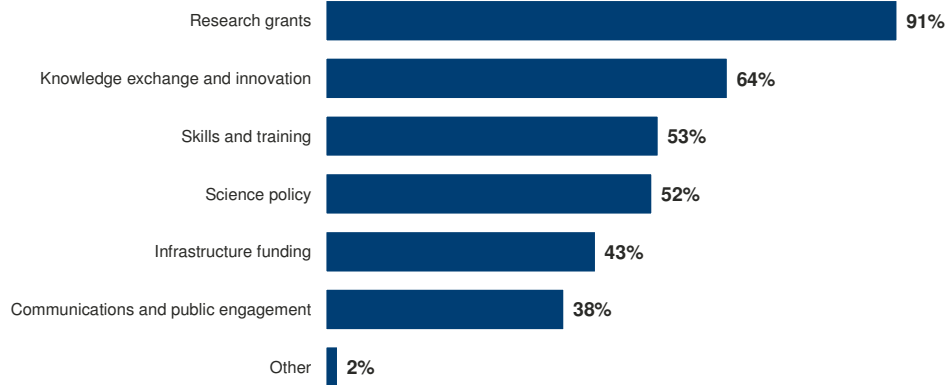
The importance of establishing your organisation and making stakeholders aware of you is highlighted in the previous section. However, it is equally, if not more important that they understand what you are trying to achieve and are familiar with your overarching role in the sector if they are to be your advocates. This section therefore focusses on perceptions of the role of BBSRC.

BBSRC most closely associated with funding role

BBSRC appears to be most closely associated with providing research grants. The vast majority of survey respondents selected this as one of the areas they regarded as central to BBSRC's role (91%). Knowledge exchange and innovation was the second most frequently mentioned area, followed by skills and training and science policy (53% and 52% respectively). Infrastructure funding (43%) and communications and public engagement (38%) were recognised less often, showing that these responsibilities may need to be publicised more if BBSRC wishes to be closely identified with them.

Figure 2.6 – Perceptions of the role of BBSRC

Which of the following areas, if any, do you most associate with the role of BBSRC?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Qualitative research shows most have good understanding of core role

The qualitative research reflected the quantitative findings highlighted in Figure 2.6. There was a broad consensus that BBSRC is one of the lead funding agencies for academic research and training in the biosciences in the United Kingdom. Often stakeholders also spoke about this in the context of their areas of interest or focus, and spoke about BBSRC's role from this perspective, rather than its overarching role.

"BBSRC are vital to our organisation and to the industry because they ultimately are the funders of the seed corn." Industry

"Improving society, health... and playing a role in our understanding of animal and crop disease and the prevention of both." Academic

While stakeholders knew more about the role of BBSRC in relation to their specialist areas, there was still acknowledgement of the core research interests of BBSRC within the biosciences. Stakeholders most commonly referenced BBSRC funding research around crop science, bioenergy, livestock production, soil science and health bioscience underpinning health. Agriculture, particularly global food security, was highlighted as a particularly prominent area of activity for BBSRC.

"BBSRC are largely focussed on sustainable productions, better yield, and drought-resistant crops." Industry

Stakeholders also felt the work funded by BBSRC should have positive impacts on the UK, and that a key part of BBSRC's role was ensuring that this was the case. This was closely linked to BBSRC having a duty for reviewing and building skills and capabilities within the sector and, as a result, training was another common topic. Stakeholders felt that BBSRC had an overview of the sector and sought to ensure the UK bioscience sector has the necessary capabilities to produce high quality research.

"I would hold that its main function is to ensure that the UK PLC has a vibrant biotechnology sector... as well as funding research and fellowships etc." Industry

They also commonly referenced BBSRC as having a duty of ensuring that academic research was applied in industrial settings.

Academics appeared to be most familiar

Echoing the findings discussed previously, academics appeared to have the greatest understanding of BBSRC's role. This may have been expected given that academics have a reliance on BBSRC to fund and enable their research. Indeed, most academics agreed that BBSRC is often the first port of call for research funding and that they were more invested in the activities of the organisation as a result.

"We are funded by BBSRC... so we have to be very invested in them." Academic

"Our University is one of the most research intensive universities in the UK in biology, medicine and psychology... our academics see BBSRC as one of their first ports of call as a source of funding." Academic

Academics were particularly likely to state that the role of BBSRC was to ensure that the UK remains a world leader in life science research. To do this they felt BBSRC needed to guarantee a good 'pipeline' of PhDs, and to support and facilitate high quality science in universities. One or two academics also stated that BBSRC had recently clarified its remit through the publication of its strategy, which identified its key priorities for research and was very helpful for boosting their awareness.

"BBSRC knows its remit, whereas some of the other Research Councils have much broader remit which is fuzzier. BBSRC are very good at defining what it does." Academic

Industry stakeholders had varied perceptions and perspectives

Industry professionals had a more varied understanding, often as a result of the differing needs and priorities of the organisations we interviewed, as well as the roles of the individuals we interviewed (which tended to be varied). Participants who were *not in a scientific role* tended to be less aware of BBSRC's role and specific objectives, but broadly agreed that it was seeking to enable the provision of internationally competitive, high quality research in the biosciences. Industry professionals *in a direct scientific role* often knew more about the specific objectives of BBSRC. This appeared to be because they had more direct contact with BBSRC and were therefore more familiar with its role and aims.

"They are about excellence in bioscience, world-class bioscience and excellent research... to create competitive life sciences in this country." Industry

"I know them very well. The BBSRC's role is to fund science and look after the well-being of the scientific community in the biosciences." Industry

Among the industry stakeholders who were less aware of BBSRC's role, most felt satisfied with their current level of knowledge nonetheless, and felt they could seek out more information quickly and easily if they needed to.

"I know enough. And I know also that if I opened the internet I could probably get the information I needed pretty quickly, but I'd have to go and look." Industry

Government and policy stakeholders had a fairly narrow focus

Familiarity with BBSRC's specific aims amongst government and policymakers was also mixed. For some, this knowledge was substantial and stakeholders were confident in discussing the work and role of the organisation.

However, others within this sector stated that they had a more limited understanding. For these stakeholders, it was claimed that BBSRC had not included their organisation enough in the policy-making process; for others, it was claimed that a lack of regular contact had limited their ability to have a good understanding of BBSRC's agenda.

"In comparison with other Research Councils they are not very open and don't tend to involve partners in their decision making process." Government and Policy

"I don't know...I have only dealt with them a handful of times." Government and Policy

NGOs appeared to be least familiar

The NGOs interviewed in-depth (four in total) appeared to be less familiar with the work of BBSRC. This was often because there was a less well-defined communications pathway between BBSRC and their organisation. Indeed, some NGOs felt that BBSRC did not have sufficient understanding of the work they were doing in areas which directly impact research being commissioned.

"We have the sense that BBSRC kind of lost interest really in funding environmental impact of intensive land management in agriculture, which feels to be a disappointment for us." NGO

In the main, greater proactivity was desired to allow NGOs to have more meaningful dialogue with BBSRC about, for example, their views on risks and benefits of research. For example, one stakeholder spoke of significant involvement in the Synthetic Biology dialogue and would be very happy to have similar levels of involvement with other aspects of BBSRC's work. Overall, NGOs' involvement with BBSRC was inconsistent, and some NGOs felt actively disengaged from BBSRC. NGOs strongly desired more communication to allow them to raise concerns, and become more involved in BBSRC's activities.

"I don't really know anything about the work they're doing with food security – we're not really engaged in this." NGO

These findings show that familiarity with BBSRC's role is fairly high but that understanding varies across stakeholder sectors. This provides useful context for the remainder of the report, as these perceptions often form the basis of attitudes toward working with BBSRC and assessing its performance and impact.

Working relationships

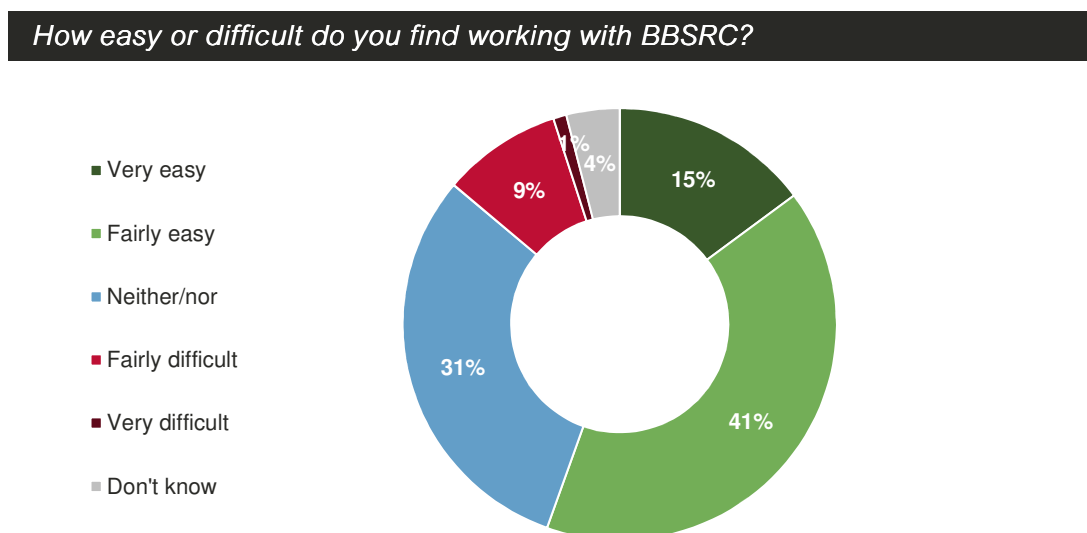
3 Working relationships

A central requirement of this research is that it provides a clear picture of how stakeholders currently view their relationship with BBSRC. The previous chapter outlined that BBSRC is well-known and has a solid foundation for building productive relationships. This chapter will expand on this by providing an insight into the current status and strength of working relationships, as well as highlighting areas where relationships can be developed or strengthened, or BBSRC can add more value.

3.1 The current status of working relationships

Approaching three in five stakeholders surveyed felt BBSRC was easy to work with (56%), while one in ten found BBSRC difficult to work with (9%). Although the proportion rating their relationship as easy far outweighs those rating it as difficult, a relatively large proportion found BBSRC neither easy nor difficult to work with (31%). This suggests that relationships with these stakeholders may need to be developed further.

Figure 3.1 – Ratings of working relationships



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Academics were particularly likely to rate BBSRC as easy to work with

Looking at the ratings by stakeholder sector in Table 3.1, the proportions finding BBSRC difficult to work with are consistent, at one in ten or less. However, reflecting their heightened awareness and familiarity with BBSRC, a greater proportion of academics found BBSRC easy to work with, while stakeholders from other sectors more commonly rated their relationship as neither easy nor difficult or said they did not know.

Table 3.1 – Ratings of working relationships by stakeholder sector

	Easy to work with	Neither easy nor difficult	Difficult to work with	Don't know
Academics	68%	21%	10%	1%
Government and Policy	55%	31%	8%	7%
Industry	48%	38%	6%	7%
NGOs	41%	38%	10%	10%

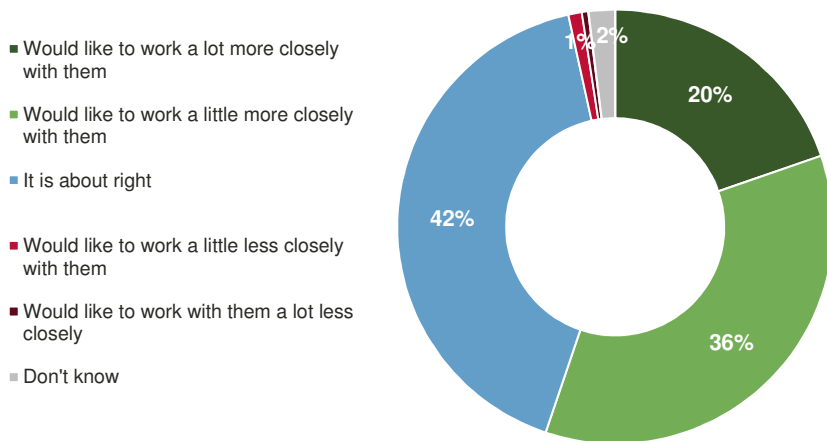
Base: 111 academics, 51 government and policy, 112 industry, and 29 NGO stakeholders

A desire to work more closely with BBSRC was evident

More than half of respondents would like to work more closely with BBSRC (55%), while only 1% would like to work less closely with the organisation. A little over two in five felt their relationship was about right (42%). A similar pattern was evident when this question was asked of stakeholders participating in a qualitative interview: ten out of thirty were satisfied with the closeness of their relationship, and twenty would either like to work a lot, or a little, more closely with BBSRC. None of the participants wanted to work less closely with BBSRC.

Figure 3.2 – Closeness of working relationships

Overall, thinking about your relationship with BBSRC, would you say that you would like to work more or less closely with them, or is your relationship about right?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

The qualitative findings highlighted that the evident desire to work more closely with BBSRC had two primary drivers. On the one hand, stakeholders viewed BBSRC as a key organisation in UK bioscience and therefore wanted to work with and influence it as much as possible. Secondly, there was a feeling that working relationships weren't as close or as productive as they could be in some instances. This tended not to be discussed in the context of a criticism of BBSRC though, as most stakeholders thought their relationship was productive and felt responsibility was as much theirs as BBSRC's to initiate closer working arrangements. However, one or two participants felt that they had tried to generate a closer relationship with BBSRC but had failed to stimulate enough interest within BBSRC to do so.

**"We are working on a number of projects already but we're always open to a closer relationship."
Industry**

NGOs in particular would like to foster closer working relationships

When analysing the quantitative data by stakeholder sector, NGOs in particular were keen to establish a stronger relationship with BBSRC, as the majority reported that they wanted to work a little or a lot more closely with the organisation (83%³). The other sectors were more evenly divided between those who thought their relationship was about right and those who wanted to work more closely with BBSRC.

