Home Office

Ipsos

BUILDING A STRONGER BRITAIN TOGETHER

Evaluation of the Building a Stronger Britain Together (BSBT) Programme

Understanding What Works in Countering Extremism

Research Report 125
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OGL

Contents

Foreword: Baroness Williams

Today, the importance of celebrating the fundamental rights and freedoms that we all share is greater than ever. We must protect these important values from those who seek to undermine them by sowing divisions and hatred in our communities.

A key part of combatting extremism is the partnership between the government and those individuals, groups and communities that support these fundamental rights. At its core has been our Building a Stronger Britain Together (BSBT) programme. The programme set out to challenge extremism and promote the values that bind us together.
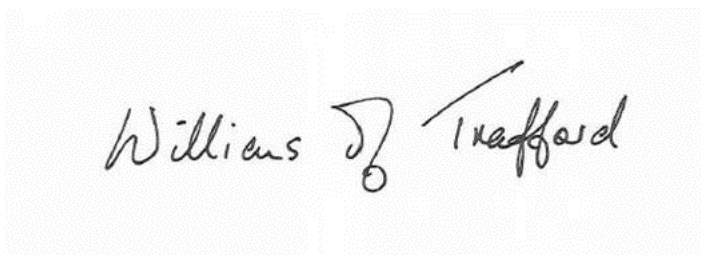
Four years on, this report provides an evaluation of how much impact the BSBT programme has had and I am immensely proud to see that we have made progress against all of the programme's objectives. BSBT has contributed to fewer people holding attitudes and beliefs that oppose shared values, an increase in sense of belonging and civic participation at a local level and more resilient communities.

This report builds on the interim evaluation of BSBT published in October 2019. Through BSBT, we have given £8.5 million grant funding for 252 projects, delivered 118 In-Kind Communication Support packages, supported 240 organisations and delivered 12 campaigns with both local and national audiences.

I want to take this opportunity to thank the charities, Community Coordinators, youth workers and mentors who have worked tirelessly to make our communities stronger. The success of the BSBT programme has depended entirely on our ability to work together in the community and without them our partnership would not have succeeded.

The landscape within which BSBT is delivered has evolved significantly in four years and we need to ensure that our response continues to develop to meet this changing threat. The findings from the report will be used to identify and develop future projects. The

impact illustrated in this report, and the incredible individuals and organisations that BSBT has supported, give me great confidence that we will continue to make progress and adapt to what lies ahead.

Baroness Williams
Minister for Countering Extremism

Acknowledgements

Executive summary

Building a Stronger Britain Together: what is it?

Building a Stronger Britain Together (BSBT) has been the main delivery programme under the government's 2015 Counter-Extremism Strategy.[1] Launched in 2016, it aims to support civil society and community organisations across England and Wales in standing up to extremism in all its forms and offering vulnerable individuals positive alternatives. The programme also forms part of the government's response to the 2019 manifesto commitments to combat extremism. The three target outcomes of BSBT align with the pillars set out in the Counter-Extremism Strategy:

- Fewer people holding attitudes, beliefs and feelings that oppose shared values

- An increased sense of belonging and civic participation at a local level

- More resilient communities

What is the purpose and scope of this report?

The Home Office commissioned the independent research agency Ipsos MORI to evaluate the BSBT programme to:

- assess the **impact** of BSBT programme activity against the pillars set out in the Strategy;

- understand the **effectiveness** of processes involved in delivering the programme;

- identify **'what works'** in terms of the enablers and barriers that influence the delivery of the programme and its impact.

This report presents the findings from an evaluation of activity conducted during the first four years of BSBT through to January 2020 across the five BSBT workstreams:

1. **Grant funding** to civil society organisations (CSOs) tackling extremism at a local level.

2. **In-Kind Communications Support (IKS)** to amplify the voices of key organisations working to challenge extremism and build long-term capacity.

3. **BSBT Network** to increase understanding and shared learning in countering extremism through events, training, social media and other communications.

4. **Counter-extremism Community Coordinators** embedded in selected local authorities to develop understanding and facilitate counter-extremism activity at a local level.

5. **Local and national communications campaigns** to address a range of extremism challenges.

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[1] Counter-Extremism Strategy (October 2015) Home Office
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/470088/51859_Cm9148_Accessible.pdf

What are the methodological considerations of the evaluation?

The evaluation incorporates several methodologies in its approach (see Annex 2 for more information), seeking to adhere to the government's evaluation principles set out in the Magenta Book. The programme has sought to ensure 10% of delivery spend on evaluation underpinned by a BSBT Logic Model (see Annex 1). This aimed to determine the impact of BSBT through measuring attitudinal change following participation in BSBT supported activities, typically at a point immediately or soon after participation.

Findings to date are typically based on short-term measures, sustained impact cannot be inferred at this stage. This shorter-term focus reflects the evaluation requirements within the initial phases of BSBT. However, findings from this evaluation contribute significantly to a growing evidence base on what works in countering extremism, as well as identifying key learnings for future programmes. If measures of sustained impact are required, then this must be made possible with future programmes seeking to prioritise longer-term measures and build this into the planning of activity across multiple years.

What has BSBT achieved?

Evidence across BSBT workstreams has demonstrated the short-term impact the programme has had to date against its target outcomes.

- **Evidence shows initial success against core BSBT outcomes**

    BSBT supported activities have led to most of those taking part expressing a greater likelihood to reject and challenge narratives that oppose shared values. Most of those participating in relevant activities funded by BSBT also reported a greater sense of local belonging and displayed newly acquired confidence and skills that can aid resilience against extremism. Survey measures showed significant improvements when comparing responses before and after participation in BSBT activity in relation to all three outcomes, notably **sense of contribution** to the local area (+21 percentage points (ppts)), **confidence to challenge** a friend/relative expressing negative views (+16ppts) and looking at **all sides of an argument** before deciding (+14ppts). Whilst these measures provide encouraging evidence of positive impact of BSBT supported activities, they represent short-term changes in attitudes and cannot provide evidence of sustained impact.

- **A broad range of individuals have engaged with the programme**

    BSBT has been wide-reaching; the 252 grant-funded counter-extremism projects reported reaching **just under 290,000** individuals with their activities, whilst IKS and campaign activity have extended this reach further. Delivery has ranged from in-depth interaction with individuals to address factors which might increase susceptibility to extremism, through to broader approaches which have engaged larger numbers of people across communities to raise awareness of extremism issues. Despite successfully engaging a broad range of individuals, BSBT activities were not always fully effective in reaching those vulnerable, disengaged audiences who may be most susceptible to extremism. A range of factors influenced the effectiveness of recruitment, including the strength of CSOs' local networks and the levels of (mis)trust that existed amongst local communities towards government support, particularly where funded by the Home Office. This highlights the ongoing work needed to build trust and positively promote future counter-extremism programmes.

- **BSBT has increased a broad range of CSOs' capabilities to counter extremism**

  BSBT has had a positive effect supporting local work to counter extremism; the majority (98%) of CSOs receiving grant funding and/or IKS felt their project would not have gone ahead in the same way without it. Most noted their project would likely not have gone ahead at all. Organisations supported through BSBT funding, IKS and the Network reported a range of benefits that have improved relevant capabilities, increased awareness of how to tackle extremism, extended scope of activities and improved communications capabilities. However, in the absence of continued (counter-extremism-related) funding, it is uncertain whether improved capability to deliver will result in sustained delivery of counter-extremism work.

- **The programme model has facilitated impact against target outcomes, though needs adapting to enhance future delivery of counter-extremism interventions**

  Knowledge gained from the evaluation highlights how the programme model can be enhanced to best meet evolving local and national needs. The wide-ranging nature of the BSBT target outcomes and an associated lack of explicit prioritisation has led to some supported activity lacking sufficient focus around counter-extremism outcomes. The breadth of activity covered by the programme has also not facilitated strategic focus at a local level, with project activities not always aligning to local extremism needs (though there are some examples of activities aligning around common goals). Future programme activity would benefit from more focussed outcomes and increased clarity around priorities.

  Channelling support through a range of delivery mechanisms has positively enabled the programme to utilise a broad range of relevant expertise (at both a local and national level) to deliver against target outcomes. In facilitating increased capacity and capability of organisations to deliver counter-extremism activities with local communities, BSBT has enabled positive changes to be made with those participating in projects. The BSBT Network and Community Coordinators have provided some effective support in sustaining delivery and maintaining the engagement of communities, though their impact is variable, and further steer and support will be required.

  The relatively short-term grant delivery periods, coupled with some delays in the funding process, have limited the time available to effectively implement activities and build relationships with local communities. Longer-term funding opportunities, coupled with increased collaborative working, will be required to direct activities at the most relevant audiences and ensure sustained impact.

- **Activities linked across BSBT workstreams enhances impact**

  The BSBT delivery model has added further value when different workstreams have worked to complement each other: such as IKS amplifying the impact of grant funding; counter-extremism Community Coordinators and the BSBT Network increasing awareness of opportunities for local CSOs. Current processes do not always facilitate optimal cross-working between workstreams or aid the development of local networking. There are opportunities to further realise these potential benefits, particularly between campaigns and other workstreams.

- **The most successful activities understand their audiences and have well-considered engagement plans**

Tailoring specific target audiences and project activity to address identified local needs can focus on 'vulnerable' and/or 'disengaged' individuals. Successful projects typically have a strong understanding of their target audience and can draw on experience and existing relationships with relevant local communities (including local institutions and other CSOs) to overcome logistical challenges. Further consideration should be given to projects being required to show capability to deliver as planned, with recruitment and delivery supported where needed through the Network and Community Coordinators.

- **Clear demonstration of links to counter-extremism achieves the greatest impact**

  BSBT activity has led to a broad range of positive and beneficial effects, though these vary in terms of how strongly they can be mapped to counter-extremism outcomes. This relates to how activities have been *developed* (for instance, the extent to which they have been informed by assessment of needs and/or robust theories) and their *implementation* (for example, the clarity of focus within the content of sessions). The sensitivities around addressing 'extremism' with some communities means that language used in communications is often nuanced and the tone may be more indirect. Regardless of language/tone, projects with clear rationale linking their activities to counter-extremism objectives provide stronger evidence of success against BSBT outcomes.

Drivers and enablers: what works in the delivery of counter-extremism activity?

The evaluation has identified a range of factors that have influenced the impact of the programme to date, with findings contributing significantly to improving our understanding of what works in countering extremism. Consideration of these factors can help to optimise future BSBT activity and its impact. They also provide guidance and best practice examples for other counter-extremism programmes.