Table 3.2 – Closeness of working relationships by stakeholder sector

	Would like to work more closely	Relationship is about right	Would like to work less closely	Don't know
Academics	55%	41%	3%	2%
Government and Policy	45%	53%	0%	2%
Industry	53%	45%	0%	3%
NGOs	83%	17%	0%	0%

Base: 111 academics, 51 government and policy, 112 industry, and 29 NGO stakeholders

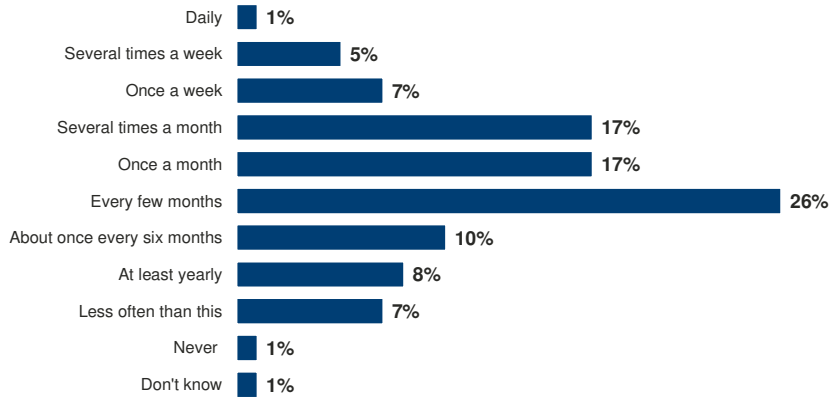
Frequency of contact varied

The frequency of contact stakeholders have with BBSRC varies. More than one in ten stakeholders reported that they were in touch with BBSRC at least once a week (13%), a further 34% once a month or several times a month, 26% once every few months, and the remainder less frequently. Given that a large cross-section of stakeholders wanted to work more closely with it, BBSRC may need to instigate more frequent interactions to address this.

³Please keep in mind that this is based on a small base size – 29 respondents.

Figure 3.3 – Frequency of contact

How often, approximately, would you say you are in contact with BBSRC?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Working with stakeholder groups

To provide further insight into how BBSRC works with and engages stakeholders, respondents to the online survey were asked whether they agreed or disagreed that BBSRC worked productively with: academia, government and policy-makers, industry, NGOs, and other Research Councils.

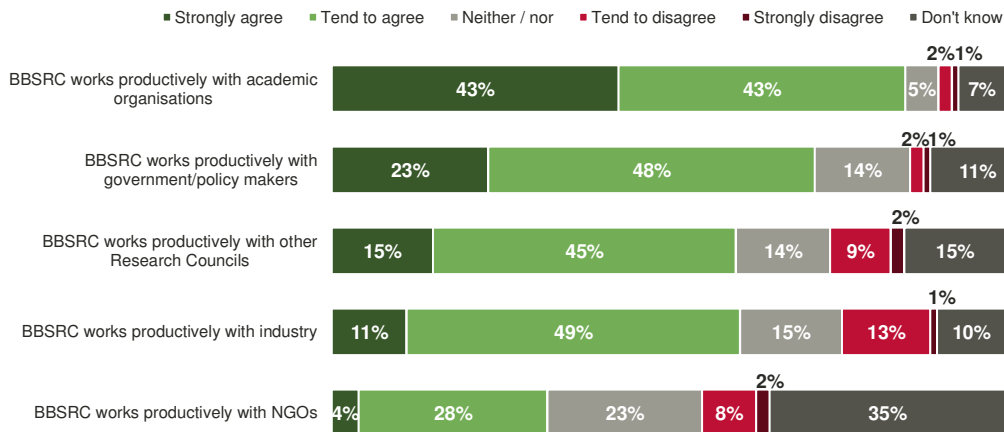
As Figure 3.4 shows, academics were the group BBSRC were perceived to work best with (86% of all stakeholders agreed they worked productively together). This supports the finding discussed earlier in this chapter that academics reported BBSRC to be easy to work with more commonly than other stakeholder groups.

However, subgroup analysis shows that, indicatively speaking, the proportion of academics agreeing with the statement was lower than among other stakeholder groups (academics: 64% agreed, compared with 68% of government and policy, 87% of industry and 90% of NGO stakeholders). This highlights that academics are widely perceived to be the group BBSRC is closest to and works best with, but that academics themselves still feel that they could work more productively with BBSRC.

In terms of the other stakeholder groups, seven in ten respondents agreed that BBSRC worked productively with government and policy makers (71%), and three in five said the same regarding other Research Councils and industry (60% and 61% respectively). Only one in three felt BBSRC worked productively with NGOs (33%) – however, it is important to note that rather than disagreeing, respondents tended to either not know (35%) or neither agree nor disagree (23%). This reinforces the point made earlier, that there may be a need to establish closer working relationships with these organisations.

Figure 3.4 – Ratings of how BBSRC works with stakeholder groups

To what extent do you agree or disagree with the following statements?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

3.2 What drives ratings of working relationships?

The quantitative survey has shown that, broadly speaking, the status of working relationships with stakeholders is positive. It has also highlighted that BBSRC is seen to work best with academics; relationships with NGOs appeared to be less well established. However, the qualitative interviewing sought to go beyond this and to uncover the principles and drivers of ratings of working relationships, as well as identifying where BBSRC could improve its stakeholder engagement.

Direct points of contact and personal relationships

In general, those with clear and consistent contacts within BBSRC tended to have more positive experiences of working with the organisation. Many of these relationships appeared to have evolved over time and were based on mutual trust and respect. There was also a great deal of goodwill toward BBSRC staff who were often described as being proactive, approachable, and personable in their dealings with stakeholders.

"The individuals in the organisation are brilliant at reaching out to industry – they do it on a personal level and I know who I can contact if I have an issue or question to discuss." Industry

"If we have any questions we can ring someone and get a sensible answer." Academic

Coherence and continuity

However, several stakeholders noted that the quality of their relationship was affected when their primary contact at BBSRC left post; especially if their replacement had a more limited understanding of the stakeholder organisation's aims. Greater consideration may therefore need to be given to succession planning in order to ensure a smooth transition when people move away from a role. Related to this, examples were given where stakeholders had been trying to set up meetings in order to develop and foster relationships with staff at BBSRC but had so far been unsuccessful.

"The relationship – specifically with [anon] – was extremely collaborative. However, when he left I essentially had no-one that I could directly interact with in the same way." Government and Policy

"The relationship was strongest in 2011. Since then it's cooled off and I've been trying to get meetings set up without success." Academic

Assistance navigating the sector

Linked to the previous point, a few industry stakeholders felt that navigating the research landscape could be challenging without strong contacts at BBSRC to guide them. One stakeholder regarded the BBSRC as 'monolithic', and found the pathways to connect work streams difficult to navigate. This gave them the impression that BBSRC could be esoteric, and they were keen for the individuals they worked with to 'demystify' this for them and their employees.

"The sector is hard to understand from the outside. Once you know how to navigate the research landscape you're fine but until you have that it's difficult." Industry

The knowledge and expertise of BBSRC staff

Stakeholders tended to state that the majority of their contacts at BBSRC were knowledgeable and understanding, and could engage in relevant and high level debate around specific issues. Nevertheless, one or two stakeholders noted that they felt academic capabilities and competencies in some areas had degraded over recent years, and were frustrated by this.

"I would say that if you looked into BBSRC now at quite a number of different levels there are very few people who really understand agriculture or have got a background in either agricultural science or agriculture as an industry and that therefore means that the dialogue is difficult." Industry

Additionally, one stakeholder defined the sentiment of a few others in noting that individuals at BBSRC tended to fall into two categories: 'science purists' – those they perceived to be more interested in fundamental science; and the 'science pragmatists' – those who they felt recognised that science needs to play a role in the world of industry. These views came from a mixture of industry and government and policy stakeholders. They felt relationships were more successful when contacts at BBSRC were more pragmatic and made sustained efforts to promote applied science.

"From my perspective there have been very fruitful working relationships, but BBSRC is divided up into the ones that get it, and the ones that don't. The ones that don't are very purist 'we are here to fund the absolute best research whatever' and there are others that say, 'you know what this has got to have some actual value to our stakeholders'." Government and Policy

Openness and transparency

A broad cross-section of stakeholders felt that there was an 'open door' policy at BBSRC, which was hugely appreciated. These stakeholders felt that contact and communication was welcomed by BBSRC, even when stakeholders might be offering challenging opinions or disagreeing with it on something. This openness and willingness to engage surfaced particularly among those working in industry and academia and was a prominent driver of goodwill towards BBSRC.

"I think they're very open and I find staff there are happy to have a dialogue at all different levels."
Academic

"I find them pretty easy to work with actually, they're not too bureaucratic, which can be the case for publicly funded bodies sometimes, so I think on balance they're on the better end of the spectrum."
Academic

As noted previously, NGOs tended to have a more specific focus and therefore did not always find BBSRC very easy to navigate and to instigate discussions with. However, when they did have direct interactions, they too tended to reflect positively on the attitude BBSRC had to engaging them.

"On any one-on-one dialogue with BBSRC staff we find them helpful and supportive of what we as an organisation are trying to do." NGO

Being proactive and consultative

Some stakeholders felt that their relationship with BBSRC could be improved if they were consulted more frequently; for example, being sent draft papers, given warning of forthcoming publications, or consulted earlier in the process of funding decisions.

"I'd be really happy to comment more on draft publications." Academic

"It would be nice to receive a little forewarning, for example, before a paper comes out, so we can respond and comment on in." Industry

As well as being more consultative, some called for BBSRC to be more proactive in establishing and maintaining contact with stakeholders. Others noted that they felt the onus was on their organisation to communicate with BBSRC, and were keen for BBSRC to reach out to them more frequently. This could also help to address the concerns of stakeholders who are keen to work more closely with the organisation.

"I feel the onus is on us to contact them most of the time." NGO

"I think what would be really good is to have them proactively coming to us and other organisations here saying 'this is what we're planning, can we do this with you, is there any way we can work alongside you on this?'. That sort of proactive approach I think is what they could do a bit more of."
Academic

However, stakeholders from across BBSRC's stakeholder spectrum tended to acknowledge that they too could make greater efforts to work more closely with BBSRC. There was a pragmatic sentiment evident in many discussions, that both BBSRC and stakeholder organisations had a large body of work to deliver, often with limited resources, and that, as a result, relationships would always be as close as both sides would like.

"Both sides could make a bigger effort to discover areas of common interest." Academic

"I think it's a combination of the usual things you find, which is that it comes down to individual relationships and making the time for those individual relationships. I don't think there's any inherent problem, it's just that both of our organisations, them and us, probably haven't tried hard enough to capitalise on our joint interests." Academic

Involvement in decisions that affect their work or area of interest

Where stakeholders felt they were being involved and listened to during decision-making processes, relationships appeared to be strong. Some, particularly NGOs, were disappointed that they were not more represented on decision-making panels or in the development of BBSRC strategies. Greater involvement in such activities could potentially strengthen their relationships with BBSRC. Some industry stakeholders also felt that they could have greater involvement in how BBSRC makes decisions and perceived many BBSRC formal groups to be weighted too heavily towards academia.

“BBSRCs stakeholder network should include more NGOs and small businesses. Centres of academia and industry are heavily represented on panels; we used to be the only NGO on those panels.” NGO

“They do have a farmer on their main council but my point is they need to have practitioners and users of research on this panel.” Industry

Face-to-face interactions

There was a particular appreciation of face-to-face meetings with staff from BBSRC, and 47% of stakeholders interviewed quantitatively stated that this was their main interaction with BBSRC (see Figure 2.4). These meetings give stakeholders the opportunity to discuss issues in more detail, and allow stakeholders to address concerns directly. Some said that they had regular meetings set up, and this was welcomed. Others, particularly academics, stated that BBSRC were more proactive at organising face-to-face visits than some of the other Research Councils. However, the frequency of regional visits was said to have been reduced of late, and stakeholders believed this was due to staffing shortages at BBSRC.

“They are helpful, and will take time and effort... even to the point of coming and visiting us. This interaction is absent from many other organisations.” Academic

Utilising different channels – and tailoring them to stakeholders

Despite valuing face-to-face contact, stakeholders also recognised the value of a number of other channels of engagement and communication, which included:

- public events and outreach activities;
- roundtable events and discussion groups;
- sponsorship and support for symposia;
- training initiatives; and
- telephone conferences.

While utilising a variety of methods to engage stakeholders was seen to be sensible, there was a general consensus that BBSRC should seek to tailor its communications to the needs of specific stakeholders. Some headline requests from each stakeholder group have been synthesised below.

- **Industry** representatives requested **more roundtable events or seminars**, in order to deepen their understanding of particular areas of BBSRC's work. Several also felt BBSRC had not engaged their sector as actively as it had academia.

However, **examples of where BBSRC had engaged industry particularly successfully were given**. The use of industry forums (such as the 'technical leaders' forum') to seek feedback and share information, as well as to disseminate pre-competitive information to a host of industrial stakeholders, was seen to be a good approach. Not only was this felt to be a prudent way of contacting a cross-section of industrial stakeholders at once, it was also thought to be a good way of allowing stakeholders to feed back and comment in a group forum. This seemed largely to be because stakeholders felt it allowed a richer and more interesting debate for them to take part in.

"From an industry perspective I think there is a need to maintain a much more active dialogue with BBSRC and I think this is something which we have been a little bit deficient on perhaps and we could do more." Industry

"I think actually we would like to think that we could have a greater engagement with BBSRC and more direct involvement in the way the BBSRC strategy is developed with an industry perspective." Industry

- **Academics** tended to **welcome face-to-face meetings and regular formalised contact** so that they could carry out their research with the knowledge and confidence that they were supported by BBSRC.
- **NGOs**, on the other hand, **had a strong desire to play a more active role in public forums and meetings** where their concerns about the risks and benefits of research could be relayed.
- **Government and Policy** stakeholders had diverse requirements but were particularly keen for a **more consistent dialogue around how research could be translated and made accessible** to those responsible for formulating policy.

"If I think about people I'm interacting with now I would say the one-to-one relationships are good and encouraging, but I'm not seeing that translating into actual actions that will facilitate the type of partnership we're interested in." Government and Policy

The **quantitative survey** also provided an opportunity for respondents to outline any ideas for how their working relationship with BBSRC could be improved or strengthened. A diverse range of responses emerged, but the key themes were as follows.

- More **funding initiatives directed at industry** and increased **opportunities for industry and academia to collaborate**.
- **Closer stakeholder engagement in developing new BBSRC initiatives and strategies** – and a desire for closer engagement from BBSRC when stakeholders have a new strategy to draft so that they have a shared understanding and strategic direction.
- More structured **'account manager' roles** to provide stakeholders with direct points of contact within BBSRC. An **organogram** was also suggested as one way of making navigating BBSRC easier.