- **Utilising invaluable local expertise and contacts through CSOs**

  The expertise and local knowledge of CSO delivery staff significantly influences impact made. Existing local relationships are often essential to facilitating recruitment of participants and establishing required levels of trust, especially with the most 'vulnerable' and 'disengaged'. Provision of safe spaces and use of skilled facilitators are also key factors for success. Experience in engaging relevant audiences can overcome logistical challenges around recruitment (within timeframes) and likely levels of engagement/attrition. However, the rationale for targeting still needs to be linked clearly to counter-extremism objectives (and not rely on familiarity/ease of recruitment).

- **Creating roles and networks to facilitate local collaboration**

  There is some positive evidence of the BSBT Network and counter-extremism Community Coordinators raising awareness of the programme, making beneficial links between groups/across BSBT activities and facilitating the sharing of good practice around counter-extremism issues. Clarity of responsibilities and personal skills are critical to effectiveness; levels of engagement have varied, resulting in a lack of joined-up working in some local areas.

- **Explicit links to counter-extremism objectives/associated harms**

  Evidence for the impact on counter-extremism outcomes is stronger when there is clear alignment to local needs and clarity on the links between project activity and programme objectives, drawing on relevant theories/hypotheses. Having a clear and considered rationale which links activity to counter-extremism outcomes and local needs, coupled with a strong understanding of target audiences, are critical drivers of success. When deciding on which activities to support, taking into account these aspects is typically more important than prioritising projects by type of organisation and/or delivery model (which can have varying impact depending on objectives, the experience/skills of individuals delivering activities and the audiences who are engaged).

- **Taking into account CSOs' broader organisational capabilities to sustain impact**

  In the absence of organisational ability and capacity to sustain counter-extremism work, the impact of BSBT activities is likely to be short-term. To ensure delivery and engagement are maintained, organisations should be assessed on their ability to *sustain* impact and engage with other relevant local CSOs/networks (and their ability to deliver projects). This is especially important where countering extremism is not within the core remit of the organisation, and the focus on extremism may depend on relevant funding. Community Coordinators can help to facilitate effective processes for sustaining activity.

- **Allowing for flexibility and innovation across programme delivery**

  This encompasses the use of different activities (e.g. using IKS to amplify the impact of grant funding), the flexibility to adapt activities during scoping/delivery and the ability to engage with varying audiences in different ways within the same project. The BSBT programme has benefitted from incorporating a level of (controlled) flexibility.

- **Maximising timeframes for local delivery**

  Ensuring CSOs have sufficient time to develop/enhance local relationships, recruit target audiences and tailor delivery to local needs helps to secure positive outcomes. Multi-year funding would help to provide the necessary scope for activities to be successfully implemented and for impact to be sustained. Without this, there will continue to be limited opportunity for CSOs to build on their experience and refine/improve counter-extremism activities.

Conclusions and lessons learned: how to enhance future programme delivery

BSBT has demonstrated initial success against its three target outcomes: **fewer people holding attitudes, beliefs and feelings that oppose shared values; an increased sense of belonging and civic participation at a local level; and more resilient communities**. The evaluation has contributed to improving our understanding of what works to counter extremism, with a range of key considerations identified to enhancing the impact of future programme delivery and means of effectively assessing long-term impact. Some lessons learned from the evaluation of BSBT may also have wider application to other Home Office or government-funded programmes, such as ensuring that a robust theory of change strongly underpins programme objectives.

Considerations for enhancing programme delivery

- Efforts to counter extremism should **align to consistent (focussed) objectives and speak the same language**.

  Future programmes should seek to increase shared understanding of the language used by different organisations around extremism issues at a local level (including the use of more indirect language to communicate with end beneficiaries) and to facilitate the use of consistent approaches to messaging and terminology where feasible.

- Develop **more focussed programme objectives, with further explicit steer around priorities for countering extremism** (and the extent to which these are consistent across geographic areas).

  Approaches aimed at directly challenging extremist narratives will need to acknowledge the sensitivities of such delivery. Further coordination of national and local activity, ensuring activities align to common objectives where applicable and that there is greater focus on shared outcomes across strands of activity. The Network and Community Coordinators should support adopting a collaborative approach to countering extremism.

- **Ensure delivery aligns to local needs and is holistic in addressing the drivers (individual, social and situational risk factors) known to increase an individual's vulnerability to extremism.**

  Future delivery should reflect understanding of the causes of all forms of extremism and causal pathways that align to tackling extremism and harms.

- **Consider opportunities to adopt a co-design approach** with local communities to help align delivery to local needs and encourage greater local engagement.

- Consider **multi-year funding** for local projects to provide greater opportunity for sustained engagement with key audiences and improve capabilities of CSOs longer-term (mitigating against changing local priorities and staff turnover).

- **Prioritise support to projects that show clear links between activity and locally relevant counter-extremism outcomes and which are better able to sustain impact** (and not focussing on less relevant categorisations such as organisation type or type of delivery mechanism).

- Given the emphasis on voluntary engagement and the need for trust-based relationships in securing participation, give further consideration to **addressing factors relating to distrust and grievance towards the Home Office** (which can significantly affect engagement and the effectivessness of counter-extremism interventions); this can be aided by further (sensitive) promotion of the benefits of BSBT and sharing of good practice.

- **Potential two-staged funding model with grant funding allocated centrally by the Home Office, supplemented with dedicated local authority funding.**

  Supported by Community Coordinators, this will allow close alignment of additional activities when addressing identified holistic local needs to ensure the tackling of the multifaceted causes of extremism.

- **Enhanced coordination across workstreams,** using processes and governance to ensure local delivery benefits from all relevant strands, particularly within a local area context.

  This may be achieved through enhanced strategic planning, collaboration between national delivery teams, through to the adaptation of tools (e.g. application forms) to encourage greater collaboration and cross-working.

Evaluations of counter-extremism programmes – future considerations

- **Development of programme delivery plans should facilitate the measurement of sustained impact wherever feasible.**

  This requires appropriate delivery planning for future years to ensure evaluation plans and relevant measures are tailored to longer-term objectives and can be targeted at activities and audiences where sustained impact will be most relevant.

- **Increase focus on evaluating the cost effectiveness of activity across the different specific workstreams and at an overall level.**

  Again, this will be aided through longer-term evaluation measures being considered within the upfront development of programme delivery.

- **Facilitate increased awareness and (shared) understanding around the causes of extremism and the links between relevant attitudes and counter-extremism outcomes.**

  Utilise expertise of a range of stakeholders and consider a wider evidence base, particularly from policy areas with relevant insights, such as crime and justice and public health initiatives.

BSBT has made a difference for those delivering CE work...

As of May 2020 BSBT delivered:

£8.5m

grant funding to support

252 counter-extremism projects

118 In-Kind Communications Support projects ongoing or complete

240 CSOs (civil society organisations) in the BSBT Network

40 local authority areas with Community Coordinator posts

12 local and national campaigns, alongside responsive tactical activities

Greater capability of CSOs receiving BSBT support to counter extremism

98% felt their project would **not have gone ahead in the same way**
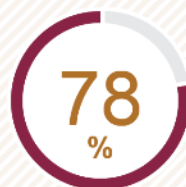
78% reported **networking with more organisations**
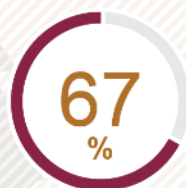
67% felt that being part of the BSBT Network had **increased their awareness of how to tackle extremism**

" [A benefit of BSBT is] developing new partnerships in the community, in turn a raised profile, we get to connect with new users and also being part of the wider BSBT Network, training and connecting with others."

Project delivery staff

What works in countering extremism

Utilising local expertise and networks

Flexible delivery models sensitive to local needs

Tightly defined target audiences

Clear link from activity to counter-extremism aims

Maximising timings for delivery

...and started to shift key attitudes

Positive impact on attitudes in line with BSBT's counter-extremism objectives

Improved sense of belonging and civic participation

Felt able to contribute to their local area

+21 ppt
Before 58%
After 79%
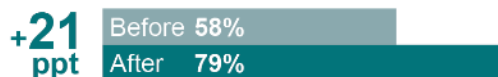
Felt they belonged in Britain

+11 ppt
Before 75%
After 86%
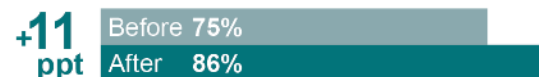
More resilient communities

Felt confident challenging negative views expressed by a friend or relative

+16 ppt
Before 56%
After 72%
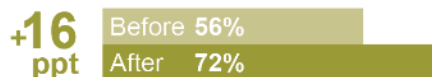
Always try to understand people who have different cultures and traditions

+11 ppt
Before 80%
After 91%
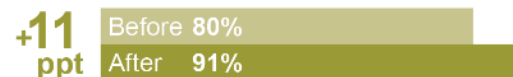
Countering negative attitudes and beliefs around shared values

Felt it better for society if people from different backgrounds mixed with each other

+9 ppt
Before 77%
After 86%
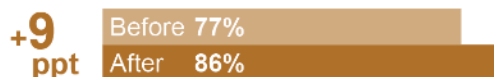
Felt it was ok for people to express different opinions and beliefs, even if they disagreed

+9 ppt
Before 81%
After 90%
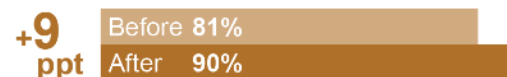
Positive attitudes for local residents who recognised BSBT campaigns

82% in **Birmingham** said it encouraged them to **meet people from different backgrounds**

74% in **Leeds** agreed it made them **think more positively about people from different backgrounds**

71% in **Luton** felt it encouraged them to **speak out against somebody with negative views** about people from different backgrounds

> " I learned to respect other people regardless of background, religion and country."
>
> **BSBT project participant**

> " It gave me the confidence to stand up against prejudice more wherever I see it."
>
> **BSBT project participant**
> (young person – peer ambassador)

1

Introduction

Building a Stronger Britain Together
is the government's flagship programme
to counter the threat of extremism
in our communities.

1 Introduction

In 2016, the Home Office launched its Building a Stronger Britain Together (BSBT) programme, a key part of the government's 2015 Counter-Extremism Strategy.[2] M&C Saatchi supports BSBT as the strategic delivery partner and the programme has entered its fifth year (2020/21). The government commissioned the independent research agency Ipsos MORI to evaluate the programme, and this report presents the findings of evaluation activity conducted during the first four years of BSBT through to January 2020 and builds on the previously published 2019 BSBT Progress Report.[3]

1.1 BSBT and the Counter-Extremism Strategy

The government set out a strategic approach to countering extremism in 2015. The Strategy, covering all forms of violent and non-violent extremism, set out perceived drivers of extremist narratives and behaviours and the harms such actions can cause. The Strategy defined extremism as:

> *"… the vocal or active opposition to our fundamental values, including democracy, rule of law, individual liberty and the mutual respect and tolerance of different faiths and beliefs."*
> **UK government Counter-Extremism Strategy, 2015**

It set out four main pillars to respond to extremism:

1. **Countering extremist ideology** – by confronting and challenging what extremists say and the narratives they promote, and by supporting those at risk of radicalisation.

2. **Building a partnership with all those opposed to extremism** – supporting individuals and groups working to counter extremism within their communities.

3. **Disrupting extremist activity** – through the targeted use of powers.

4. **Building more cohesive communities** – addressing the problems of segregated communities, including barriers to integration and access to opportunities.[4]

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[2] Counter-Extremism Strategy (October 2015) Home Office
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/470088/51859_Cm9148_Accessible.pdf

[3] https://www.gov.uk/government/publications/building-a-stronger-britain-together-bsbt-progress-report-2019

[4] This area was taken on (from Home Office) by the Ministry of Housing, Communities and Local Government (MHCLG) in 2017/18
https://www.gov.uk/government/consultations/integrated-communities-strategy-green-paper

The Strategy set out clear steps to counter extremism, with the government taking a partnership approach to addressing extremist ideologies and behaviours. Underpinning the objectives of BSBT, the aim was to work with local organisations committed to addressing the causes and impact of extremism.

> *"We will work in partnership with all those dedicated to tackling extremists. Wherever possible we will act locally, recognising that many of the most effective projects and most credible voices are those in the communities themselves."* **UK government Counter-Extremism Strategy, 2015**

1.2 Aims and objectives of BSBT

BSBT was developed to provide support to **civil society and community organisations** across England and Wales. The programme has encouraged organisations to bid for **grant funding** and **IKS** to deliver activities which align to BSBT outcomes and counter extremism. To support the delivery at a local level, the programme has funded **counter-extremism Community Coordinator** posts within selected local authorities. To further encourage the partnership approach, a **BSBT Network** was established to aid a collective response to counter extremism. A series of **national and local campaigns** have also targeted a range of issues aligned to counter-extremism priorities. Further detail on each strand of BSBT activity is provided in Chapter 2.

The BSBT programme sought to achieve the following outcomes:

1. Fewer people holding attitudes, beliefs and feelings that oppose shared values.

2. An increased sense of belonging and civic participation.

3. More resilient communities.

To reflect the proposed pathways that BSBT activities may follow in meeting these three outcomes, a programme-level Logic Model (see Annex 1) was developed.[5] This sets out how different BSBT supported activities may be expected to meet relevant intermediate and longer-term outcomes. The Logic Model was used to inform programme design, delivery and evaluation.

1.3 Evaluation aims, objectives and approach

Ipsos MORI's independent evaluation of BSBT had the following aims:

1. Assess the **impact** of BSBT programme activity against key outcomes.

2. Understand the **effectiveness** of processes involved in delivering the programme.

3. Establish **'what works'** in terms of the enablers and barriers that influence the delivery of the programme and its impact.

The evaluation approach, underpinned by the BSBT Programme Logic Model, gathered evidence through a range of approaches (Annex 2 outlines the methods used across different strands of the evaluation to date).

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[5] A logic model is a diagrammatic representation of a policy or programme which depicts how the intended inputs, activities and outputs are expected to lead to a set of desired outcomes and impacts.

2

Programme delivery
& engagement
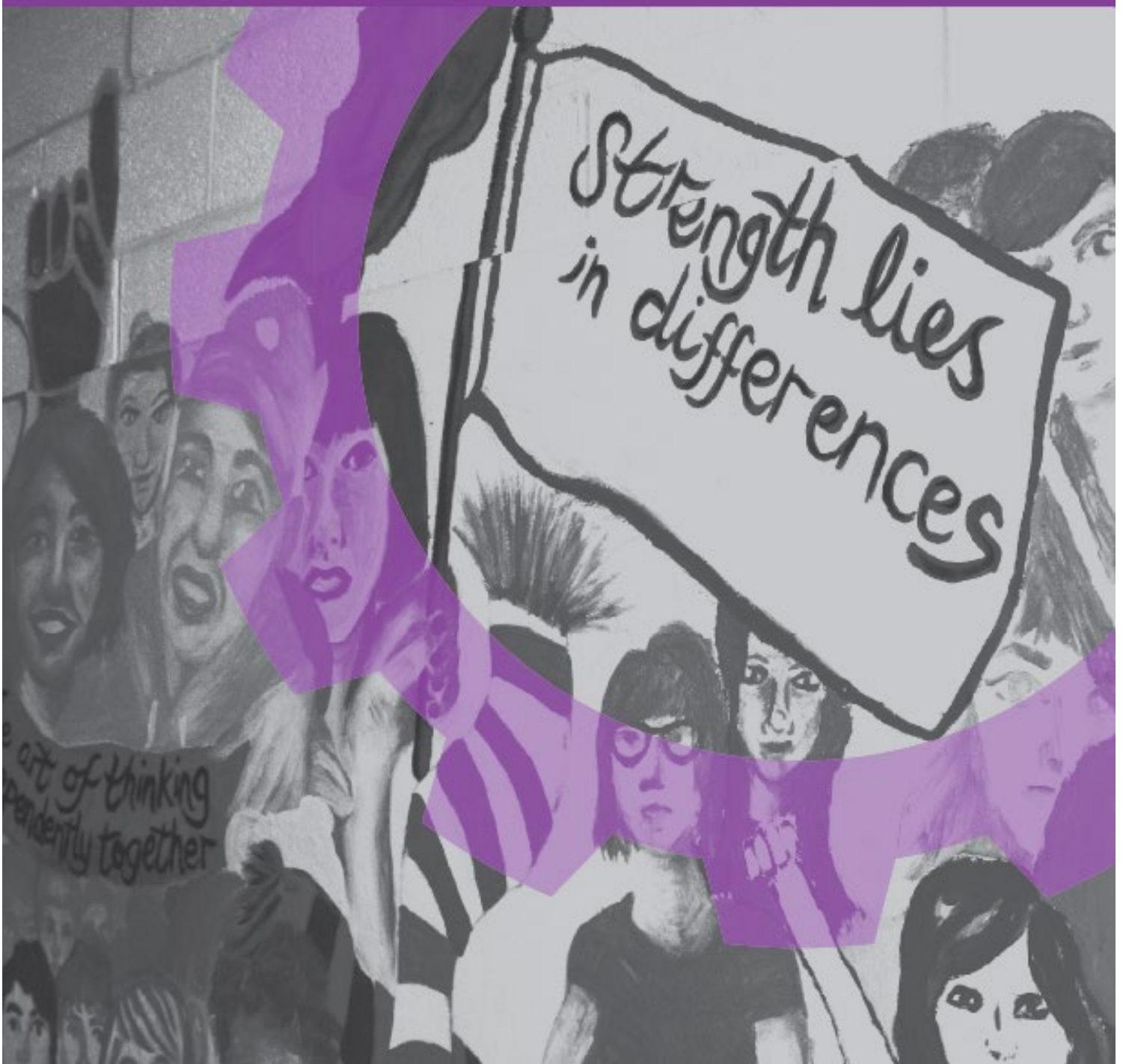
2 Programme delivery and engagement

2.1 Overview

This chapter outlines the broad range of activities that BSBT has delivered over the first four years of the programme. Programme delivery comprises of five main strands of activity, as summarised in Figure 2.1. The sections that follow provide further detail on the key features of each strand.

8.5m	118	240	40	12
£8.5m grant funding to support 252 counter-extremism projects considered part of the BSBT Network	118 In-Kind Communications Support (IKS) projects supported	240 civil society organisations part of the BSBT Network	40 local authorities had Community Coordinators embedded in counter-extremism priority areas	7 local and 5 national campaigns supported, alongside tactical campaigns responsive to emerging issues

Source: BSBT Monitoring data (May 2020)

Figure 2.1: Overview of BSBT programme delivery, 2016-2020

2.2 Grant funding

Across four open calls for grant funding[6] between 2016 and 2019, BSBT provided £8.5m in grant funding to CSOs to deliver counter-extremism projects. UK Community Foundations (UKCF) administered the grant funding.[7] The calls for applications launched as follows:

- Call 1: September 2016
- Call 2: January 2017
- Call 3: January 2018
- Call 4: February 2019

At Calls 1 and 2, eligible organisations could apply for grants of up to £50,000. At Call 3, there was an expansion in coverage and larger grants of up to £200,000 were introduced (awarded to a smaller subset of organisations). Call 4 opened within specific local authorities with funding awards made to 33 projects. This ensured that interventions were targeted to areas with the greatest risk to extremism and ensured that delivery of Call 4 activity could be implemented in

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[6] A call for grant funding ('funding call') is a process by which a funding body (in this case the Home Office) advertises an opportunity for bidders (in this case CSOs) to apply for funding to deliver projects/services relevant to the opportunity. BSBT has had four funding calls (one per year), each call remaining open for a period of time before the call is closed and applications assessed.

[7] UKCF are a national network of community foundations. More information can be found at https://www.ukcommunityfoundations.org/

parallel with the significant levels of ongoing Call 3 activity. In total, BSBT provided grant funding to 252 projects across these four calls, the distribution of which is shown in Table 2.1.

Table 2.1: Number of projects receiving BSBT grant funding across calls

Funding call	Number of grant projects completed	Average grant value	Total grant value per call***
Call 1	37	£29k	£1.1m
Call 2	67	£28k	£1.9m
Call 3	115*	£30k**	£4.8m*
Call 4	33	£22k	£736k
Total	**252***	**£27k****	**£8.5m***

Source: BSBT Monitoring data (May 2020)

Notes: *Includes eight large grants with a total value of £1.5m
          **Excludes eight large grants
          ***The total value of grants includes amounts paid to a few projects that did not complete delivery

Figure 2.2 shows the geographical distribution of grant-funded projects. There has been coverage across all regions of England and Wales, with the highest numbers in London followed by the North West and Yorkshire & Humberside. Combined, these three regions account for nearly half (48%) of the total number of projects. London and the North West were also the regions with the highest levels of reported hate crime in England and Wales in 2018/19.[8]

Source: Ipsos MORI analysis of grant application forms
Base: n=252 grant-funded projects (9 projects are delivered across multiple regions)

Figure 2.2: Geographical coverage of grant-funded projects

[8] Source: Police recorded crime, Home Office.

When applying for BSBT grant funding, organisations had to identify which one of the three BSBT outcomes their project most closely aligned to. Figure 2.3 shows that there was coverage across all three outcomes, with the highest number of projects intending to focus on activities aimed at reducing the number of people **holding attitudes, beliefs and feelings that oppose shared values**, accounting for 44% of the total.