- **Greater clarity regarding BBSRC's specific objectives** so that stakeholders can more easily pinpoint how and where they can work with the organisation.
- **Improving or streamlining processes** that can be slow or bureaucratic.
- Working and **collaborating more with other Research Councils** and becoming more aware of their work.
- **Increasing communications** with stakeholders about current BBSRC activities.

With the points raised in both strands of the research in mind, it is clear that although BBSRC has a strong reputation, is trusted, and has established largely productive stakeholder relationships, there is still room for improvement. The key is to build on strengths, such as the 'open door' policy that many stakeholders recognised, and to address any barriers stakeholders think hinder their relationship with BBSRC. This will ensure stakeholders see that you have taken their feedback on board and that you are instigating changes to maximise the value of working relationships, and of the expertise of your stakeholder audience.

3.3 Adding value to stakeholders

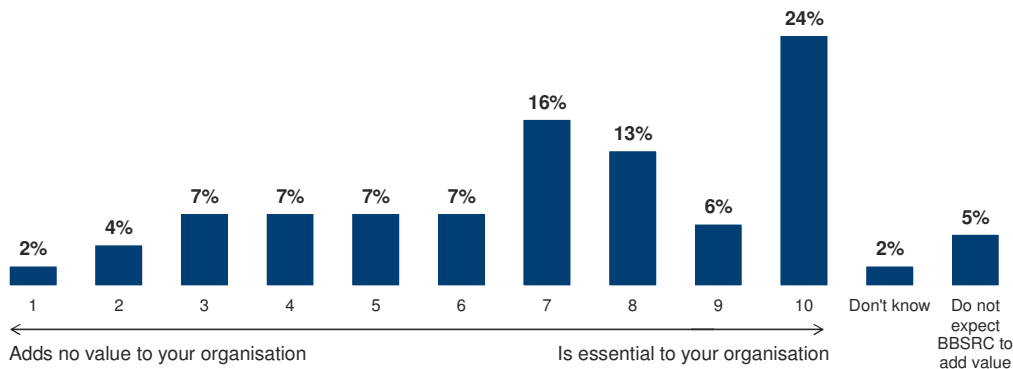
The extent to which BBSRC adds value to stakeholders is important to assess in light of the previous discussion. BBSRC often acts as an enabler, supporter and facilitator for stakeholders and therefore aims to be a valued and respected partner. To measure this, stakeholders were asked to rate BBSRC's impact on their organisation on a scale of one to ten, where one meant BBSRC added no value and ten meant it was essential to stakeholder organisations.

Varied ratings of the extent to which BBSRC adds value

One in four stakeholders completing an online survey stated that BBSRC was essential to their organisation by giving it a maximum rating of ten out of ten (24%). A further 35% rated BBSRC as a seven, eight or nine on this measure, while 5% said they would not expect it to add any value. More than one in four rated BBSRC as a five or lower (27%), showing that a significant portion felt that working with BBSRC brings limited benefits. The overall mean score was 6.9; highlighting that while these findings are broadly positive, there is still room for improvement. The same question was asked of those participating in the qualitative interviews. The overall mean score was closely aligned with the qualitative rating (6.7).

Figure 3.5 – The extent to which BBSRC adds value to stakeholders

To what extent do you feel BBSRC adds value to your organisation?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Academics, on average, felt BBSRC added value to a greater extent than other sectors

Looking at the quantitative data by each stakeholder sector, academics gave BBSRC the highest ratings on average, with industry representatives providing the lowest mean ratings.

- Academics: 8.7
- Government and Policy: 6.6
- NGOs: 6.1
- Industry: 5.8

Positive perceptions from within the academic community has been a recurring trend in this chapter and highlights how important BBSRC is to their success. The qualitative interviews uncovered the perceptions underlying these quantitative scores.

- Academics appeared to give the highest ratings largely because they felt that without BBSRC's support they may not be able to carry out their research, and because BBSRC could add value through its networks across the sector. They also tended to have close working relationships with BBSRC and felt supported by it.

"They provide access to experts in their own field, because they have an exceptionally strong network in the life sciences, so that facility to put us in contact with the right people for the things we're doing, I think that's probably the thing I'd pick." Academic

- Government and policy stakeholders were also broadly positive about the extent to which BBSRC adds value to their organisations. They seek to use the scientific knowledge BBSRC sponsors and promotes as evidence to base decision-making on. However, they were keen to see more sustained efforts from the research community to help translate research into something that policy-makers

can use. They also felt BBSRC could add more value if it forged closer links between government and academia to facilitate this.

- In terms of industry representatives, their responses tended to be more mixed; those that gave BBSRC a higher score were commonly working closely with the organisation. This was not the case for all industry stakeholders, as some felt BBSRC was not prioritising knowledge transfer sufficiently. Indeed, to really add value to industry there was a call for BBSRC to promote more applied research by getting academics to work more closely with them. One industry representative stated that research from the USA added greater value to them as the research being conducted there was more suited to the current needs of their business.

“We certainly shouldn’t stop the ‘blue-sky’ research; I think that still has value. But this engagement with industry, and getting industry involved with academics, encouraging universities to work with industry, and even to the point where some of these projects are industry-led means that we can create a level of value in the country with new projects and new products going forward.” Industry

- NGOs give the lowest ratings, which helps to explain why they also had the greatest desire to work much more closely with BBSRC. It was envisaged that, for example, work could be done through funding smaller projects which would be run on a joint basis, or that BBSRC could put more resource into understanding the needs and expertise of NGOs.

“I think it would be wonderful if they could come up with mechanisms for funding small projects that could potentially be interdisciplinary – with community groups, other communities of interest, smaller businesses etc. Getting it away from industry partnerships ...a bit more of a democratic approach.” NGO

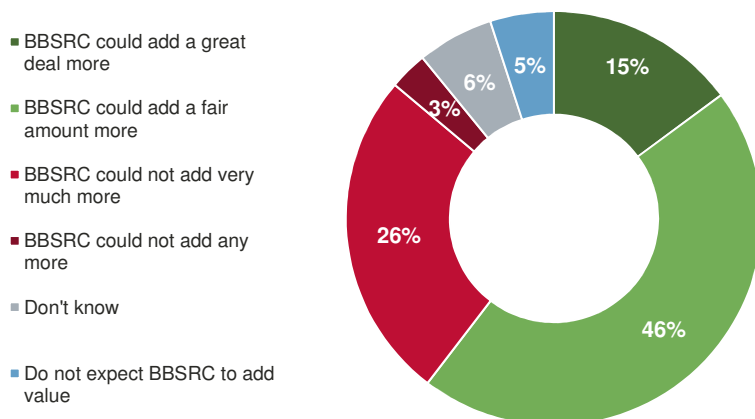
There appears to be scope for BBSRC to add more value

Following on from this, while broadly speaking BBSRC was perceived to be adding value to organisations, there is scope for it to enhance its impact on stakeholders. Figure 3.6 shows that three in five stakeholders surveyed thought that BBSRC could add more value to their organisation (61%). Academics were the stakeholder sector most likely to state this (73% did, compared with 62% of NGOs, 58% of industry representatives and 51% of government and policy stakeholders). So, whilst academics rated BBSRC higher than other sectors in terms of adding value, they also had the highest expectations and felt there was room for improvement.

Overall, one in four stakeholders felt that BBSRC could not add very much more (26%) and 3% felt it could not add any more value at all.

Figure 3.6 – The extent to which BBSRC could add more value to stakeholders

To what extent, if at all, do you feel BBSRC could add more value to your organisation?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

Stakeholders completing an online survey were also asked how BBSRC could add more value to their organisation. Responses tended to be specific to individual relationships but the key themes were as follows.

- BBSRC aligning itself with other Research Councils' strategies more closely so that it can draw different strands of complementary research together for stakeholders.
- Inviting industrial representatives to have more advisory roles. Industry stakeholders saw themselves as experts that could be called upon to advise on scientific issues or strategic bioscience issues. BBSRC bringing them into such discussions could help them to influence the direction of research more coherently and successfully.
- Providing support for SMEs so that they can apply research more easily.
- Simplifying funding options to make them easier to understand and to bid for.
- Negotiating with government for more diverse and long-term funding opportunities.
- Communicating projects that BBSRC are funding more loudly and consistently.
- Engaging NGOs more actively, potentially by allowing them to apply for grants.

From this feedback it is clear that stakeholders have diverse expectations of BBSRC and how it can add value to their work. The challenge for BBSRC will be to understand the aims and needs of specific stakeholders so that it can ensure it manages these expectations and is providing stakeholders with the best support possible.

3.4 Perceptions of who BBSRC's key stakeholders are

BBSRC also wished to identify stakeholders with which it should be better connected, as well as confirming that stakeholders think that those it currently engages are the right target groups. Overall, it

was recognised that BBSRC, as with other Research Councils and research funders, has a broad stakeholder base. Stakeholders interviewed qualitatively identified a number of individuals, groups and organisations that they saw as current, key stakeholders. Some were realistic about the difficulty of engaging across disparate stakeholder groups. That said, several participants suggested a number of additional stakeholder groups they felt would be important for BBSRC to direct further attention to.

Academics widely seen to be priority stakeholder sector

Stakeholders tended to feel that academics were the prevalent stakeholder group that BBSRC sought to engage, reflecting findings discussed earlier in this chapter. This was often seen to be due to the fact that academics were using the public money BBSRC distributes; so BBSRC wants to be particularly involved and engaged with them.

“[Key stakeholders are] people whose lives and career are affected by the funding, so students and academics are the most important.” Academic

Engaging industry seen to be increasingly important – but a divisive issue

Industry, and specifically the UK’s innovation base, was also noted as an increasingly significant stakeholder group for BBSRC. Relevant businesses were thought to lie across the food, manufacturing and pharmaceutical sectors. Many stakeholders felt BBSRC had increased its focus on working with industrial partners recently and industry representatives generally agreed that BBSRC is increasingly willing to engage with them across its spectrum of activities. These stakeholders tended to think this was to ensure the research funded by BBSRC is more forward-looking and applied. This was also highlighted as a crucial step in ensuring that bioscience research has a positive impact on the UK economy and society.

“[BBSRC are] more pro-active in engaging with industry than previously... companies are doing things in biotech that without BBSRC they would struggle to do.” Industry

“[BBSRC is] an organisation that is trying to be innovative and increase its engagement with industry.” Industry

A particularly strong element of the BBSRCs’ activity with industry was felt to be the ‘up-skilling’ work it provides, such as the Advanced Training Partnership Programme [ATP]. Those that were particularly satisfied stated that BBSRC was being extremely proactive in the way that it translated fundamental science into industry.

“I think what they have realised is that there is no point in having brilliant science if nobody is able to translate it to practice in industry. The ATP module on potatoes was sold out it was so brilliant.” Industry

“BBSRC has made great strides in recent years in engaging more with industry having previously been very academic focussed.” Industry

Whilst some were satisfied with the current level of the relationship, others in industry expressed a desire to be even more involved.

"I think actually we would like to think that we could have a greater engagement with BBSRC and more direct involvement in the way the BBSRC strategy is developed with an industry perspective."

Industry

However, a few stakeholders from other sectors warned that BBSRC's relationships with industry should not dominate their stakeholder base to the extent that it excludes input from other stakeholder groups. Whilst some recognised the trickle-down impact of research utilised by industry, others felt that research applied to aid a commercial enterprise benefits industry first and society second. Some felt that a cautious approach should be taken with the extent to which industry are involved in funding decisions for this reason, and for all, achieving a balance in this regard was felt to be a significant future challenge for BBSRC.

"Sometimes they want to get involved in commercialisation more than they should." Government and Policy

Government vital as they fund BBSRC

Whitehall, specifically the Department for Business, Innovation and Skills [BIS] was felt to be an important stakeholder group as this is where BBSRC's funding is sourced. Several stakeholders recognised that BBSRC needed to cultivate strong working relationships and to ensure the needs of BIS were met in order to secure a stable future and sufficient funding to maintain the quality of UK bioscience research. Within this, specific groups emerged, such as Directors of Policy and Public Engagement practitioners. Despite most stakeholders recognising the importance of BIS, they also tended to think BBSRC needed to maintain its independence. On balance, the majority of participants who discussed this felt BBSRC was not unduly influenced by government and managed this key relationship well. However, a few felt BBSRC could take a stronger stance and be more at arm's length from BIS.

"As an organisation they are trying to do the right thing, despite bureaucratic interference from BIS." Academic

"They have a habit of bending to what government wants instead of sticking to their guns." Academic

The public thought to be a greater priority than in the past

The importance of engaging the public emerged in a number of discussions. Several stakeholders had worked with BBSRC on matters of public engagement, and felt that this was an important part of their role. They tended to think that BBSRC was making more of an effort to engage the public than in the past and would need to continue to do so, particularly with public spending being increasingly curtailed.

"I think they're on a very positive trajectory, I think there's been a very positive change over the last 10 years. And that's been around that public engagement stuff and being fairly open and being willing to talk and so on." Academic

"I think it's vital for any publicly funded body to engage with the public." Industry

As a result, there was also broad agreement that it would be beneficial to BBSRC if the public supported, valued and recognised the importance of bioscience. The feeling was that this would provide BBSRC with a stronger mandate to invest in research.

"I think [public engagement] is absolutely critical for all Research Councils, but particularly for BBSRC with a focus on the life sciences where human health and disease and food security are so important, because there is an undercurrent of people who don't trust what the science community says or don't trust the science community." Academic

"I think one of the biggest challenges is ensuring that the value of science in the community continues to be held in high esteem and valued." Academic

There was little consensus about BBSRC's ability to engage the public though. Some felt BBSRC could do more but many thought it was a wider issue affecting the entire scientific community that would require broader attention. BBSRC's approach to communicating with the public about GM crops was highlighted as one specific area where it could improve or strengthen its engagement and messaging.

"I think the profile of GM crops in Britain and Europe is at an all-time low. I think one or two individuals have attempted to redress the balance, but I don't think anyone's done a good job on that one at all." Industry

Several other stakeholders felt BBSRC did not have enough of a public profile to engage with the public. They felt it should be the scientists and Universities conducting research that engage the public. As a result, these stakeholders didn't tend to see the public as a priority stakeholder group for BBSRC.

"I don't know that they're an organisation that will necessarily be known to the public, although some of their research institutes might be, but they probably don't realise that's who they're funded by or a part of." Academic

Potential to work more closely with learned societies and other Research Councils

Finally, a few stakeholders stated that BBSRC would benefit from closer engagement with other Research Councils and that the direction of travel should be toward greater convergence. Additionally, they felt the research world was becoming increasingly collaborative and that BBSRC should do its utmost to exploit opportunities to work with other Research Councils and funders of research.