Fewer people holding attitudes, beliefs and feelings that oppose shared values

112 ━━━━━━━━━━━━━━━ 44%

An increased sense of belonging and civic participation at the local level

83 ━━━━━━━━ 33%

More resilient communities

57 ━━━━━━ 23%

Source: BSBT application forms (Calls 1-4)

Figure 2.3: Grant-funded projects by BSBT outcome (as self-stated in application)

Within these outcomes, all projects were also aligned with more granular 'micro' outcomes[9] following review of their application form and other knowledge about the projects. Reflecting a strategic refresh of the BSBT programme activity in 2018, funding in Calls 3 and 4 was more focussed on specific issues where the risk of extremism and related harms had been identified as greater priority. This was informed to some extent through local Community Coordinators taking a more direct role in the selection process and Call 4 funding being targeted at specific local authority areas.

Assessment of the intended scope of projects awarded grant funding in Calls 3 and 4 suggests they were more likely to be focussed explicitly on tackling the **rejection and disruption of extremist narratives** than those in previous calls, reflecting a more targeted approach to funding allocation in later calls. The extent to which this ensured selection of projects with clear rationale for how their activity linked to counter-extremism outcomes is discussed in the next chapter.

This is underlined further by analysis of the **extremism types**[10] that projects were aiming to address. In Call 3, there was a significant increase in the proportion of projects which could be aligned with aiming to tackle specific extremism types (compared to Calls 1 and 2). Where a single extremism type was targeted by Call 3 projects, far-right extremism was the most common (15% of projects) followed by Islamist extremism (10% of projects).[11] Amongst the smaller number of projects funded in Call 4 (n. 33), nearly half were either aligned to addressing 'all forms of extremism' or to 'a range of extremism types'. Indicatively, there was an increased focus on

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[9] Please refer to the BSBT Programme Logic Model (Annex 1) for more detail on outcomes.

[10] All successful projects have been categorised by Ipsos MORI according to the type of extremism their activities are targeting. These are one or a mixture of: anti-Semitism, far-right extremism, gender-based violence, homophobia, biphobia and transphobia, Islamist extremism, Islamophobia, xenophobia.

[11] This analysis is retrospective based on a desk review of grant application forms.

gender-based violence and tackling hate crime, though the number of projects is too small to make conclusive judgements.

The 252 projects receiving grant funding across the four calls reportedly engaged approximately **288,093** individuals[12] through workshops, activity-based group work, classroom-based activities, capacity building/one-to-one engagement with individuals and community events. Most projects reported engaging people from multiple ethnicities and religions.

> **252**
> grant-funded projects
> reported engaging
> **288,093**
> individuals

2.3 In-Kind Communications Support (IKS)

In addition to grant funding, CSOs working to counter extremism could apply for IKS through the BSBT programme. Packages of support up to a maximum value of £75,000 were awarded to organisations to expand their capabilities in delivering communications aligned to BSBT outcomes.[13] The IKS element of the programme was delivered by M&C Saatchi on behalf of the Home Office and included support to develop communication materials and/or training in social media and other relevant communications skills.

As of May 2020, 118 individual IKS projects had been supported, comprising 757 specific products. Printed materials and films were the most common types of IKS products supported (Figure 2.4). This element of the programme also delivered a range of training, covering topics such as public relations, social media and online content creation.

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[12] Based on BSBT monitoring data returned by projects as of March 2020 (n=222 projects). Note that the methodology used to calculate the number of individuals reached changed between this programme report and the Progress Report; the figures presented here are based on numbers of individuals engaged (reported by projects) as opposed to intended/planned reach of projects.

[13] In Call 1, projects could bid for both grant funding and IKS – these were known as 'hybrid' projects. However, for the purposes of the analysis in this section they have been counted separately.

Source: BSBT Monitoring data (May 2020)

Figure 2.4: Range of IKS products supported

Figure 2.5 shows examples of different products developed through IKS, ranging from logo design to printed materials.

Figure 2.5: Examples of IKS products supported through BSBT

2.4 BSBT Network

The BSBT Network, comprised of 240 CSOs across England and Wales, brings together organisations tackling counter extremism to share learning, best practice and provide networking opportunities. All organisations receiving grant funding and/or IKS through BSBT are part of the Network, along with other organisations with links to the programme. Members have access to training and events, a newsletter, a closed Facebook group and tactical support. Tactical support enables BSBT Network members (and Community Coordinators – see Section 2.5) to implement reactive responses to extremism challenges in the local area.[14] The Home Office leads the Network with delivery supported by M&C Saatchi. Figure 2.6 summarises the BSBT Network's activity.

240	154	82	61	67
Community organisations	Members of Facebook group	Training sessions	Events	Tactical support
Considered part of the BSBT Network	Representing 103 organisations	Delivered (and 129 IKS specific training session delivered to members)	Amplification, welcome, tactical, themed regional and national	Projects completed or in progress, received by 50 organisations

Source: BSBT Monitoring data (May 2020)

Figure 2.6: Overview of BSBT Network activities

Training sessions have covered a range of topics including crisis communications, financial management and bid writing. **Events** have included two BSBT national conferences in October 2017 and October 2018. They have also included a range of smaller-scale events focussing on local/regional issues and relevant themes including civic participation, countering online extremism and extremist narratives. There is a closed **Facebook** group for partners to communicate and share knowledge, and a public Facebook page aimed at increasing visibility of BSBT to potential partners and the general public. **Tactical support** is split into three separate strands: planned, incident response and Home Office-led.

- **Planned** tactical comprises organisations requesting support around key dates identified.

- **Incident response** involves organisations requesting rapid support to enable them to amplify their messages in response to a significant incident which could promote extremist narratives.

- **Home Office-led** tactical comprises work identified by the Home Office which meets a specific counter-extremism communication need or objective.

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[14] More detail on tactical support below.

A survey of Network members carried out in 2019 found reasonably high levels of awareness of and engagement with the BSBT Network, and the majority (85%) agreed that it was important to be part of it.[15] Organisations who had received funding in more recent calls and those supported by BSBT across multiple calls were most engaged.

2.5 Community Coordinators

BSBT Community Coordinators were embedded within local authorities identified by the Home Office as counter-extremism partnership areas. This Network included up to 40 local authorities in England and Wales and aimed to support delivery of the Counter-Extremism Strategy by helping to improve understanding of extremism at a local level, identifying local partners working to counter extremism, and supporting them to amplify their messages and extend their reach.

Source: Home Office

Figure 2.7: Number of Community Coordinator posts by region

A 2019 survey of Community Coordinators[16] found their most commonly reported activities were:

- **Meeting local organisations** to discuss BSBT to support **their bid** for grant funding or IKS through the programme.

- Scoping work to **identify existing counter-extremism strategies**, programmes and stakeholders within the local area to initiate dialogue about the counter-extremism agenda.

- Attending relevant local **BSBT partnership and networking events**.

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[15] BSBT Network Survey 2019 (n=124 Network members).
[16] BSBT Community Coordinators Survey 2019 (n=31 Community Coordinators).

Community Coordinators have also worked with M&C Saatchi to deliver tactical support[17] with BSBT Network groups, with 21 of the 67 tactical projects delivered in partnership with a coordinator.[18] Community Coordinators in many areas have been identified as playing a key role in enabling the programme to achieve desired impacts and in facilitating links between the different strands of BSBT activity. Stakeholders interviewed as part of the evaluation have cited the importance of the Community Coordinator role as having increased over the course of the programme. This primarily related to their increased involvement in project assessment and funding selection, where their local knowledge and expertise was well regarded. The role and impact of Community Coordinators is discussed further throughout this report.

2.6 Campaigns

BSBT has funded local communications campaigns within specific local authority areas and national campaigns across England and Wales to address issues relating to the programme outcomes. The overall campaign spend over the four years of BSBT was **£12.8m**.

Local campaigns have used media channels (typically social media and posters), sometimes alongside focussed community engagement via partners, to promote themes of diversity and tolerance, celebrate shared values and showcase self-expression and civic participation. Figure 2.8 outlines the aims of the local campaigns.

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[17] Designed to enable BSBT Network members and Community Coordinators to implement reactive responses to extremism challenges in the local area.

[18] Representing 16 Community Coordinators who have been involved with delivering a tactical project (some coordinators have delivered more than one project).

Bradford
Increased intercommunity network building, promotion of community cohesion and engagement and building resilience by providing an alternative positive narrative to extremist influences.

Newcastle
Promote Newcastle as a diverse and tolerant city, celebrate local people who exemplify shared values, and educate young people on the benefits of diversity.

Leeds
Reduce the number of young people who hold attitudes and beliefs which oppose shared values, increase community cohesion by celebrating young people who support shared values, creating positive experiences and facilitating challenging conversations.

Birmingham
Encouraging mixing with people from different faiths and cultures; undermining extremist narratives by promoting a sense of belonging, self-confidence, cross-cultural participation and commonalities, while encouraging engagement with community activities.

Luton
Encourage a sense of local identity and purpose, demonstrate positive engagement across communities and showcase self-expression and civic participation.

Join the Club
Foster a positive football identity in local areas, counter far-right extremist narratives and improve protective factors among local resident football fans and those potentially vulnerable to far-right narratives. The initial burst of activity was piloted in Blackburn, Portsmouth, Stoke and Sunderland.

East London*
Build resilience and confidence by empowering local young people to have their voices heard and make a positive difference in their local community

* Covers five local authority areas across the East London area

Figure 2.8: Geographical spread and aims of local campaigns

National campaigns have covered a range of issues and encompass a mix of existing campaigns that have been reviewed and been brought within the BSBT programme, and new campaigns developed to target priority issues.

- **Britain Helps:** Raise awareness and increase understanding of what UK aid and foreign policy are doing to help in conflict zones and generate an open dialogue between the British government and the public around the subject of foreign policy and aid.

- **Safer Giving:** Disrupt extremist funding by raising awareness of giving charitable donations safely, encouraging individuals to critically assess information about charities, and encouraging the public to take measures to safeguard their donations.

- **Hate Crime:** Challenge the beliefs and attitudes that can lead to hate crime and reinforce that they are unacceptable by increasing understanding of what constitutes a hate crime and demonstrate that the government takes hate crime behaviour seriously.

- **Female Genital Mutilation (FGM):** Increase understanding that FGM can have long-term negative health consequences, raise awareness that FGM is a crime and increase awareness

of how to report suspected cases of FGM to the NSPCC helpline (and increase the number of calls to the helpline).

- **Forced Marriage (FM):** Increase understanding of what behaviours constitute FM and who the victims may be, highlight consequences for victims, and raise awareness that FM is illegal in the UK and that support is available through the support line.
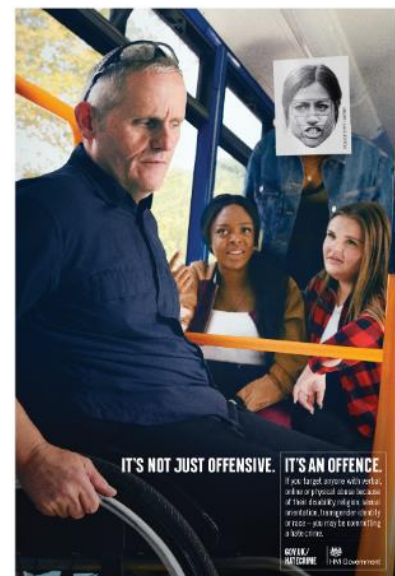
Local

National

Figure 2.9: Examples of BSBT campaign imagery

3

Impact on individuals & communities

"Without the BSBT project I would be set on my views. I wouldn't be able to challenge you and you wouldn't be able to challenge me, my set views would remain the same"
– *Project participant (young person)*

3 Impact on individuals and communities

3.1 Summary and overview

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Key findings:

- **BSBT supported activities have led to participants expressing a greater likelihood to reject and challenge narratives that oppose shared values.** Survey measures across all outcomes show significant improvements when comparing responses before and immediately after participation in BSBT activity, including increased confidence to challenge negative views expressed by friends or family (56% pre-BSBT vs. 72% post-BSBT).

- **However, at this stage it is not possible to infer long-term impact.** There is limited evidence on the extent to which positive changes in attitudes observed will continue over time, and thus whether the impact of activities is sustainable.

- **Greatest impact is achieved where projects can demonstrate clear rationale linking activity to counter extremism.** Sensitivities around addressing 'extremism' with some communities means that the approaches and language used are often nuanced, but impact is more apparent when there is clear rationale linking activity to BSBT outcomes. The wide-ranging nature of BSBT outcomes has also led to some activity lacking sufficient focus.

- **Activities focussing on specific issues and well-defined target audience(s) have more impact.** They can typically utilise relevant expertise, ensure engagement with the most relevant individuals, and increase awareness, understanding and resilience.

- **Impact has been enhanced when activities have linked across BSBT workstreams.** For example, where IKS has complemented grant-funded activity to amplify reach and impact of the project. There is scope for greater cross-working to achieve further impact and ensure that local delivery has a strategic focus and alignment with local needs.

- **Flexibility in delivery has helped enable impact.** Funded projects have benefitted through taking a responsive and flexible approach (in recruitment and delivery), whilst campaigns using a combined approach achieved both reach (through media activity) and depth (through tailored, activity-based initiatives).

- **Experienced delivery staff, strong local partnerships and sufficient timescales for delivery** (requiring timely awarding of funds) are key success factors in the delivery of local counter-extremism work.

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The BSBT programme seeks to achieve key outcomes amongst individuals and communities across the broad range of activities outlined in the previous chapter. This chapter assesses progress against the three BSBT target outcomes, identifying the evidence around impact and the key enablers and barriers to success:

1. Fewer people hold attitudes, beliefs and feelings that oppose shared values.

2. Increased sense of belonging and civic participation at the local level.

3. More resilient communities.

All projects and campaigns supported by BSBT were aligned to at least one of these target outcomes, with those bidding for funding and/or IKS identifying the outcome(s) they sought to affect. The evaluation has shown that the breadth of coverage of each outcome, coupled with variations in interpretation of links with project-level activities, means there are **areas of commonality when categorising across the three outcomes**. Note the following points when assessing impact on individuals and communities:

- Most project-level activity has utilised delivery models which have sought to affect individuals' attitudes and behaviours, with a minority of grant-funded projects delivering whole community events/activities.[19] The focus of the evaluation has therefore been at the **individual level** rather than assessing aggregated changes across communities, though a degree of broader community level impact can be inferred (the extent of which will depend on various factors, including the definition of the 'community'). Some measures of aggregated views across local geographic communities have also been assessed as part of local and national campaign evaluations and these are outlined where relevant.

- The focus on the initial phases of BSBT and the fixed delivery periods means that findings focus on **short-term assessments** (for example, 'post' evaluation activities were generally conducted immediately following the final intervention with an individual). This is due to the nature of the funded projects, the audiences they work with and how many CSOs operate. Projects are run within fixed timings and contact with participants and some temporary staff beyond these periods is not always feasible given the lack of ongoing interaction and absence of contact details held. There are a few instances where it has been possible to track the views of project participants over longer timeframes, and some findings around longevity of impact have been positive. Chapter 5 covers themes around sustained impact in further detail.

- It was not feasible for the evaluation design to include **a counterfactual/comparison group** in most cases. However, some project evaluations were able to include a counterfactual to assess the contribution of BSBT to observed outcomes (vs. other factors). The quantitative measures presented in this section represent findings from BSBT participants only. This means there is limited evidence to assess the extent to which other factors (external to BSBT) may have contributed to outcomes achieved.

The following sections separately cover each of the three target outcomes before providing detail on the key cross-cutting themes.

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[19] Thirteen out of 252 (5%) grant-funded projects cited 'whole community events' as their primary delivery mechanism in their application form. Other options included workshops, activity-based groupwork, classroom-based activities, capacity building with individuals, one-to-one interventions with individuals and communications-related work.

3.2   Countering negative attitudes and beliefs around shared values

This section focusses on the first programme-level outcome, *fewer people hold attitudes, beliefs and feelings that oppose shared values* and draws on a broad range of qualitative and quantitative evidence to assess the extent to which BSBT supported activities have impacted on the following themes:

- Rejection of negative views/narratives

- Demonstration of positive attitudes

- Acknowledgement and understanding of shared values

- Belief in shared values

Susceptibility to extremist narratives may result from a range of factors that influence an individual pathway towards extremist behaviours.[20] The BSBT Logic Model (see Annex 1) shows how the programme seeks to reduce this risk through actions which encourage the rejection of extremist narratives (including the promotion of positive alternatives) and increase support for shared values.

BSBT supported projects sought to counter negative attitudes and beliefs around shared values using a **broad range of delivery models** with different audiences. These included sessions within schools, community-based workshops bringing different people together, collective development of social media outputs, mentoring schemes for offenders upon release from prison and training courses for teachers to equip them with relevant skills for the classroom. The duration and intensity varied accordingly, from one-off sessions through to courses lasting several months. BSBT campaigns comprised local and national activity targeting a range of audiences.

3.2.1   Evidence of positive impact on attitudes; more nuanced around rejection of extremist narratives

Evidence from across projects and campaigns seeking to counter negative attitudes and beliefs has shown positive short-term impact on target audiences in most cases.[21] Amongst those participating in BSBT supported projects there were some notable increases in observed and self-reported levels of awareness of relevant attitudes and a positive shift towards greater empathy and support for shared values. This includes significant increases in the numbers of people who agree it is better for society if people from different backgrounds mixed with each other. The proportion of individuals agreeing with this statement rose from 77% before taking part in BSBT supported activity to 86% after, an increase of nine percentage points (ppt). Findings across the evaluation are more nuanced around the extent to which the positive impact observed can be directly linked to the rejection of extremist narratives.

Projects have been successful in affecting participants at different levels. Sometimes the aim was around **awareness-raising**, making people aware of issues and narratives that they had not previously encountered. Other groups **increased understanding and reinforced** positive views

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[20] Bellis, M.A and Hardcastle, K. (2019) Preventing violent extremism in the UK: Public health solutions. Public Health Wales and Faculty of Public Health.

[21] Based on a combination of qualitative and quantitative data gathered through evaluation of grant-funded projects and campaigns.

and attitudes, whilst others **challenged** participants, encouraging them to re-assess views and adopt new ways of thinking.

Awareness >	Understanding >	Challenge •
" We learned about the legal background as well …we were not really aware … so it is good for us to learn, especially for our future as well."	" I learned to respect other people regardless of background, religion, country. And I am very happy with that."	" [The workshops have] given us confidence to know we're not alone, we can stand up together if we see something we know isn't right."
Project participant (parent)	**Project participant** (adult)	**Project participant** (young person)

The Project Participant Survey (PPS) findings show increases in the proportion of people responding positively to relevant questions following participation in BSBT-funded activity, highlighting the broader impact across projects. The average increase across the measures relating to *Countering negative attitudes and beliefs around shared values* was +10ppts. All grant-funded projects were invited to take part in this **standardised survey**, which was administered by the majority (over 90%) of the grant-funded BSBT projects (**166 different projects took part**). Responses from over **8,000 project participants** who completed both the before ('pre') and after ('post') surveys meant change could be assessed across a very large number of individuals.[22] As noted above, the 'after/post' surveys were commonly conducted immediately following each project's last interaction with that individual (for example, after the final training session or at the end of a workshop) and the survey therefore typically represents a short-term assessment of impact on individual attitudes. It also does not account for external factors that may have influenced participants' responses.[23]

Analysis of the PPS data shows there have been statistically significant improvements in self-reported measures across different project types, geographic regions and different rounds of funding. These positive shifts are also present across all participant types, regardless of age, ethnicity or religion. This is consistent across all PPS measures, covering all three of the programme's target outcomes.

There were some variations in the extent of the pre-post uplifts observed across different types of respondents; again these are consistent across different measures (relating to all three outcomes):

- **Adult participants** record higher levels of uplift, with the youngest age group of 11- to 15-year-olds showing less marked levels of increase.

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[22] The Project Participant Survey (PPS) was conducted with grant-funded projects in Calls 2 and 3 (it did not run in Calls 1 and 4); 166 BSBT projects took part representing 91% of all Calls 2-3 grant-funded projects and 66% of all grant-funded projects.

[23] The PPS is administered by project leads who have been instructed to complete the survey both before their activity starts and after their intervention with individuals has completed. The PPS was only conducted with individuals taking part in BSBT activity, meaning there is no counterfactual/control group, to act as a comparison. Therefore, it is possible that other factors, as well as BSBT activity, could have contributed to changes in attitudes observed. 'Post' measures were obtained immediately following the last interaction with an individual; logistical and practical constraints limited the ability to conduct follow-up surveys. See Annex 2 for more details on the methodology.

- This is mirrored by participants in **classroom-based sessions** recording less significant uplifts than those participating in other types of project activities.

- Participants from **Black, Asian and Minority Ethnic (BAME) backgrounds** show comparatively high levels of improvement in pre-post measures.

- There were also higher levels of uplift recorded amongst **people not born in the UK** and **participants who reported difficulties in communicating in the English language** – both groups are disproportionately more likely to be from BAME backgrounds.

Additional analysis of the variations in the impact of BSBT supported activity on attitudes amongst different groups of participants summarised above shows that differences remain significant when the overlapping nature of some of these factors are taken into account. For example, the more marked impact observed among older participants cannot be solely explained by differences in the type of activity they have taken part in (e.g. more community-based activity vs. classroom-based). This indicates that these **variations in level of impact reflect a range of factors** and that **rapid conclusions should be avoided**. These factors may include:

- The **degree of scope that existed for increases**; for example, levels of agreement with attitudinal statements among White/White British participants were higher *pre-BSBT* activity than among BAME participants (69% amongst White/White British compared to 64% amongst BAME participants). Post-BSBT activity, attitudes were comparable (77% and 78% respectively). This trend is also apparent when comparing pre- and post-BSBT attitudes among those born/not born in the UK and those who find it easy/difficult to communicate in English (though not for different age groups where 'pre' attitudes were equal). This suggests that **some audiences who initially held less positive attitudes in relation to BSBT outcomes may have been more affected by BSBT activity,** potentially reflecting the effectiveness of targeting key audiences and again underlines the risks of making broad-brush conclusions around the variations by audience.