"I'd like to see the Research Councils' chief executives club together to insist on a more progressive remit and I think they have a responsibility to do that but I do not think they do that." Academic

Analysis of who stakeholders think BBSRC's stakeholders *are* and *should* be shows that these key organisations tended to think BBSRC was broadly focussed in the right areas. Academics are seen, often necessarily, to be BBSRC's primary target group. The role of industry in BBSRC's work is more divisive but greater collaboration is widely expected and supported to realise the full benefits of bioscience research. Perhaps the biggest question is around the importance of engaging the public, as there is uncertainty regarding how best to engage the wider population and to communicate the benefits of bioscience research. Overarching this, it will be important for BBSRC not to rest on its laurels, as summarised by the following stakeholder.

"I think my challenge to them would be to continue to look at the circle they're in and work out whether they are the right people they're talking to." Industry

Performance and impact

4 Performance and impact

This chapter explores stakeholders' perceptions of BBSRC's performance and impact to date. To do this, spontaneous descriptions and characterisations of BBSRC will be explored first. The chapter will then move on to discussing whether stakeholders are ultimately favourable towards BBSRC and whether they would act as advocates of the organisation. Finally, perceptions of BBSRC's contribution to economic and social impact will be assessed.

4.1 Perceptions of BBSRC

The previous chapters have outlined that BBSRC has a diverse range of stakeholders but that awareness and familiarity with it across the sector is strong and that working relationships tend to be viewed positively.

These messages were reflected in stakeholders' spontaneous descriptions of BBSRC. To gather these views, stakeholders were asked to provide key words or phrases that came to mind when they thought of the organisation during the qualitative interviews. During the quantitative survey, respondents were given a list of words and asked to choose which they would use to describe BBSRC as an organisation. The size of the words in Figures 3.1 and 3.2 corresponds to the number of times each word was mentioned.

Spontaneous associations from the **qualitative discussions** were largely positive, with stakeholders describing BBSRC as 'forward-looking', 'consultative', and 'innovative'. While some more negative characterisations were drawn, most stakeholders had positive perceptions of BBSRC and how it went about engaging its stakeholders.

Figure 4.1 – Spontaneous perceptions of BBSRC from the qualitative interviews



The following figure shows that stakeholders responding to the **quantitative survey** also tended to describe BBSRC positively when asked to select the words they most associated with it (they were able to select up to six). BBSRC was perceived as 'trusted', 'credible', 'accessible' and 'evidence-based', emphasising its standing as a respected institution. On a less positive note, 'bureaucratic' also stands out, reflecting the feedback discussed in the previous chapter that BBSRC processes can be slow. However, given stakeholders were provided with an equal number of words with positive and negative connotations, it is clear that BBSRC is widely perceived as a successful organisation that is performing well.

Figure 4.2 – Descriptions of BBSRC from the quantitative interviews



4.2 Performance

While the spontaneous perceptions and descriptions stakeholders provided give a snapshot of opinion and useful insights into how stakeholders view BBSRC, a more detailed investigation of BBSRC's performance is required to understand the organisation's direction of travel.

Levels of favourability and advocacy are high

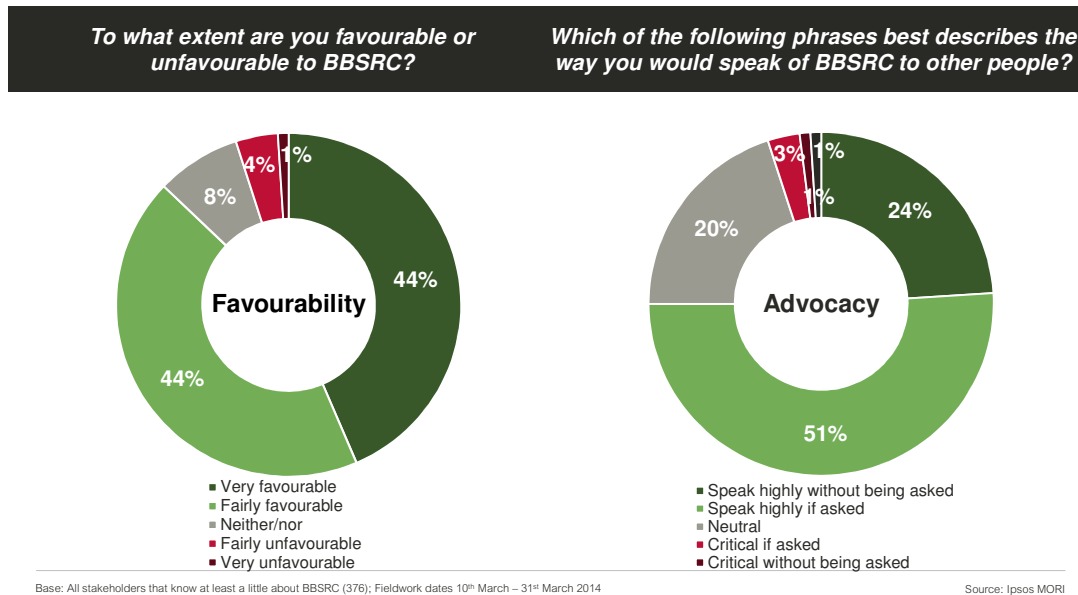
As noted previously, favourability is a key measure of how an organisation is perceived by stakeholders, while advocacy provides the ultimate indication of how strong its external reputation and performance is.

On each of these metrics BBSRC was positively rated by stakeholders (see Figure 4.3), reflecting the largely productive working relationships highlighted in the previous chapter. Approaching nine in ten rated BBSRC favourably (88%), with more than two in five expressing that they were *very* favourable towards it (44%).

One in four respondents reported that they would speak highly of BBSRC without being asked (24%), and around half would if asked (51%). This means that three-quarters of stakeholders reported themselves to be advocates of BBSRC (76%). One in five were neutral (20%). Only a small minority were unfavourable or critics of BBSRC (both 4%).

This data emphasises the goodwill BBSRC receives from stakeholders and that it does have a strong external reputation and trajectory.

Figure 4.3 – Favourability and advocacy



Further analysis of the data shows that these ratings were fairly consistent by stakeholder sector, with at least 80% of each group favourable toward BBSRC, and at least 60% of each reporting to be advocates. However, academics were particularly likely to say they would speak highly of BBSRC *without being asked* (35%, compared with 21% of NGOs, 19% of industry, and 18% of government and policy stakeholders).

Whilst these headline metrics are valuable, BBSRC needs to understand what is driving them so that it can build on its strengths and address any areas for improvement that emerged.

Significant degree of trust across all stakeholder groups

Firstly, the qualitative interviews highlighted that most stakeholders had a significant degree of trust in BBSRC. They tended to believe its **staff operated with a high degree of integrity and were passionate about the bioscience sector**. In addition to having high quality staff, there was a widespread belief that BBSRC's activities build on years of good work, and as an organisation it continues to strongly contribute to the UK's status in bioscience.

"They are dynamic with a good sense of opportunities. They work well with other organisations... they collaborate well and are energetic." Academic

Good work supporting research and researchers

This belief was augmented by BBSRC's position as one of the Research Councils, and the high profile, influential research it funds. Indeed, **several stakeholders perceived BBSRC to be an advocate and ambassador for excellence** in bioscience research. As a result, these participants expected BBSRC to consistently deliver on its obligation to 'support high class research' and felt it was currently doing so.

"I think they have a good reputation as a science funder. I think they're good at what they're trying to do." NGO

"They add weight to research...for our sector they're the major player" Industry

The use of events and awards to communicate successes were seen to be vital to this and were widely seen to be a real strength of BBSRC as they leveraged the organisation's overarching position in the sector.

"Their comms strategy is good – they promote exciting projects and provide awards that are well publicised." Industry

BBSRC was also widely seen to be taking a proactive attitude to developing postgraduate training and education, which was well received. Programmes such as the Young Entrepreneurs Scheme were felt to be important and were thought to be key facets of BBSRC's role.

"They've done a good job on things like postgrad training...they've been good at engaging partners and underpinning postgrad training and education." Academic

However, some did question whether BBSRC does enough to promote smaller, or more niche research. Whilst this was a minority view, those expressing it felt it was an important issue to address.

"I think that one of the weaknesses they have is that there's perhaps still a little bit of an overreliance from the research community on large intensive research programmes at the expense, sometimes, of the smaller niche areas. And of course, I understand why they do that, but I think that is a weakness." Academic

Driving forward priority areas of research

Agriculture, particularly global food security, was highlighted as a particularly prominent area of activity for BBSRC, and work here was seen as making a major contribution to the field. BBSRC appeared to be renowned for its work in this area, showing it to be a key strength of the organisation.

"I should also mention food security which they've been absolutely excellent in taking forward; and I think through the Institutes they've clearly continued to make a really major contribution to our understanding, particularly of some animal diseases, and therefore of the ways in which they could be taken forward." Academic

"They have done a good job at leading the Global Food Security programme and have provided a real platform for this key issue and for food research." Government and Policy

Being consultative

On the whole, **BBSRC was perceived to be a lively, professional, collaborative organisation**. Some thought that one of BBSRC's main strengths lay in its ability to liaise with different professional groups, network, and to scan for potential future research opportunities.

"I see them as a very professional outfit that does contain within the research it supports an enormous depth of research understanding." Government and Policy

"BBSRC's strengths are horizon-scanning and strategy, and then behind that networking." Government and Policy

Stakeholders used words such as 'enthusiastic', 'thoughtful' and 'partner' to describe their relationship with BBSRC. **Compared with other Research Councils, BBSRC was viewed as open and willing to**

collaborate. Some highlighted that BBSRC seemed more informal than some of the other Research Councils, which gave the impression that it was more approachable as an organisation.

“Most of the other Research Councils aren’t as effective as BBSRC are... they are approachable whereas some of the other Research Councils are slightly more formal.” Industry

However this sentiment was not universally accepted. Some, in particular NGOs, expressed that they felt BBSRC was not open or collaborative enough with their organisation and were keen for a more fluid dialogue with it.

An innovative and forward-looking approach

Some stakeholders used language such as ‘innovative’, ‘forward-looking’, and ‘avant-garde’ to describe BBSRC. These associations were in reference to specific project areas they felt were pushing the boundaries of research, such as synthetic biology and genomics.

“They’ve done some really exceptional things. I mean they’ve pushed the whole area of genomics and I mean, you know, they’ve pushed the boundaries.” Industry

A number of examples of progressive research funded by BBSRC were given as well, with **BBSRC-funded institutes such as John Innes, Rothamsted and Pirbright praised for pioneering research.** A few stakeholders also mentioned campylobacter research as an effective demonstration of how BBSRC can be innovative and facilitate relationships between policy-makers and academics. For these stakeholders this research programme was an example of BBSRC achieving its aim of providing fundamental research that has high-impact consequences.

Nevertheless it should be noted that one or two NGO stakeholders believed BBSRC could be more responsible when funding research, for example by considering the necessity and impacts of animal testing.

“The innovative bioscience that BBSRC is funding has quite severe consequences. And BBSRC should be taking more interest in those consequences.” NGO

Some felt BBSRC was ‘traditional’ or ‘old fashioned’ though

Several stakeholders across the different sectors felt that **while BBSRC could be innovative in the research it funds, its processes and approach could be refreshed.** A few stakeholders felt the internal culture at BBSRC sometimes conflicted with the nature of research programmes being funded. These stakeholders perceived BBSRC to have an ‘old fashioned’ corporate culture and were keen to see BBSRC be more progressive and to have greater appetite for change.

“I’ve got the impression in the past that there are Directors that take the bull by the horns but they are pushing against the culture below them which is a bit ‘civil-servanty’.” Industry

“They are a bit outdated and old fashioned in their thinking and approach.” Government and Policy

This perceived culture was seen by some to be evident in BBSRC’s decision-making panels. For example, a few stakeholders felt that the assessment of funding applications was weighted too heavily toward what they described as ‘pure’ or ‘fundamental’ scientific research, with not enough attention being paid to applied science or research that could directly benefit industry or policy-makers. One industry

stakeholder raised the Industrial Partnership Awards (IPAs) as a particular example of this. Their prime concern was that they felt it was difficult to get applications for the IPA accepted. The stakeholder speculated that this could be due to the award panel judging work by purely academic standards.

"The senior team have given us advice and recommended which panel should review the proposal and so on.... sometimes we've had the proposal sent back saying it is out of scope for that panel even though the senior guys told us to go that track... the process for reviewing these proposals is for more conventional academic project proposals." Industry

In addition, **a few stakeholders noted that decisions on funding can take too long**. Some suggested that BBSRC needs to be quicker in providing responses on decisions to fund. This was particularly an issue in academia when offers of studentships were being made. One stakeholder feared that good research students were being lost because offers were made too late in the year.

"I think the BBSRC processes are sometimes too slow, which means that we get the green light too late at the point in the year when some of the best students have already taken up PhD offers from others and we're left struggling to fill them sometimes" Industry

This was seen to have negative consequences for UK bioscience as a whole. **Some felt BBSRC could be more proactive in addressing current shortfalls in expertise** and for building capabilities in areas which are likely to be at the cutting edge of academic and industrial bioscience in future.

"BBSRC has been slow off the mark in actually changing the prioritisation of its research spend to really build back the capacity that the UK needs in the industry focussed and industry targeted research arena. So I would say there are voids in the UK now in terms of capability and expertise which have in a sense, which leave the UK not in a good position." Industry

Translating academic research into industry continues to be a challenge

Linking with the above point, a recurring theme throughout discussions was BBSRC's role in translating research into benefits for industry. The consequences of this for BBSRC with regard to impact are explored fully in the following section. However, it is worth noting here that **its performance in enabling knowledge transfer received mixed reviews**. While some felt BBSRC was prioritising applied science and working more closely with industry, and was doing so more than other Research Councils, others felt it wasn't doing enough to translate research into practical applications.

"In comparison to the other Research Councils they really have woken up to the impact agenda and the food security agenda and they have really done great things in terms of engaging industry with various industry clubs like the crop improvement club." Industry

"What they really need to do is re-motivate people to say 'yes, we want some really good basic science but actually we also want people who are motivated to engage with industry and with practitioners and actually get some of that science applied in practice'. To some extent they think that their job is done when they've published papers or when they've got a high rating for impact with the academic community... they should do more to support people who are interested in taking basic discoveries and using them in a practical sort of industry lead activity." Industry

This highlights that whilst BBSRC is seen to be performing well; the organisation is perceived to be operating in a fast-moving and competitive environment and therefore needs to be flexible and proactive to maintain its position.