- Additionally, the **type and focus of activities that different participant groups have taken part in** varies, which may also affect comparative levels of impact. For example, those participants not born in the UK and/or who do not find it easy to communicate in English are more likely to show increases in **sense of belonging**. This may reflect a focus on particular issues among some projects, such as those supporting refugees or delivering language courses.

These findings suggest that projects focussed on specific issues relevant to an identified target audience may have greater impact on the attitudes they are aiming to change than those with broader aims covering a wider range of people. This is further discussed later in this section.

Figure 3.1 shows the significant increases across all measures relating to countering negative attitudes and beliefs, with individuals expressing greater attachment to shared values, more positive attitudes and increased tolerance after their participation in BSBT-funded activity.

Living in the UK means I am able to make my own choices about how I live my life

Before **68%**
After **81%**

+13ppt

I feel it is important that everyone is able to have an equal say in decisions about my local area

Before **81%**
After **92%**

+11ppt

It is better for society if people from different backgrounds mixed with each other

Before **77%**
After **86%**

+9ppt

It is OK for people to express different opinions and beliefs, even if I disagree with them

Before **81%**
After **90%**

+9ppt

I do not mind if friends have a different background to me*

Before **52%**
After **60%**

+8ppt

*Negatively worded statement (I would rather friends have the same background as me), scores show change in proportion who disagree with statement.

Source: Project Participant Survey (PPS)

Base: n=6,657-6,873 BSBT project participants (taking part in grant-funded projects in Calls 2-3, bases vary per statement)

Figure 3.1: Project Participant Survey findings: countering negative attitudes and beliefs around shared values

> *"[The project] has taught us to say no, let's respect everyone … try and [sic] treat everyone the same and we can use that for what's happening in our lives as well."* **Project participant (young person)**
>
> *"With [this project], I have learned how to respect someone I don't necessarily agree with."* **Project participant (young person)**

Whilst there is evidence of positive impact of BSBT activity in the short-term from the PPS and in-depth project-level evaluations, it is **not possible to gauge accurately the extent to which positive changes in attitudes will continue**. As outlined earlier in this section, these findings focus on short-term assessments with 'post' measures gathered immediately following activity. Qualitative and quantitative evidence across the evaluation also highlighted instances of projects and campaigns **not achieving the full range of desired affects** in countering negative attitudes and beliefs. These tended to be cases where activity was observed to achieve a range of positive outcomes but fell short of demonstrating how it had affected individuals' ability to reject extremist narratives. In some cases, this related to a lack of clarity within project objectives and scoping around what was meant by 'counter-extremist narratives', whilst in others it related to delivery, with a lack of connection between activities and relevant topics relating to extremism. **So whilst participants could express positive views, their awareness and understanding of extremist**

behaviours (and their ability to reject them) was unchanged. The following sections explore the variation across activities and the relevant success factors in more detail.

3.2.2 Clarity of purpose and targeting is key; sometimes a stronger 'call to action' may be beneficial

BSBT encompasses a breadth of issues relating to counter extremism, reflected in the range of themes that projects and campaigns have covered when seeking to increase acceptance of shared values and rejection of extremist narratives. These have ranged from specific topics (e.g. FM, FGM) and broader themes (e.g. 'hate crime'), through to more general aims around 'increasing tolerance' and 'respect for others'. Few projects have explicitly sought to address the rejection of extremist narratives within their core activities and/or messaging, reflecting some lack of awareness and confidence in how to tackle these issues, and cautiousness around sensitivities.

Findings across different strands of the evaluation (including the PPS data highlighted earlier in this section) have shown that activities with a **clear focus on specific issues and well-defined, appropriate target audience(s) tend to have more impact**. They can typically utilise relevant expertise, ensure engagement with the most relevant individuals (those most vulnerable to extremist narratives) and increase awareness, understanding and resilience. This is particularly relevant to activities that have sought to counter negative attitudes and beliefs around shared values; success is achieved through key messages having resonance with the most relevant audiences.

For example, the **Tees Valley Inclusion Project (TVIP) – Halo**, which has been running since 2011 – supports female BAME victims of cultural harm to raise awareness of relevant extremist narratives, better understand how and why to engage with statutory services and to give them the tools and knowledge to better integrate into communities to reduce social isolation. The project focusses on a specific audience and has used a highly sensitive, informed approach to engage with this vulnerable group and increase levels of awareness and understanding.

"[We have] raised awareness of radical extremist views. We've raised awareness of illegal cultural harms … letting people know that we are a hate crime reporting centre. It's allowed us to map community tensions and community intelligence." **Tees Valley delivery staff**

Across the programme, findings have highlighted the **importance of sensitivity** regarding the use of messaging to counter-extremist narratives; if they are addressed explicitly, then there are risks in creating negative response through supposed associations, for example links between religious communities and extremist behaviour. It can be appropriate/feasible for more direct messaging to be delivered through particular channels and settings, for example, group activities delivered by project staff who have an established relationship with the audience they are working with or 'safer' settings such as schools.

BSBT campaigns that aimed to counter-extremist narratives usually focussed on creating positive alternatives without specific reference to the narratives they are attempting to counter. This has resulted in positive responses within the community across key campaign measures. For

example, campaign recognisers in Birmingham and Leeds[24] reported feeling more positive about people from different backgrounds:

- 82% in Birmingham said the campaign encouraged them to meet people from different backgrounds.

- 74% in Leeds agreed the campaign made them think more positively about people from different backgrounds.

Consistently across campaigns, quantitative and qualitative findings show that the media content mainly landed well with target audiences, reinforcing positive views, and sometimes increasing awareness and allowing the opportunity to re-think. In some cases, the subtleties around the campaign messaging have led some research participants to question the intended **'call to action', i.e. what they are supposed to do (differently) as a result of seeing/hearing the campaign**. This does not mean to say that campaign messaging should always be more directive, though it underlines the need to have clear rationale around the links between campaign messaging and counter-extremism outcomes.

Future campaigns that seek to counter negative attitudes and beliefs around shared values should **consider the balance** between having more apparent calls to action around relevant counter-extremist narratives, whilst ensuring the messaging remains appealing to target audiences and alert to broader sensitivities.

In some cases, the **extent to which funded projects and campaigns may have increased resilience to extremist narratives was not clear**; either because the effects were not visible within the timeframes of the evaluations, or because a single burst of activity did not have sufficient impact to affect these more significant outcomes. To achieve this longer-term impact, some local campaigns have used activity-based initiatives to complement the media campaigns. These tailored initiatives were more likely to show the impact on individuals' resilience to relevant extremist narratives through far greater levels of engagement. The combined approach has achieved both wide reach (through the media activity) and greater levels of individual impact (through the tailored initiative).

Case study: Leeds local campaign

The Leeds local campaign implemented the dual approach outlined above, with a **social media campaign burst** (films showcasing residents from different backgrounds via Snapchat, Instagram and local channels) running alongside a **range of participatory events** delivered by six of StreetGames' locally trusted organisations (LTOs). Both strands targeted 16- to 21-year-olds and run under the *Together We Are Stronger* 'brand'.

Three in ten (31%) of the target audience recognised the social media campaign, 89% of whom felt the films encouraged them to **speak out against someone who had negative views about people from different backgrounds**.

The participatory events positively engaged young people and improved levels of understanding and respect. The critical-thinking workshop element enabled participants to **challenge and interpret views, and listen and articulate arguments more clearly**. Lack of direct coverage of divisive narratives across the campaign meant no conclusion could be drawn around impact on the rejection of such narratives.

Separate national campaigns have aimed to raise awareness and tackle attitudes around specific issues, ranging from UK aid and foreign policy (Britain Helps) to hate crime. These campaigns have reached large numbers of people across the varying target populations and met key objectives in raising awareness and increasing understanding. As with the local campaigns, findings have highlighted the challenges in having a demonstrable impact on deeper-held attitudes and have illustrated the benefits of being focussed on key messages and audience(s), rather than being over-ambitious and attempting to cover multiple outcomes across different audiences. Section 3.3.4 covers clarity in audience definition and targeting in more detail.

3.3   Sense of belonging and civic participation

This section outlines the extent to which the second BSBT programme-level target outcome, *Increased sense of belonging and civic participation at the local level,* has been achieved through activity to date. Increasing a sense of belonging and participation can help to offset feelings of isolation and potentially reduce the likelihood of vulnerable individuals following a pathway towards extremism.[25] Evidence was assessed around the following themes:

- Sense of belonging (to local area and UK)

- Pride in local area

- Ability to contribute to local area

- Participation in local activities and use of local services

- Reducing sense of isolation

3.3.1   BSBT activities have increased a sense of belonging and some civic participation

Across the programme, and illustrated through in-depth project-level evaluations, there are numerous examples of activities successfully working to increase individuals' sense of belonging, and findings from the PPS suggest that BSBT has had a significant collective impact. There are also positive findings regarding increased civic participation, with much of the project-based activity instilling confidence and skills which has resulted in participants – many of them

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[25] S. Stewart (2018) Building Resistance to Violent Extremism: A cultural relations approach. British Council.

vulnerable in various ways – having an increased sense of the contribution they can make, in some cases helping to counter feelings of isolation. Within these positive impacts, there are variations in the extent to which they can be mapped to counter-extremism-focussed outcomes.

Figure 3.2 shows the levels of change in the PPS across key measures relating to this outcome, with a particularly significant increase in the proportion of participants who feel they can contribute to their local area following participation in the BSBT-funded project (+21% points, the largest increase recorded within the survey).[26]

I feel I can **contribute** to my local area

Before **58%**	
After **79%**	**+21**ppt

I feel I **belong** to my **local area**

Before **71%**	
After **84%**	**+13**ppt

By **working together**, local people can improve the local area

Before **76%**	
After **88%**	**+12**ppt

I feel I **belong** in **Britain**

Before **75%**	
After **86%**	**+11**ppt

I feel able to **take part in events** and activities in my local area*

Before **56%**	
After **63%**	**+7** ppt

I feel able to **use local public services***

Before **57%**	
After **63%**	**+6**ppt

*Negatively worded statement, (I do not feel able to take part in events and activities in my local area and I do not feel able to use local public services), scores show change in proportion who disagree with statement.