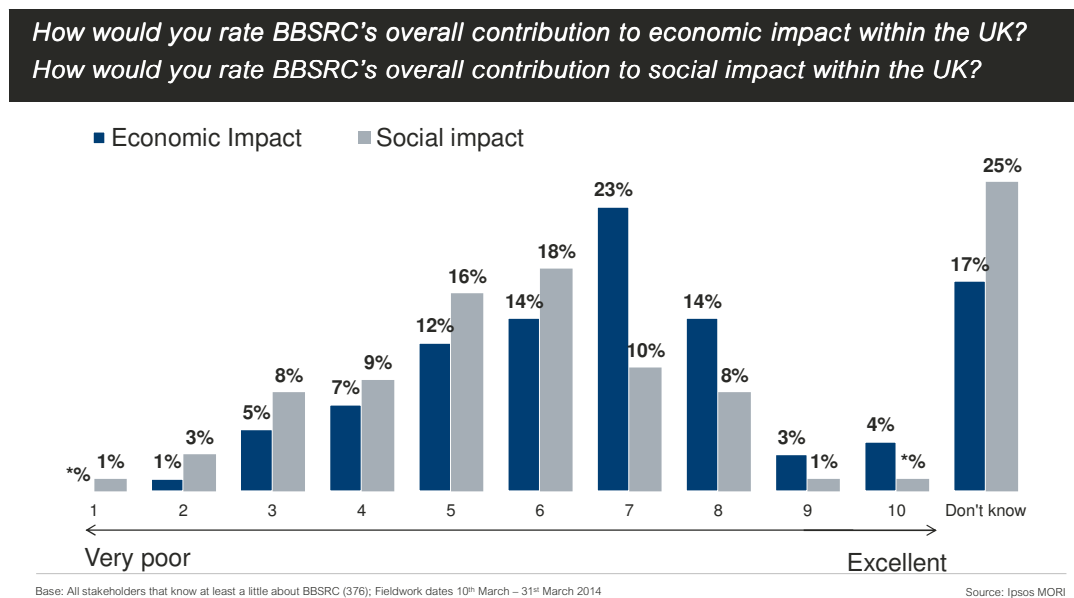
4.3 Impact

As part of a review of BBSRC’s performance, it is also important to explore the extent to which stakeholders think it has contributed to social and economic impact in the UK, as this is a key aim of BBSRC. To do this, stakeholders in both the quantitative and qualitative strands were asked to rate BBSRC’s contribution to economic impact as well as its contribution to social impact on a scale of one to ten, where one was very poor and ten was excellent.

The responses to the online survey, shown in Figure 4.4, highlighted that BBSRC’s contribution to impact is hard to measure, as one in four said that they did not know in relation to social impact (25%), while 17% stated the same regarding economic impact. More than two in five did rate BBSRC’s contribution to economic impact in the 7-10 bracket though (42%). This was double the proportion who said the same for social impact (21%). The difference in perceptions of economic and social impact is emphasised by the mean ratings; for economic impact it was 6.3 out of 10, for social impact it was 5.5. This was closely aligned to the scores collected during qualitative interviews as well. The mean scores in this strand of the research were 6.2 for economic impact and 5.3 for social impact.

These findings pose a challenge to BBSRC if it wants to be known for having tangible impacts, or at least contributing to tangible impacts, economically and socially.

Figure 4.4 – BBSRC’s contribution to economic and social impact



Can BBSRC’s contribution to economic and social impact be measured?

The stakeholders participating in qualitative interviews expanded on the difficulties measuring economic and social impact. They felt that it was difficult to rate BBSRC on these metrics as impact as a whole, across all of the work BBSRC is involved with, is very difficult to judge. In addition, it was felt that BBSRC

does not tend to communicate its contribution to impact externally, though one or two participants were aware that impact was an increasing area of interest for the organisation.

“I suspect [social impact] could be better. I don’t really know how to respond to this, and I think if they were doing a good job, then I would know.” Industry

“I think that’s probably a ‘could do more’... enough so that I know how to answer that question.” Academic

To address this, one stakeholder felt **BBSRC could publish or communicate the work they fund as a portfolio**. They felt this would provide a clear and coherent strategy with defined aims and desired impacts that could be measured.

“[BBSRC] really needs to get a stronger sense of what the body of work is – I don’t think they sell themselves as much as they could do – taking the different bits and saying this is what we have as a totality.” Government and Policy

A further challenge identified, this time by a wide cross-section of participants, was that **impacts often take a very long time to emerge** and may require many years of analysis to truly gauge or understand. As a result, some stakeholders questioned how they should be judging the impact of BBSRC. One participant felt evaluating impact at a ‘street’ level was particularly difficult because of the range of other variables that have the potential to impact upon social and economic change. Others discussed whether or not this was even a realistic aspiration for BBSRC.

“It’s going to take 20, 30, 40 years, so the impact is going to be marginal. What are you trying to impact and why? And actually they shouldn’t be looking to do the general impact on the average person on the street.” Academic

Stakeholders are keen to know how BBSRC defines social impact

Many stakeholders from each stakeholder sector felt greater clarity was required regarding what BBSRC would constitute as a social impact. As a result there was a broad desire for BBSRC to provide clearer communications to the science community, and the general public, about this. One participant from the government and policy sector suggested that BBSRC could look to assess their impact on society by the impact they have on shaping social policy through their work. Among those that gave higher ratings, the rationale tended to be because they had faith and confidence in BBSRC and felt that it was inevitable that its work would lead to social improvements, rather than providing tangible examples.

“I sense there is more impact there but I don’t think it’s being pushed as much as it could be.” Government and Policy

“I would say the public awareness of BBSRC would be very limited. I would say therefore in terms of social impact, I would have to put the score quite low.” Industry

Some pinpointed economic impacts

Whilst there was uncertainty regarding how to measure BBSRC’s contribution to impact, many stakeholders did provide a rating. In terms of economic outcomes, those that gave the highest scores tended to praise the link between research that BBSRC has funded and direct benefits for the economy.

“I think BBSRC has been effective around a whole set of animal diseases which have to have had an impact on the economy.” Academic

Questions were raised regarding how research translates into benefits

On the issue of economic benefits, some of the lower scores were driven by a perception that BBSRC could do more to derive benefits for the UK. These stakeholders argued that whilst relevant research was being undertaken, this was not always applied to industry and therefore would not translate into economic benefits. As a result, these stakeholders, largely from industry and government and policy, felt BBSRC needed to prioritise this to a greater extent.

“We’re quite good at coming up with ideas, we’re not so good at translating them into jobs that stick in the UK... One of the reasons is that culturally or historically we’ve tended to support research and then assume that entrepreneurial spirits will somehow, miraculously take the ideas and find funding to keep them going.” Government and Policy

“I’m sure that the work of BBSRC does great things for the economy of UK PLC, I’m not sure that gets translated at a local level... We are not exploiting and rolling out that science quick enough.” Industry

“Currently they champion ‘blue sky’ research which is important but this has less practical impact on the UK economy and society” Government and Policy

Despite this, **a few stakeholders praised BBSRC for enabling research that underpins and supports the work of industry**; though there was broad agreement that better signposting of this would help to build a better understanding of BBSRC’s impact.

“I think they get a lot of bang for their research buck... because it’s not a vast sum of money they have at their disposal really, so when I start to think how impactful it is across many Universities and research institutes I think it’s really quite remarkable, it’s very good.” Industry

“It’s pretty good at funding important research that has gone on to underpin industry and have changes that have benefitted mankind.” Academic

Finally, there was a broad consensus among government and policy stakeholders that BBSRC would need to initiate **closer relationships with policy makers to increase its impact socially**. Some suggested that BBSRC could work with them to embed academics within government so that they can directly influence and impact upon policy development.

“I think also engaging more with applied science as it relates to sort of government and social policies will be incredibly important.” Government and Policy

These contrasting views again highlight the challenge BBSRC faces in balancing academic and applied research. While some felt it was maximising the impact of research by working well with industry, significant disagreement was evident. BBSRC may therefore need to clarify where it feels it does provide impact and promote success stories where applied research it funds is benefiting the UK.

Promoting the inherent value of research

To address this, several stakeholders felt BBSRC needed to promote the inherent value of research and be a real champion of the bioscience research sector. They felt this could build sector and public support, and help to explain BBSRC's contribution to impact.

"I think some of the stuff they already do around case studies and focusing the success around an individual team works well, if they were to do a bit more of that and if they were perhaps to do it a bit more regionally as well I think that would have so many positive impacts. They do it quite well, I think they could just do a bit more of it to be honest."

"I think there's a bit of a tendency to shy away from saying that some really good and exciting science has inherent value... I think whilst obviously they need to demonstrate their impact, they shouldn't dismiss too much the inherent value of some of that."

BBSRC's vision and strategic direction

5 BBSRC's vision and strategic direction

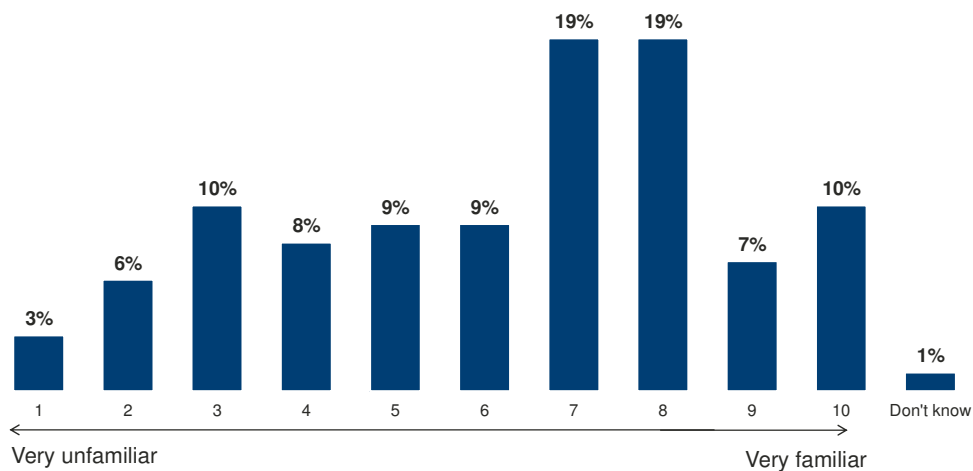
This chapter examines stakeholders' perceptions of BBSRC's vision and mission, as well as views on BBSRC's strategic science priorities. It also explores how stakeholders viewed the UK's standing in the international context of bioscience research and the extent to which they felt this was due to BBSRC.

5.1 BBSRC's vision

Unprompted, more than half of stakeholders surveyed online self-classified their familiarity with BBSRC's mission and vision as seven out of ten or higher (55%), with one in ten giving a maximum ten out of ten rating: this created a mean score of 6.3. The same question was asked of stakeholders participating in qualitative interviews and the mean score was 6.4. This showed that stakeholders felt they were broadly familiar with BBSRC's vision and mission but tended to lack a detailed understanding.

Figure 5.1 – Familiarity with BBSRC's mission and vision

To what extent would you say you are familiar with the mission and vision of BBSRC?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

This was reflected in the qualitative interviews as few stakeholders could recite the mission statement spontaneously. However, most knew that it could be found on the BBSRC website if required or had a general understanding of the strategy and direction of the organisation. Others, particularly those working in industry or NGOs had less of a need to be familiar with BBSRC's mission and therefore ranked themselves lower on the scale.

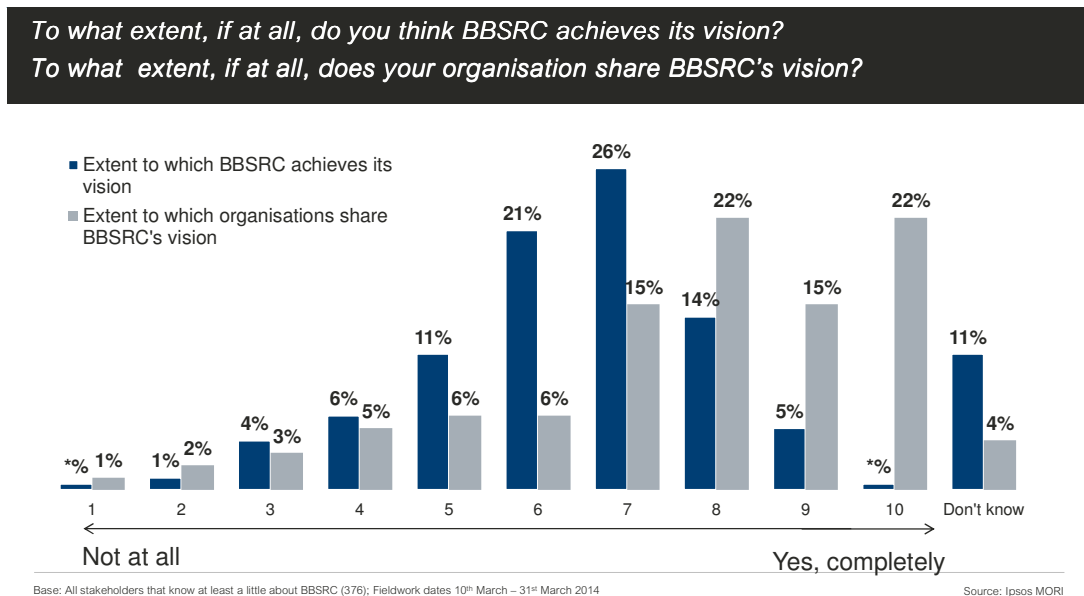
"I think my sense is that BBSRC is there to ensure the UK remains a world leader in life science research... I think they largely have done that, so I think it's a positive message." Academic

"Don't ask me to quote them but I would say I'm at the top end of that scale; I think I've got a pretty good understanding of where they're heading, what's driving them." Government and Policy

5.1.1 The extent to which the vision is shared and perceived as being achieved

When given BBSRC’s vision⁴, stakeholders were asked to rate on a scale of one to ten the extent to which they think BBSRC achieves it and the extent to which they themselves share it (one being not at all, and ten completely). As the following figure shows, BBSRC’s vision tended to resonate with stakeholders. More than one in five reported that they shared it completely (22%), and a further 52% rated it as a seven, eight or nine. The extent to which BBSRC achieves its vision received more mixed ratings, as the bulk of stakeholders placed BBSRC between five and eight (72%). This gap is emphasised by the mean scores which were 7.7 for sharing the vision and 6.3 for achieving it.