Source: Project Participant Survey (PPS)

Base: n=6,854-7,041 BSBT project participants (taking part in grant-funded projects in Calls 2-3, bases vary per statement)

Figure 3.2: Percentage point change in agreement with statements (strongly agree or agree) before and after BSBT activity

The content of project activity and the (facilitated) interaction with other people within the sessions increased a sense of belonging. Some projects have **provided 'safe spaces'** designed to provide

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[26] It should be noted that the starting point ('pre' score) for attitudes relating to contribution to local area was lower than it is for some other statements, meaning that there may have been a greater opportunity for BSBT activities to have a positive impact on their (initially less positive) ratings than some others. For example, attitudes around belonging in Britain were already largely positive and have been comparatively less impacted (75% agreed pre-BSBT activity).

the opportunity for vulnerable individuals to meet and engage with others in a comfortable setting. In some cases this has been within groups that have been designed to be as similar as possible in terms of background and experiences (e.g. local Muslim women to discuss issues relating to FGM/FM), whilst in others they have been **encouraged to mix with people from different backgrounds** (e.g. young people from different postcode areas meeting in a neutral location to break down barriers). Projects have typically drawn on their **expertise in facilitation and content-development** to ensure that interactions are positive, have common goals and instil a sense of togetherness. These factors have typically combined to have a positive impact on participants' sense of self-worth and belonging. The end of this section summarises the factors that have enabled the impact on individuals and communities across outcomes.

Whilst some drop-off in the increased levels of perceived belonging and contribution over time might be expected (as with any of the outcomes), there were positive instances highlighted within the local level evaluations where participants had **formed relationships and social networks** which they had already taken beyond the confines of the project. In other cases, emphasis was placed on virtual networks to overcome geographic constraints.

> *"They [participants] formed their own network group […] they meet in shopping centres and restaurants or the park the other day."* **BSBT delivery staff**
>
> *"I think the most important thing is it creates links. So, even outside that meeting … you are able to ask your friends, the ones you have met, if you need some help. So, it creates a long-lasting kind of thing."* **Project participant (adult, new to the UK)**

Findings across local campaigns showed some success in reinforcing positive feelings towards the area and enhancing views. Amongst those who recognised relevant campaigns:[27]

- 98% in **Newcastle** felt the campaign made them feel proud to live in the city;

- 95% in **Leeds** felt the campaign instilled a sense of belonging in the city;

- 70% in **Luton** felt it encouraged them to join a group which supports the local area;
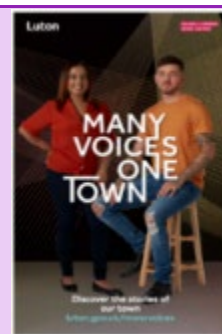
3.3.2 Flexibility and variation in BSBT delivery has helped to facilitate success

There are examples of BSBT supported projects having a positive impact on civic participation which illustrate the breadth of issues and objectives covered across the programme:

- **IKS** sought to extend the reach of **Coventry's Positive Images Festival** (celebrating heritage, traditions and diversity) through improved assets and staff training. Project data indicated increased festival attendance (up over 100% from 15,606 in 2017 to 32,128 in

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[27] Newcastle local campaign (2018): n=53 campaign recognisers aged 18 to 54 and CD2E in Newcastle/Leeds local campaign (2018): n=68 campaign recognisers aged 16 to 21 in Leeds/Luton local campaign (2019): n=80 campaign recognisers aged 16 to 24 in Luton.

2018)[28] and significant numbers of new followers on Facebook/Twitter (706 across both platforms).

- Learners attending **EMBS Community College's** project to improve English language skills and learn about British and democratic values reported improved understanding of how democratic systems work and how to access local public services such as doctors' surgeries and local transport.

There are various examples of how a flexible approach to delivery has helped to facilitate success across target outcomes, including a sense of belonging and personal contribution. These have incorporated different approaches and adapted to the response amongst participants. This is apparent across funded projects which have often utilised multiple local activities. For example, The National Holocaust Centre and Museum and Stop Hate UK's UNITE project developed a flexible approach to **engaging and recruiting schools through utilising ex-teachers**, and through ensuring delivery was free and flexible to tailor delivery to suit schools' needs and timetabling (e.g. delivering within PSHE (personal, social, health and economic) lessons or in school assemblies).

In some cases, **the successful integration of BSBT IKS amplified** the impact of grant-funded activities. For example, The Greenhouse Project in Liverpool utilised communications support from the programme delivery partner (M&C Saatchi) to develop a new logo, website, social media training and school information packs to directly support and maximise the impact of their BSBT-funded Positive Images project. Delivery staff acknowledged the IKS was increasing the reach of the project and enhancing its reputation amongst stakeholders through the professionalism of outputs. Broader findings across BSBT supported groups suggest there is **potential for greater complementarity between IKS and grant-funded activities** which may be facilitated through more integrated processes and outcomes.

> *"The main benefit has been the presentation of our work, a more professional look … think through the stuff we put on Facebook, we have had more community engagement and cohesion."* **IKS project delivery staff**

A further example of the benefits in flexibility is the **combination of media activity and targeted community engagement activities** within local campaigns (as outlined in Section 3.2.2). This has led to more impact than would have been possible within single bursts of (social) media activity, whilst achieving greater reach than would be possible through the community engagement alone.

3.3.3 Broader factors can constrain impact on civic participation

Less pronounced increases in pre-post project participation survey measures regarding ability to take part in events/use local services (+7ppt and +6ppt changes pre-post) likely reflects the fact that fewer projects have made this a focus of their activities. Within those that have, there have been some instances of broader **physical and social factors placing constraints** around impact. As an example, a final celebration event planned as part of StreetGames' *Together We*

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[28] The project acknowledged that these increases should not all be attributed to the BSBT support received.

Are Stronger activities in Hackney did not include any sporting activity due to unavailability of a suitable facility within the timeframes of the project. Similarly, lack of perceived local opportunities was highlighted as a barrier within the evaluation of the Luton local campaign. This highlights the need for BSBT activities to consider wider local contextual issues which may influence the sustainment of any short-term impact.

Besides constraints around the availability of local services, **social and cultural barriers** can also influence the extent of impact against some target outcomes. For example, despite positively engaging with the course being run and exhibiting a range of positive outcomes, some participants in one of the project evaluations focussed on harmful cultural practices remained reluctant to report harm through official channels. This was due to mistrust amongst communities on how reports would be handled and fear of broader repercussions (including with their community), suggesting wider consideration of how best to increase trust between local communities and statutory services may be needed.

> *"I would feel comfortable to tell [the project] not the police, because of the relationship … [the project] talk to them in a nice way."* **Project participant (adult, new to the UK)**

In this instance, despite some individuals not expressing greater intention to report issues to local services (although there were some participants who did), there was still evidence of the project increasing the likelihood of participants to report harms through informal channels (such as to project staff). These factors show the **need for activities to take into account the potential barriers** – both physical and cultural – relating to intended outcomes and reflect what might be realistic in the face of any significant barriers (within available timescales), **adapting objectives and/or activities accordingly**.

3.3.4 Varying evidence linking activities to counter-extremism-focussed outcomes

As outlined, BSBT activities have had some significant positive impacts on the sense of belonging and civic participation across a range of audiences. Assessment of the project, campaign and area-level evaluations highlights some **significant variations in the extent to which activities can be mapped to counter-extremism-focussed outcomes**. This encompasses the extent to which project aims and activities directly refer to (types of) extremism/related harms (e.g. hate crime, anti-Semitism, etc.) vs. indirectly addressing relevant topics. It also reflects the amount of consideration and evidence put forward around the links/hypotheses between activities and ultimate aims to counter extremism.

There are various issues which influence the extent to which project delivery can directly challenge extremism. These include some lack of distinction between community cohesion and counter-extremism work, both amongst communities and also CSOs. Projects that have more directly addressed extremism in their activities have tended to be delivering within specific settings where it is more feasible and relevant to directly address the topic without compromising the engagement of participants. These are the only types of projects that have been successful in achieving benefits relating to counter-extremism outcomes (see below), as certain projects due to the nature of their activity and audience are better placed to directly address extremist narratives and other extremism-related factors. These projects include those:

- **working with intermediaries** who have a responsibility for safeguarding and/or education (such as teachers or other professional audiences);

- delivering through **an educational or other 'safe' setting**, for example delivering classroom sessions where extremism may be covered in PSHE-type lessons (alongside other societal issues) and the (usual) presence of a teacher or tutor to ensure engagement;

- working with participants in **strong, established relationships** through other, pre-existing activities, and where extremism could be covered alongside other topics (for example, during regular ESOL lessons[29]);

Across all these settings, **experienced delivery staff** are essential to delivering activities sensitively and effectively.

Insights from across the programme evaluation to date have illustrated the importance of taking into account the following considerations in making assessments around the links (direct or indirect) between BSBT activity and counter-extremism outcomes. Whilst these factors are relevant to all BSBT outcomes, they are more apparent when considering activities that have sought to increase individuals' sense of belonging and levels of participation. To some extent this reflects a lack of consistency in the distinction around 'community cohesion' and 'counter extremism' and in using these terms.

- **Levels of understanding around counter extremism**

   There are varying degrees of understanding at all levels (national and local delivery; across communities, projects and participants), which perhaps reflect a lack of an agreed definition, though this would not be likely solved by simply having one. For example, many CSOs view extremism as part of a broader range of social harms affecting vulnerable individuals and view their (indirect) activity in combatting other social harms (such as isolation or crime) as tied to reducing several vulnerabilities, including extremism. Other CSOs have focussed on preventative work that promotes positive narratives and builds resilience among individuals so they are better equipped to respond to extremism online or within their communities if confronted with it. Participants themselves sometimes view extremism purely in terms of acts of terrorism associated with specific communities. Greater clarity around target outcomes, increased guidance around relevant theories and further examples of specific activities would be beneficial.

- **Assessment of local need**

   The extent to which there is a clear rationale for activities based on local need/requirements varies across BSBT supported activities. Area-level evaluations have shown that sometimes alignment of delivery to local needs is limited, and a more joined-up approach at a local level would be beneficial. The BSBT Network and Community Coordinators can play a key role in this.

- **Sensitivities around the language of 'extremism'**

   The evaluation has identified various examples of a lack of shared understanding across stakeholders regarding how best to communicate with communities around extremism-related

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[29] English for Speakers of Other Languages – aimed at non-native English speakers looking to take up a new language or validate their skills.

issues. There are notable variations in the language used to discuss issues between practitioners (at both national and local levels) and in communications with local communities, where the term 'extremism' itself can sometimes cause divisions and lead to disengagement.