Figure 5.2 – The extent to which stakeholders share, and think BBSRC achieves, its vision



The following table shows the mean ratings on these questions by stakeholder sector. Ratings were fairly consistent across the groups, although the findings indicated that BBSRC’s vision resonated most with academics.

Table 5.1 – Mean ratings of the extent to which stakeholders share, and think BBSRC achieves, its vision

	BBSRC achieves its vision	Stakeholders share BBSRC's vision
Academics	6.6	8.1
Government and Policy	6.6	7.5
Industry	6.0	7.6
NGOs	5.7	6.4

Base: 111 academics, 51 government and policy, 112 industry, and 29 NGO stakeholders

⁴BBSRC’s vision is to lead world class 21st century bioscience, promoting innovation in the bioeconomy, and realising benefits for society within and beyond the UK.

Among those interviewed qualitatively, BBSRC's vision resonated largely because they felt BBSRC had similar aspirations to them, and this was particularly the case among academics. Some participants commented that BBSRC's vision was similar to their own, particularly the aim of developing world-class research.

"Our vision and mission is very aligned with what BBSRC are trying to achieve, but obviously they're looking at it a little bit more broadly than we are." Industry

"Well I think we have similar aims in the world class research in the training and capacity building in the public engagement." Academic

Most stakeholders also tended to support BBSRC's vision and aspirations as they found them to be sensible and important.

"If you'd have asked me to write their vision for them I think I'd have got pretty close to that." Industry

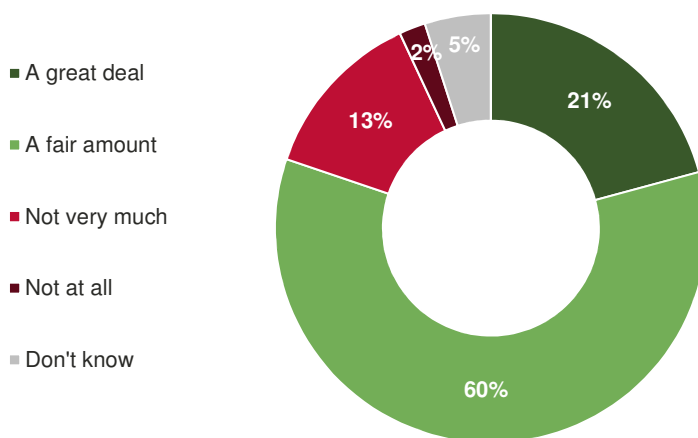
"I don't think there are any surprises in that, I wouldn't have been able to say all of it but I would probably have been able to guess at most of them, possibly in a different order." Academic

5.1.2 Working with BBSRC to achieve its vision

Stakeholders were also asked if they felt there was scope for them to work more closely with BBSRC to achieve its vision. The majority felt there was a *great deal* or a *fair amount* of scope to do so (81%), and there was broad consistency across stakeholder groups on this. When the stakeholders interviewed qualitatively were asked how this could be done, they tended to refer back to the principles of good working relationships (discussed in Chapter 3), and felt that a closer relationship and a more regular, ongoing dialogue would be helpful.

Figure 5.3 – Working with stakeholders to achieve the vision

To what extent, if at all, do you think there is scope for BBSRC to work more closely with your organisation to achieve this vision?



Base: All stakeholders that know at least a little about BBSRC (376); Fieldwork dates 10th March – 31st March 2014

Source: Ipsos MORI

5.2 Understanding of BBSRC's strategic science priorities

Stakeholders were also consulted about their views on the strategic science priorities of BBSRC. Overall, spontaneous awareness of these – food security, bioenergy and industrial biotechnology and basic science underpinning health – tended to be variable. Stakeholders were often able to name some broad areas of activity, especially those that were within their particular area of expertise, but were less aware of the specifics, and how issues within these broad categories were prioritised by BBSRC. Most who had a good awareness felt they were the right priorities and supported BBSRC's strategic direction.

"Is there one around health? And is the other one the industrial biotech one?" Government and Policy

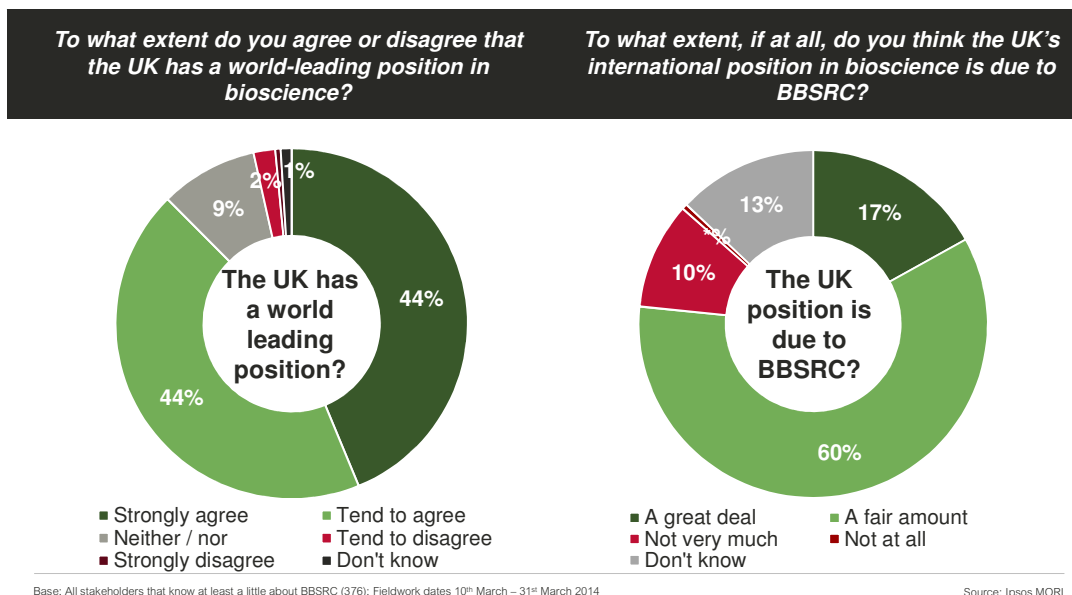
"I'm going to have these wrong but I think bioenergy is one, I think, I'm not sure how agri-tech is described but I think there is something around, is it crop science or agriculture of some sort?" Academic

As a result, some stakeholders felt BBSRC could publicise its strategic science priorities more, so that key partners had a greater awareness of where it was focussing its energies.

5.3 The UK's position in bioscience

As noted previously, central to BBSRC's vision is leading world-class bioscience. In this context, it is very promising for BBSRC that 88% of respondents agreed that the UK has a leading position in this field. Likewise, 77% felt this strong international position was either a *great deal* or a *fair amount* due to BBSRC.

Figure 5.4 – The UK's international standing in bioscience and BBSRC's contribution to it



UK felt to be a world-leader in areas of bioscience

There was also a broad consensus among those interviewed qualitatively that the UK has a world-leading position in the field of bioscience. However, some stakeholders caveated this by stating that although the UK was very strong in some fields, it was falling behind in others where capabilities had decreased in

recent years. Biomedical science was viewed to be a particular strength, but also an area that crosses over with the Medical Research Council (MRC).

“I definitely think the UK has a world-leading position. I think the UK has actually pulled ahead in the last few years. I think the laser focus on it in the last 5-10 years has been impressive.” Industry

“All the stats and citation statistics are always very positive about the UK punching about its weight. I think that depends on the definition of ‘bioscience’ whether or not that’s all life sciences and includes the biomedical. If it does then absolutely I think the UK is definitely punching above its weight.” Academic

However despite this confidence, some stakeholders felt **the UK was among the leading nations rather than being *the* world-leader**, and several stakeholders stated that the UK’s position varied by sub-sector. Indeed, there was concern that in some areas, for example biotechnology, bioenergy, agricultural production and animal health, the UK is falling behind international competition.

“I don’t think it is for using biotechnology – I think we’re in the top 10 – but I think our research position is better than our industrialisation position.” Industry

“I would say that if you were to say look at the same thing from the point of view [of] production agriculture, you know, the sort of food production or agricultural production I would say that we are no longer [a world leader].” Industry

“I know our animal health is nowhere near where it should be. And that’s not even my area.” NGO

BBSRC thought to be a major contributor to the advancement of UK bioscience

Many stakeholders interviewed qualitatively felt the funding BBSRC provides helps to keep UK bioscience in a strong position internationally. While BBSRC was felt to be an important, it was not seen to be the sole contributor and was seen to benefit from very strong academic institutions based in the UK. Indeed, several stakeholders attributed the UK’s current world-leading position to its rich bioscience heritage more than the work of BBSRC. This strength was regarded as something that BBSRC was doing well to maintain though. Other funders were also seen as playing an important role and it was felt that BBSRC would need to work increasingly collaboratively and to pool resources if the UK was to maintain its position. As such, the message from stakeholders was clear: BBSRC is fundamental to the UK’s position, but it cannot maintain it alone.

“They certainly play a major role, whenever we talk about investments and focus and strategy when it comes to bioscience and technology in the UK, BBSRC is always the first group that we talk about. Obviously there are other groups that come to mind and other partners that we have but BBSRC is usually at the top of the list.” Industry

“I think they’re one player in an ecosystem. I don’t think anyone would claim it’s solely down to BBSRC. But I think the Research Council funding, dual-support system, the diversity of funders, industry involvement. I think there are a lot of different factors and BBSRC are one element of it.” Academic

UK's position at the forefront of international bioscience can be threatened by other countries

Stakeholders voiced concerns that the UK's position at the forefront of bioscience research is under threat; particularly from other countries in Europe, emerging economies such as China, and the USA. The USA was singled out as providing strong funding for bioscience and was seen to be a major competitor for the UK – with some going as far as to say that the UK had been overtaken.

"I don't think the UK does have a world-leading position in bioscience. I think the US has the world-leading position in bioscience by quite a significant margin. And in a European context, at least on industrial biotechnology, I see Denmark and the Netherlands punching above their weight." Industry

"If you go to somewhere like China where the volume of science and the volume of researchers are expanding dramatically, I think that our ability to maintain that is going to be severely challenged by some of these up and coming countries." Academic

"I think the UK is in a very strong position with life sciences but is in danger of not remaining there." Academic

A call for BBSRC to address gaps in capabilities

In the context of these challenges, a few stakeholders felt BBSRC needed to act quickly to build capability and expertise in certain fields that they felt had weakened in recent years. As well as addressing these perceived gaps, stakeholders called for BBSRC to be horizon scanning so that it can pinpoint where the bioscience sector is heading, and ensure the UK is prepared to capitalise on key growth areas.

"Broadly speaking over the last 20 years there has been a very significant erosion in capability and competency and expertise in UK universities and institutes. BBSRC really does need to take a strategic view and start to pay more attention to what's going to be needed; looking ahead 20, 30, 40 years." Industry

Funding can be a barrier

The challenge of maintaining funding was identified as a factor which can make it increasingly difficult to maintain the UK's position. One stakeholder noted that in terms of Gross Domestic Product [GDP] spend the UK is behind some of its industrialised competitors.

"To be completely candid about this, we try to make sure we don't put all our eggs in the UK basket, because it's [USA] such an exciting area to partner with right now." Industry

Many stakeholders thought **securing and sustaining levels of funding would therefore be vital**. Without this, the perception was that BBSRC would have to narrow its portfolio and that, as a result, the UK could fall behind in some areas of the biosciences.

"I think their plans and targets are good, but they need funding from government who have to recognise that this kind of science needs to continue in the UK." Industry

Linked with this, the economy and other pressures outside of BBSRC were recognised as creating a difficult environment for it to operate within. Although BBSRC can't address such issues, **there was a suggestion that it would have to focus on being streamlined and flexible** so that it, and UK bioscience, can adapt and flourish in the future.

"I think it's a complex story, some of it which is about perception, so things like immigration controls, students studying at universities from outside the European Union and the UK, through to a sense that the environment in the UK is not necessarily as business friendly as many private sector organisations would like. So it's not necessarily a BBSRC issue, but I think it's a UK issue. I think BBSRC are fully conscious and aware of those issues, you know, they probably as an organisation can't do a huge amount more if I'm honest, I suspect." Academic

Future Priorities

6 Future priorities

The previous chapters have touched on BBSRC's strengths and performance, areas for improvement, and the challenges and barriers it needs to overcome if it is to strengthen working relationships, maintain its success, contribute to social and economic impact and ensure the UK has a world leading position in bioscience. However, as part of the qualitative interviewing, we also asked stakeholders to summarise what they felt BBSRC's key challenges and opportunities in the future were. This chapter synthesises participants' responses and summarises the key priorities that emerged.

A desire for BBSRC to maintain current work and build on strong position

There was a significant level of support for BBSRC as an organisation, and most stakeholders felt BBSRC was on a positive trajectory. Several participants suggested that important and positive changes were currently happening within BBSRC, with the publication of its strategic plan and the appointment of a new Chief Executive to drive the organisation forward. A strong message from stakeholders was therefore for BBSRC to continue with the work it is doing.

"I think by and large BBSRC are a very high performing Research Council that is doing the right things. There are lessons from BBSRC for the others to pick up on I think." Academic

"There should be positive messages going back to BBSRC about many of the things they've done. And, you know, I think they're working from a good, strong base." Industry

However, while BBSRC was seen to have a positive direction of travel, stakeholders felt it could not afford to rest on its laurels, and identified a number of areas upon which they would like to see BBSRC focus its attention.

Secure funding for the future

Funding was the challenge acknowledged by the broadest cross-section of stakeholders and there was a perception that BBSRC's budget was likely to come under increasing scrutiny. On this note, a few participants noted that BBSRC would need to ensure it was well-networked with BIS and was responding to its priorities, as well as providing evidence of the value of the work it does. There was a perception that the government is broadly supportive of bioscience, but that the challenge would be to maintain this. Indeed, many of the priorities outlined below focus on how BBSRC can strengthen its position.

"Funding is always an issue, and ensuring that funding gets to where it needs to be. In this respect BBSRC must remain flexible to the changing environment of bioscience. Ensuring that their research remains relevant to the industrial requirements, but generally continuing what it is doing." Industry

"BBSRC have a strong position. However, there are constraints on money as they're government funded." Academic

Focussing funding on impactful research

With this in mind, showing impact and return on investment was viewed to be increasingly important as budgets continue to tighten. Several stakeholders therefore wanted BBSRC to prioritise areas that will have clear social, economic or environmental benefits on the UK. For example, one stakeholder

suggested genomics could have significant social impacts and is a cutting edge area of research, and that BBSRC could seek to drive research in this area forward.

However, academic stakeholders were keen to ensure BBSRC continued to fund a mix of translational and discovery-led science. Some felt that at present BBSRC was achieving this balance but recognised that it may be pressured into narrowing its focus in future – something that concerned these participants.

“Support for fundamental, basic discovery science is critically important; some other funders have been withdrawing from it so the fact that they've been able to maintain that is positive.” Academic

“I think that they've managed the twin challenges of driving forward new, exciting research initiatives... but also at the same time they've permitted people to follow their nose and to pursue curiosity driven research.” Academic

Forging closer links between industry and academia to help to realise benefits

The relationship between industry and academia, and BBSRC's role in this has been a recurring theme throughout this report. The UK was seen to have a wealth of expertise in both sectors and there was a call for BBSRC to facilitate closer relationships between the sectors. BBSRC was seen to be well-placed to build these partnerships and to enable knowledge exchange to occur.

“BBSRC need to run down the middle and act as a mediator for these two groups.” Industry

It was also argued by several stakeholders that BBSRC should aim to build competency, capability and expertise in UK universities to make sure that they will be meeting the future needs of industry, as well as promoting what might be deemed as less popular, but vital research, moving into the future.

“I've seen on a couple of occasions they are doing larger scale work which is interesting but not actionable... I think there is a lack of proper commercial understanding.” Industry

“Personally my view is that BBSRC has been slow off the mark in actually changing the prioritisation of its research spend and to really build back the capacity that the UK needs in the industry focussed and industry targeted research arena.” Industry

Additionally, developing the next generation of researchers was felt to be an important priority for BBSRC. As noted above, there were concerns that capability has been eroded in some areas and several stakeholders felt BBSRC would need to act quickly to address this by encouraging a new wave of scientists.

“To increase their funding of top-quality young scientists, and for us to fund the next generation of scientists who can win Nobel prizes. They need to provide space for the new, emerging scientific talent to come through”. Academic

Increasing collaboration with other Research Councils and organisations

Several stakeholders suggested that the Research Councils should work together more frequently. This was reinforced by the view that one of the major challenges faced by BBSRC will be the integration of the sciences, and that as a result some felt joint, interdisciplinary working and funding should be a vital part of BBSRC's role moving forward.

"In a lot of these areas it's not just the biological science that is going to make a difference, and I think that the Research Councils work together across these cross-disciplines but what this doesn't translate to is funding truly multi-disciplinary research." Government and Policy

"I think one of the major barriers and challenges they face is the integration of science and the interdisciplinary nature of science, and there is always a danger that the really exciting and innovative work taking place at the interface between the Research Councils in the UK will slip between the cracks." Industry

Similarly, a few stakeholders felt BBSRC should seek to work more closely with other research funders in the UK and internationally. These participants thought that pooling resources and collaborating more closely could reduce duplication and maximise the value of the money invested in research. In this regard, co-creation and co-production were referenced by a few stakeholders as tools which BBSRC should embrace – both in terms of developing research strategies but also ensuring that research is utilised in industry and policy-making.

"I think one of the areas they should exploit is the willingness of partner organisations like ourselves to work more closely with them and use the skills and expertise that we have to complement what they're doing, not to take it over but to complement it. And to have that sort of proactive approach to engaging organisations, which I'm not saying they don't do, but that's something they can be doing more of." Academic

"It needs to have a more pragmatic approach in terms of – a meeting of minds – more of a give and take in the process – working together to make sure the research is co-created." Government and Policy

Promoting achievements to the public and within the sector

Another major challenge identified related to communicating the inherent value of research to the public. In order to gather public support for bioscience, a few stakeholders (mostly academics) felt that BBSRC could promote the social and economic value of research more vociferously. Their hope was that this could increase public confidence in bioscience research and develop a groundswell of support for investing in it.

"What would be helpful is to better communicate their achievements to help the public understand the impact that their work has led to." Academic

One academic in particular emphasised the importance of this for BBSRC. They felt there was a lack of belief and trust in the science community which could lead to a downward spiral of decreased funding and decreased capabilities. As a result, they felt public confidence in science, and the life sciences, was critical.

"I think one of the biggest challenges is ensuring that the value of the science in the community continues to be held in high esteem and valued." Academic

A government and policy stakeholder also suggested that BBSRC could bring together its body of work and publicise it externally. They felt such a move could benefit their own work as well as building support for bioscience research more broadly.

"I think they are missing a trick by not synthesising the outputs of BBSRC funded research and putting that in an accessible way that would be of interest to organisations like mine." Government and Policy

Being adaptable and taking advantage of opportunities

In conclusion, the bioscience sector was seen to be fast-moving and a cross-section of stakeholders felt BBSRC would need to be forward-thinking and flexible to realise its vision and achieve its aims. The general consensus was that the research world is becoming increasingly collaborative and that BBSRC will have to respond and adapt to this to take full advantage of the opportunities that are available. Most stakeholders were confident that BBSRC had the ability to do this, but they also felt it would be a challenge.

"The last twenty years has been a good twenty years but they will be ancient history within five years, so they've just got to keep going in this direction. I think it's a really key part they're playing and we need them, so my message would be please, please keep going." Industry

Emerging themes

7 Emerging themes

This research has provided an overview of stakeholder perceptions of BBSRC, as well as views on how the organisation is performing, how interactions can be strengthened and what stakeholders thought BBSRC's future priorities should be. From this, a number of consistent themes emerged during the research that stakeholders identified as key issues for BBSRC to consider.

- **Developing a better understanding of the needs, expectations and motivations of specific stakeholders**

BBSRC has a diverse stakeholder audience. This makes stakeholder management challenging as BBSRC has to understand a wide range of perspectives and expectations. This was reflected in the research findings, as ratings of the extent to which BBSRC adds value to stakeholders varied significantly across, and within, stakeholder sectors.

- **Looking at the method and frequency in which BBSRC interacts with stakeholders**

A desire to work more closely with BBSRC was widespread, highlighting that relationships could be strengthened. Consequently it will be important for BBSRC to consider how it engages stakeholders, both in terms of the method and frequency of contact, to ensure it is establishing a beneficial, open and ongoing dialogue with stakeholders.

- **Developing relationships with government and policy sectors and NGOs**

Relationships with government and policy and NGO stakeholders often did not appear to be as developed as with stakeholders representing academia or industry. Additionally, fewer respondents from these sectors participated in the research; further emphasising that BBSRC may need to foster closer and more productive working relationships with government and policy and NGO stakeholders.

- **Improving messaging around BBSRC's role in UK bioscience and the social and economic importance of this, as well as providing greater clarity around the impact of BBSRC**

The vast majority of stakeholders agreed that the UK has a world-leading position in bioscience and many felt that BBSRC played a key role in developing and maintaining it. However, stakeholders tended to struggle to define BBSRC's economic and social impact. As a consequence, it could be important for BBSRC to improve its messaging around the positive impacts of UK bioscience and BBSRC's direct contribution to this.

- **Utilising stakeholder favourability and advocacy towards BBSRC**

BBSRC is highly regarded by its stakeholders, with the majority reporting they were advocates of the organisation and shared its vision. Given this, BBSRC has a clear opportunity to build upon this goodwill to strengthen and enhance its position and to deliver its strategic objectives. However, to maximise this opportunity, it will need to address the areas for improvement that stakeholders have highlighted. This should ensure stakeholders remain supportive of BBSRC, and that BBSRC's approach to stakeholder engagement is tailored to the needs of specific stakeholders and stakeholder groups. Additionally, a more nuanced and targeted approach to stakeholder engagement should help to fully utilise the expertise of

BBSRC's stakeholder audience. This would be beneficial to BBSRC as it looks to progress as an organisation and to maintain and further the UK's strong position in bioscience.

Appendices

8 Appendices

Appendix A: Participating organisations

Stakeholder group	Organisation
<i>Academic</i>	University of Glasgow
	Universities UK Research Policy Network Committee/Aberdeen University
	Society of Biology
	University of Bristol
	Wellcome Trust
	Research Councils UK
<i>Industry</i>	University of Edinburgh
	University of York
	Physiological Society
<i>Industry</i>	Sainsburys
	Fujifilm Diosynth
	BiIndustry Association
	Unilever
	Croda
	Synbio Leadership Council
	Agriculture and Horticulture Development Board
	BP Biofuels
	National Farmers Union
	Food and Drink Federation
Zoetis	

Syngenta

P&G

Government and Policy Welsh Assembly

Tech Leadership Forum

DEFRA

Food Standards Agency

NGOs Greenpeace

RSPCA

Soil Association

RSPB

Appendix B: Qualitative discussion guide

BBSRC 2014 Stakeholder Research
Discussion guide
Final Version, 11/02/14
Internal Use Only

1. Introduction

- Thank participant for taking part
- Introduce self / Ipsos MORI / BBSRC
- Explain the purpose of the interview: **to explore perceptions of BBSRC across its stakeholder community in order to strengthen partnerships, and understand and improve stakeholder relationships going forward**
- Confidentiality: reassure participant that all responses are anonymous and that information about individual cases will not be passed on to BBSRC unless they give express permission – we are just here to gather views
- Permission to record – for analysis and transcription
- Interview length – typically 30 minutes depending on what they have to say

2. Awareness and understanding

Can you tell me a little bit about your role, and how you/ your organisation interact with BBSRC?

PROBE

- What issues/ topics are you currently talking to BBSRC about?
- Where are your points of contact within BBSRC?

How would you describe BBSRC as an organisation? What sort of organisation is it trying to be?

From your interaction with BBSRC to date, what key words or phrases would you use to describe it?

How would you assess BBSRC's overall performance in recent years?

PROBE

- What has it done particularly well / less well?
- To what extent is it progressing as you would have expected?
- What have you seen / heard that makes you think this?

What are BBSRC's strengths? What are its weaknesses?

PROBE

- Can you provide any examples?

From your dealings with BBSRC, what would you say is its mission?

PROBE

- What is its role and remit within the UK bioscience arena?
- What have you seen or heard that makes you think that?

3. Engagement and working relationships

QUANT QUESTIONS

- To what extent do you feel BBSRC adds value to your organisation? Please give your answer on a scale of one to ten where one means BBSRC adds no value to your organisation and ten means BBSRC is invaluable to your organisation.
- Overall, thinking about your relationship with BBSRC, would you say that you would like to work more or less closely with them, or is your relationship about right?

Would like to work a lot more closely with them

Would like to work a little more closely with them

It is about right

Would like to work a little less closely with them

Would like to work a lot less closely with them

Don't know

How do you / your organisation find working with BBSRC?

PROBE

- Why do you say that? Can you give me some examples?
- How could your working relationship with BBSRC be improved?

How does BBSRC engage you in its work?

PROBE:

- What approaches work particularly well, or less well?
- What should BBSRC stop / start / continue to do to engage stakeholders?

Does your level of engagement with BBSRC meet your expectations?

PROBE

- Is it appropriate? I.e. too much / too little?
- What sort of information do you receive? What else might you need?

How would you like to engage with BBSRC in the future?

PROBE

- What do they need to do to achieve this?
- What do you see as the main benefits of working with BBSRC?
- What do you consider to be most important in your relationship with BBSRC?

How does BBSRC support your organisation?

PROBE

- Does your current relationship provide this?
- How could BBSRC work with you going forward?
- What more, if anything, would you like from your relationship from BBSRC?

Who do you think BBSRC's key stakeholders are? Why do you say that?

PROBE

- Do you think these are who BBSRC's key stakeholders 'should' be?
- Are there any key groups/organisations that you think BBSRC isn't engaging sufficiently at the moment?

What do you see as the main benefits of working with BBSRC?**What do you consider to be most important in your relationship with BBSRC?****4. Knowledge and understanding of strategic direction and impact**

How would you describe the role of BBSRC? How well do you think you understand its role?

QUANT QUESTION

- To what extent would you say you are familiar with the mission and vision of BBSRC? Please give your answer on a scale of one to ten where one means you are very unfamiliar and ten means you are very familiar.

BBSRC's vision is to lead world-class 21st century bioscience, promoting innovation in the bio-economy and realising benefits for society within and beyond the UK by:

- *supporting high-class research and related training,*
- *promoting the exploitation of research and providing trained scientists in support of bio-based industries, and*
- *promoting public engagement in bioscience.*

PROBE

- Where do you see your organisation fitting within this vision?
- What do you see as the major challenges/barriers to achieving this?
- How well do you think BBSRC has communicated its vision/mission?
- Where does BBSRC fit within your organisation's mission?

To what extent do you think the UK has a world-leading position in bioscience?

PROBE

- To what extent is this due to BBSRC?
- What more could BBSRC be doing to promote UK bioscience?

QUANT QUESTIONS

- On a scale of one to ten, where one means very poor and ten means excellent, how would you rate BBSRC's overall contribution to social impact within the UK?
- On a scale of one to ten, where one means very poor and ten means excellent, how would you rate BBSRC's overall contribution to economic impact within the UK?

Why do you say that?

PROBE

- Does BBSRC do enough to promote the economic and social impact of the science it funds?
- What more, if anything, could it do to have an impact in these areas?
- Who should they be working with to maximise social and economic impact?

Do you know what BBSRC's three major strategic science priorities are?

PROBE

- How relevant are these to you?
- Does the organisation have the right skills / capabilities in these areas?
- How well do you think BBSRC has communicated its priorities?

With all of this in mind, how well placed do you believe BBSRC is to deliver these priorities?

PROBE

- What are the major barriers / challenges?
- How confident are you that these can be addressed?
- How could they work better with you in these priority areas?

How will you measure / judge BBSRC's impact?

PROBE

- What will success look like for you?

5. Future directions

What do you see as the greatest challenges facing BBSRC in future?

PROBE

- How well placed is it to deal with this?

And what do you see as the greatest opportunities for BBSRC?

PROBE

- How well placed is it to capitalise on this?
- Who should BBSRC be working with to meet these challenges?
- How should BBSRC be working with these people/organisations to meet these challenges?

Thinking about the issues we've been talking about, what is the single most important message that you would like us to take back to BBSRC?

6. Wrap up and close

Is there anything that you would like to add before we finish?

May we say that we have interviewed you in the report that we prepare for BBSRC?

ASK IF THEY WOULD LIKE QUOTES TO BE ATTRIBUTED OR ANONYMOUS

THANK ON BEHALF OF BBSRC and Ipsos MORI AND CLOSE

If asked about the outcomes of the research, explain that BBSRC will share its thoughts on the top level findings in due course.

Appendix C: Quantitative questionnaire

Section 1: About you

Q1. Which of the following classifications best describes the organisation you work for? PLEASE SELECT ONE ANSWER ONLY

- | | |
|------------------------|--------------------------|
| Government/Policy | <input type="checkbox"/> |
| Academic | <input type="checkbox"/> |
| Industry | <input type="checkbox"/> |
| NGO | <input type="checkbox"/> |
| Other – please specify | <input type="checkbox"/> |

Q2. In your organisation, what kind of role do you have? PLEASE SELECT ONE ANSWER ONLY

Board level	<input type="checkbox"/>
Senior Executive	<input type="checkbox"/>
Middle management	<input type="checkbox"/>
Chief Scientist	<input type="checkbox"/>
Vice-Chancellor	<input type="checkbox"/>
Pro-Vice Chancellor	<input type="checkbox"/>
Governing Body	<input type="checkbox"/>
Principle Investigator	<input type="checkbox"/>
Department Head	<input type="checkbox"/>
Other, please specify	<input type="checkbox"/>

Q3. In which, if any, of the following areas does your organisation's work overlap with BBSRC's remit? PLEASE SELECT ALL THAT APPLY

- | | |
|---|--------------------------|
| General science | <input type="checkbox"/> |
| Health | <input type="checkbox"/> |
| Agriculture/Food Security | <input type="checkbox"/> |
| Industrial Biotechnology and Bioenergy | <input type="checkbox"/> |
| Other – please specify | <input type="checkbox"/> |
| Our work doesn't overlap with BBSRC's remit | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |
-

Section 2: Awareness of, and interactions with, BBSRC

Q4. How much, if anything, would you say you know about BBSRC? Would you say you know... PLEASE SELECT ONE ANSWER ONLY

- A great deal
- A fair amount
- Just a little
- Have heard of it but know nothing about it
- Have never heard of it – [go to Q29](#)
- Don't know

Q5. How do you mainly engage with BBSRC – strategic issues or day-to-day operational issues? PLEASE SELECT ONE ANSWER ONLY

- Strategic issues – for example, BBSRC's goals and strategic direction
- Operational, day-to-day issues – for example sitting on panels, or reviewing grant applications
- Both of these
- Don't know

Q6. How often, approximately, would you say you are in contact with BBSRC? PLEASE SELECT ONE ANSWER ONLY

- Daily
- Several times a week
- Once a week
- Several times a month
- Once a month
- Every few months
- About once every six months
- At least yearly
- Less often than this
- Never
- Don't know

Q7. Which, if any, of the following are the main interactions you currently have with BBSRC? PLEASE SELECT ALL THAT APPLY

- Visiting the BBSRC website
- Following BBSRC on Twitter
- Receiving the BBSRC Business Magazine
- Receiving monthly email newsletters

- | | |
|-------------------------------------|--------------------------|
| Invitations to events | <input type="checkbox"/> |
| Phone contact | <input type="checkbox"/> |
| Face-to-face contact / meetings | <input type="checkbox"/> |
| Sitting on BBSRC committee or panel | <input type="checkbox"/> |
| Through grant applications | <input type="checkbox"/> |
| None of these | <input type="checkbox"/> |

Q8. And thinking about all of your interactions with BBSRC, would you describe them as...? PLEASE SELECT ONE ANSWER ONLY

- | | |
|-----------------|--------------------------|
| Very Positive | <input type="checkbox"/> |
| Fairly positive | <input type="checkbox"/> |
| Neutral | <input type="checkbox"/> |
| Fairly negative | <input type="checkbox"/> |
| Very negative | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q9. Which of the following areas, if any, do you most associate with the role of BBSRC? PLEASE SELECT ALL THAT APPLY

- | | |
|--------------------------------------|--------------------------|
| Infrastructure funding | <input type="checkbox"/> |
| Knowledge exchange and innovation | <input type="checkbox"/> |
| Communications and Public engagement | <input type="checkbox"/> |
| Research grants | <input type="checkbox"/> |
| Science policy | <input type="checkbox"/> |
| Skills and training | <input type="checkbox"/> |
| Other, please specify | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q10. How well informed, if at all, do you think BBSRC keeps you about its work? PLEASE SELECT ONE ANSWER ONLY

- | | |
|--|--------------------------|
| Very well informed | <input type="checkbox"/> |
| Fairly well informed | <input type="checkbox"/> |
| Gives me only a limited amount of information | <input type="checkbox"/> |
| Doesn't tell me much at all about what it does | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |
-

Section 3: Working relationships

Q11. From your interactions with BBSRC to date, which, if any, of the following words would you use to describe BBSRC as an organisation? PLEASE SELECT UP TO THREE ANSWERS

- | | |
|-------------------------|--------------------------|
| Accessible | <input type="checkbox"/> |
| Ambitious | <input type="checkbox"/> |
| Authoritative | <input type="checkbox"/> |
| Bureaucratic | <input type="checkbox"/> |
| Cautious | <input type="checkbox"/> |
| Closed | <input type="checkbox"/> |
| Connected | <input type="checkbox"/> |
| Credible | <input type="checkbox"/> |
| Defensive | <input type="checkbox"/> |
| Disjointed | <input type="checkbox"/> |
| Effective | <input type="checkbox"/> |
| Engaging | <input type="checkbox"/> |
| Flexible | <input type="checkbox"/> |
| Independent | <input type="checkbox"/> |
| Ineffective | <input type="checkbox"/> |
| Inflexible | <input type="checkbox"/> |
| Informative | <input type="checkbox"/> |
| Innovative | <input type="checkbox"/> |
| Insular | <input type="checkbox"/> |
| Proactive | <input type="checkbox"/> |
| Reactive | <input type="checkbox"/> |
| Responsive | <input type="checkbox"/> |
| Slow | <input type="checkbox"/> |
| Stretched | <input type="checkbox"/> |
| Transparent | <input type="checkbox"/> |
| Trusted | <input type="checkbox"/> |
| Untrustworthy | <input type="checkbox"/> |
| Other (please specify) | <input type="checkbox"/> |
| Don't know/not relevant | <input type="checkbox"/> |

Q12. How easy or difficult do you find working with BBSRC? PLEASE SELECT ONE

ANSWER ONLY

- Very easy
- Fairly easy
- Neither easy nor difficult
- Fairly difficult
- Very difficult
- Don't know

Q13. Overall, thinking about your relationship with BBSRC, would you say that you would like to work more or less closely with them, or is your relationship about right? PLEASE SELECT ONE ANSWER ONLY

- Would like to work a lot more closely with them
- Would like to work a little more closely with them
- It is about right
- Would like to work a little less closely with them
- Would like to work a lot less closely with them
- Don't know

Q14. Do you have any ideas for how your working relationship with BBSRC could be improved or strengthened?

.....
.....
.....

Don't know

Q15. To what extent do you feel BBSRC adds value to your organisation? Please give your answer on a scale of one to ten where one means BBSRC adds no value to your organisation and ten means BBSRC is invaluable to your organisation.

PLEASE SELECT ONE ANSWER ONLY

- 1 – BBSRC adds no value to your organisation
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10 – BBSRC is invaluable to your organisation
- Don't know
- I do not expect BBSRC to add value to my organisation

Q16. To what extent, if at all, do you feel BBSRC could add more value to your organisation? PLEASE SELECT ONE ANSWER ONLY

- BBSRC could add a great deal more
- BBSRC could add a fair amount more
- BBSRC could not add very much more
- BBSRC could not add any more at all
- Don't know
- I do not expect BBSRC to add value to my organisation

Q17. How, if at all, do you think BBSRC could add more value to your organisation?

PLEASE WRITE IN

.....

.....

.....

- I do not expect BBSRC to add value to my organisation
- Don't know

Section 4: Knowledge and understanding of BBSRC's strategic direction and impact

Q18. To what extent would you say you are familiar with the mission and vision of BBSRC? Please give your answer on a scale of one to ten where one means you are very unfamiliar and ten means you are very familiar.

- | | |
|---------------------|--------------------------|
| 1 – Very unfamiliar | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> |
| 5 | <input type="checkbox"/> |
| 6 | <input type="checkbox"/> |
| 7 | <input type="checkbox"/> |
| 8 | <input type="checkbox"/> |
| 9 | <input type="checkbox"/> |
| 10 – Very familiar | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q19. To what extent do you agree or disagree that the UK has a world-leading position in bioscience? PLEASE SELECT ONE ANSWER ONLY

- | | |
|----------------------------|--------------------------|
| Strongly agree | <input type="checkbox"/> |
| Tend to agree | <input type="checkbox"/> |
| Neither agree nor disagree | <input type="checkbox"/> |
| Tend to disagree | <input type="checkbox"/> |
| Strongly disagree | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q20. To what extent, if at all, do you think the UK's international position in bioscience is due to BBSRC? PLEASE SELECT ONE ANSWER ONLY

- | | |
|---------------|--------------------------|
| A great deal | <input type="checkbox"/> |
| A fair amount | <input type="checkbox"/> |
| Not very much | <input type="checkbox"/> |
| Not at all | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q21. On a scale of one to ten, where one means very poor and ten means excellent, how would you rate BBSRC's overall contribution to social impact within the UK?
PLEASE SELECT ONE ANSWER ONLY

- | | |
|----------------|--------------------------|
| 1 – Very poor | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> |
| 5 | <input type="checkbox"/> |
| 6 | <input type="checkbox"/> |
| 7 | <input type="checkbox"/> |
| 8 | <input type="checkbox"/> |
| 9 | <input type="checkbox"/> |
| 10 – Excellent | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q22. On a scale of one to ten, where one means very poor and ten means excellent, how would you rate BBSRC's overall contribution to economic impact within the UK? PLEASE SELECT ONE ANSWER ONLY

- | | |
|----------------|--------------------------|
| 1 – Very poor | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> |
| 5 | <input type="checkbox"/> |
| 6 | <input type="checkbox"/> |
| 7 | <input type="checkbox"/> |
| 8 | <input type="checkbox"/> |
| 9 | <input type="checkbox"/> |
| 10 – Excellent | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

BBSRC's vision is to lead world-class 21st century bioscience, supporting high class research and training; promoting the exploitation of research and promoting public engagement.

Q23. To what extent do you think BBSRC achieves this vision? Please give your answer on a scale of one to ten where one means not at all and ten means it is completely achieving it. PLEASE SELECT ONE ANSWER ONLY

- | | |
|-----------------|--------------------------|
| 1 – Not at all | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> |
| 5 | <input type="checkbox"/> |
| 6 | <input type="checkbox"/> |
| 7 | <input type="checkbox"/> |
| 8 | <input type="checkbox"/> |
| 9 | <input type="checkbox"/> |
| 10 – Completely | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q24. To what extent, if at all, do you think there is scope for BBSRC to work more closely with your organisation to achieve this vision? PLEASE SELECT ONE ANSWER ONLY

- | | |
|---------------|--------------------------|
| A great deal | <input type="checkbox"/> |
| A fair amount | <input type="checkbox"/> |
| Not very much | <input type="checkbox"/> |
| Not at all | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q25. To what extent, if at all, does your organisation share BBSRC's vision? Please give your answer on a scale of one to ten where one means you don't share it at all and ten means you completely share BBSRC's vision. PLEASE SELECT ONE ANSWER ONLY

- | | |
|-----------------|--------------------------|
| 1 – Not at all | <input type="checkbox"/> |
| 2 | <input type="checkbox"/> |
| 3 | <input type="checkbox"/> |
| 4 | <input type="checkbox"/> |
| 5 | <input type="checkbox"/> |
| 6 | <input type="checkbox"/> |
| 7 | <input type="checkbox"/> |
| 8 | <input type="checkbox"/> |
| 9 | <input type="checkbox"/> |
| 10 – Completely | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q26. To what extent do you agree or disagree with the following statements?

SELECT ONE ANSWER ONLY FOR EACH STATEMENT

- a) **BBSRC works productively with industry**
- b) **BBSRC works productively with non-governmental organisations (NGOs)**
- c) **BBSRC works productively with government and policy makers**
- d) **BBSRC works productively academic organisations**
- e) **BBSRC works productively with other Research Councils**

	a	b	c	d	e
Strongly agree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tend to agree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neither agree nor disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tend to disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strongly disagree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Don't know	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 5: Summary questions and future directions

Q27. To what extent are you favourable or unfavourable toward BBSRC? Please bear in mind that we are interested in your overall impressions. PLEASE SELECT ONE ANSWER ONLY

- | | |
|-------------------------------------|--------------------------|
| Very favourable | <input type="checkbox"/> |
| Fairly favourable | <input type="checkbox"/> |
| Neither favourable nor unfavourable | <input type="checkbox"/> |
| Fairly unfavourable | <input type="checkbox"/> |
| Very unfavourable | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |

Q28. Which of the following phrases best describes the way you would speak of BBSRC to other people? PLEASE SELECT ONE ANSWER ONLY

- | | |
|---|--------------------------|
| I would speak highly of BBSRC without being asked | <input type="checkbox"/> |
| I would speak highly of BBSRC if asked | <input type="checkbox"/> |
| I would be neutral towards BBSRC | <input type="checkbox"/> |
| I would be critical of BBSRC if asked | <input type="checkbox"/> |
| I would be critical of BBSRC without being asked | <input type="checkbox"/> |
| Don't know | <input type="checkbox"/> |
-

Section 6: Questions for those who have never heard of BBSRC

ONLY ASKED OF THOSE WHO HAVE NEVER HEARD OF BBSRC AT Q4

BBSRC is the UK's leading funder of academic research and training in the non-clinical life sciences, including basic bioscience underpinning health, industrial biotechnology and bioenergy, and agriculture and food security research.

Q29. Knowing this, would you like to find out more about BBSRC?Yes No **Q30. Knowing this, would you like to develop a relationship with BBSRC?**Yes No **If yes, please provide your contact details below:**

Name

Organisation

e-mail address

Many thanks for completing this survey, your responses are much appreciated. To submit your answers, please click the 'Submit' button.

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