> *"Using the word extremism immediately puts groups and communities on the back foot because it feels like we're going in and saying, 'You are extremists, therefore we will fix this problem with these activities,' rather than going into a community that may have some issues, but looking at how to actually fix the problems that lead to extremism rather than treating extremisms like it's a cut and we need to put a plaster on it."* **Grant project delivery staff**

There are also some reputational issues relating to negative associations among certain communities of Home Office funded programmes, which have led to some challenges in the recruitment and delivery of projects. Therefore, given the sensitivity of the subject and challenges in engaging certain audiences outlined above, many projects have taken a more indirect approach to challenging extremism (e.g. through improving critical-thinking skills). Where there is no explicit link to extremism in their activities, projects need to have **clear evidence-based rationales for how project activity will result in counter-extremism outcomes.** Having a **defined target audience** is essential to ensure those more vulnerable to extremism are being reached, and activities should **align to relevant extremism issues in the local area** (such as hate crime against specific ethnic minorities)**.** The evidence suggests that there is variability in the extent to which some BSBT projects have reflected these factors in their delivery. This applies to all BSBT supported activities, but particularly those seeking to affect individuals' susceptibility to extremism through an increased sense of belonging and civic participation.

There are examples across BSBT of strong levels of evidence linking project and campaign activity to extremism-focussed outcomes.

> For example, **Anne Frank Trust's** BSBT project comprised a mobile exhibition of Anne Frank's life delivered to schools and community venues to teach the dangers of prejudice, hatred and extremist views. The project also sought to achieve this by training young people to become ambassadors, and provided workshops to reinforce key messages around prejudice, propaganda and identity. Quantitative evidence found that young people were significantly more likely to want to challenge those who expressed a negative view about someone from a different background after participating in the project's activities (+13ppt post-BSBT activity vs. pre). The evaluation also provided qualitative evidence for improvements in young people's understanding of the consequences of prejudice and propaganda, which peers and ambassadors linked to modern examples of extremism.
>
> *"I feel like, when we went around to help people, a lot of people understood obviously about Anne Frank and her story but the extenuated details and what led up to it, I feel like definitely changed people's opinion on prejudice and how small acts can affect people as well."* **Peer guide/Ambassador**

The in-depth evaluations of particular BSBT grant/IKS projects have also highlighted a few projects which are achieving positive effects on belonging and civic participation, but which have shown less evidence of how this has translated into **specific counter-extremism-related outcomes.** As discussed earlier in this section, taking an indirect approach to countering extremism can be effective, but projects should have a clear rationale for how the activity will result in relevant outcomes. For example, one project which worked with young people to run weekly sessions and further activities to encourage interaction and collaboration was successful in fostering a sense of cohesion and 'togetherness' amongst the young, vulnerable people.

However, a range of factors meant that the evidence linking activities to counter-extremism outcomes was relatively weak:

- Broad-ranging set of target outcomes covering levels of criminality, through to educational attainment.

- Lack of specificity around 'vulnerabilities'.

- Lack of theory-based pathways from activities through to target outcomes.

- Absence of any direct reference to counter-extremism issues.

3.4 Individual and community resilience

This section focusses on the third and final BSBT programme-level target outcome, *more resilient communities*. Increasing individuals' resilience and strengthening their critical-thinking skills may enable them to challenge extremist narratives and actions, whilst also setting an example to others.[30] This section covers the following themes:

- Personal confidence interacting with others/trust in others

- Critical thinking: consideration of others' views

- Confidence to challenge negative views

- Development of leadership skills/role models

These share some commonalities with topics covered within Section 3.2 – Countering negative attitudes and beliefs around shared values – though here the focus is on instilling pro-active skills and behaviours.

3.4.1 BSBT has increased levels of resilience, notably improving critical-thinking skills

Many BSBT supported projects and campaigns sought to increase individuals' levels of resilience, and the evidence shows that there were positive shifts in target measures across the programme. There were some notable successes in BSBT activities successfully **instilling critical-thinking skills** across target audiences, with some positive indications of potential longer-term benefits (although, as noted earlier in this chapter, there is limited evidence given the evaluation objectives and logistical challenges of measuring longer-term impact). However, one such example which evidences this is the PSHE Association (see page 45), where participants surveyed several months after the completion of the project **continued to show increased skills and confidence** to address extremism-related topics in the classroom.

In many cases, funded projects worked to instil and increase levels of confidence amongst participants, whilst also equipping them with the skills and techniques to challenge negative views. Within the project-level evaluations, some significant shifts were observed in **participants' confidence, self-esteem and ability to channel this directly to counter negative attitudes**. Participants were encouraged to find their voice through boosting their self-esteem and activities

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[30] Feddes *et al.* (2015) *'Increasing Self-Esteem and Empathy to Prevent Violent Radicalisation: A Longitudinal Quantitative Evaluation of a Resilience Training Focussed on Adolescents with a Dual Identity'*, Journal of Applied Social Psychology, Vol. 45, No. 7.

to empower them to take a stand against negative views. There were also aspects of education to raise awareness around the presence of negative voices.

> *"It [the project] left you wanting to do something about it … you actually come away from it, you're like, 'This is a serious problem,' and it makes you want to speak out about it, and be, like, 'You know, I am going to stop this, and I am going to help towards it.' So, it did really change my opinion on it."* **Project participant (young person)**
>
> *"Without the BSBT project I would be set on my views. I wouldn't be able to challenge you and you wouldn't be able to challenge me, my set views would remain the same."* **Project participant (young person)**

Positive shifts in critical-thinking skills reflected the **tailoring of activities to meet the needs of participants**, who, through the nature of recruitment, tend to be receptive to relevant training. Findings from the PPS – see Figure 3.3 – demonstrate the positive shifts in people's attitudes following their interaction with the BSBT-funded activity, with particular improvements in stated confidence to challenge negative views and in taking both sides into account before making decisions. There is also evidence that campaigns have encouraged individuals to challenge negative views; for example, in Luton seven in ten (71%) campaign recognisers felt that the campaign **encouraged them to speak out against somebody with negative views** about people from different backgrounds.[31]

> # 71%
> of campaign recognisers in Luton felt the campaign encouraged them to challenge negative views

> *"It gave me the confidence to stand up against prejudice more wherever I see it … that [history] inspired me to stand up as well because, like, so many things that happened at that time are still happening today."* **Project participant (young person – peer ambassador)**
>
> *"It [the project] made us think we should find out the other person's viewpoint and beliefs and ideals and where they're coming from."* **Project participant (young person)**

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[31] Luton local campaign (2019): n=80 campaign recognisers aged 16 to 24 in Luton.

If a close friend/relative expressed a **negative view** about someone because they were from a different background, I would feel **confident about challenging** them

Before **56%**
After **72%**

+16ppt

If a close friend/relative expressed a **negative view** about someone because they were from a different background, I would **want to challenge them**

Before **59%**
After **74%**

+15ppt

I try to look at **everybody's side of an argument** before I make a decision

Before **72%**
After **86%**

+14ppt

I **trust people** in my local community

Before **46%**
After **59%**

+13ppt

My local area is a place where people from **different ethnic backgrounds get on well** together

Before **52%**
After **64%**

+12ppt

I always try to **understand people who have different cultures or traditions** to mine

Before **80%**
After **91%**

+11ppt

I would feel confident talking to **someone of a different background** to me*

Before **63%**
After **69%**

+6ppt

*Negatively worded statement (I would not feel confident talking to someone of a different background to me), scores show change in proportion who disagree with statement.

Source: Project Participant Survey (PPS)

Base: n=5,984–6,702 BSBT project participants (taking part in grant-funded projects in Calls 2-3, bases vary per statement)

Figure 3.3: Percentage point change in agreement with statements (strongly agree or agree) before and after BSBT activity

Case study: Anne Frank Trust
History for Today, Voices for Tomorrow

What activity did it run?

- Mobile exhibition of Anne Frank's life in **schools/ community venues** to teach the dangers of **prejudice, hatred** and **extremist views**.

- Trained young people as **ambassadors to deliver the exhibition to the wider community**.

- Provided workshops to reinforce key messages around **prejudice, propaganda** and **identity**.

What did the project achieve?

- Young people were significantly more likely to want **to challenge** those who expressed a **negative view** about someone from a different background.

+13 ppt

If a close friend/relative expressed a negative view about someone because they were from a different background, I would want to challenge them*

- Improvements in young people's **understanding** of the **consequences of prejudice and propaganda**; with peers and ambassadors linking this to modern examples of extremism.

- Improved **tolerance** amongst participants who had **previously shown** signs of **prejudice**.

❝ [Anne Frank's story] gave me the confidence to stand up against prejudice more wherever I see … because, like, so many things that happened at that time are still happening today. And that can build up to another massacre."

(Ambassador)

Key learnings around achieving impact

- ✔ **Experienced delivery staff** with strong local knowledge ensured efficient delivery and relevant content.

- ✔ Knowledgeable **local partners** helped **target** schools **most in need**, though longer delivery period would further aid engagement.

- ✔ Presence of **participants with a mix of views** to ensure different views are represented and challenged.

- ✔ Connecting a **well-known narrative** to current examples of extremism created relatable content.

- ✔ **Ambassador model built confidence** and created **role models**.

- ✔ **Sufficient guidance required** to provide teachers with skills to identify vulnerable students (and therefore have greater impact).

* % agreeing with each statement before and after BSBT activity.

Figure 3.4: Case study example of project that encouraged beneficiaries to challenge negative views (Call 3 grant-funded project)

Despite the positive evidence presented above, there is, however, limited evidence from campaign or project activity that the rejection of extremist narratives has increased due to improved critical-thinking skills or through the challenging of negative views expressed about other people.

3.4.2 Effective targeting and recruitment of audience(s) is critical

Effective targeting and recruitment is a particular issue when engaging individuals in activities to increase resilience (though is also relevant to other BSBT target outcomes). These activities tend to require some significant time commitments and have greatest impact when focussed on individuals who have at least some interest in improving their own levels of confidence and in gaining new skills.

Some activity, including elements of local campaigns, initially intended to target the most disengaged young people within local communities alongside other audiences. Findings have shown that **participants have needed to be interested enough to attend sessions and to engage positively with content**. They are also potentially more likely to subsequently represent **positive role models** for others within local communities.

It is typically these more engaged participants who appear to have gained most from taking part in BSBT supported activities and who have the potential to extend the impact of the programme through having further positive engagement with peers and others in local communities. It is questionable how realistic (and potentially, how beneficial) it is to aim to engage those with extremely low levels of interest/engagement in the activity types supported (to date) by BSBT. **Future activities should give further consideration to the targeting of 'disengaged' individuals, in terms of the definition, the rationale for targeting and the logistics of recruitment**.

More broadly, the logistics around project delivery – most significantly the speed with which some project activity has needed to start in order to complete within agreed time periods – has meant that sometimes it has proved challenging to recruit effectively in the absence of an established network of contacts. This has been more challenging when target audiences have been loosely defined or focussed on very hard to reach individuals. Sustained support through BSBT funding has been shown to help projects **build on their experience and refine their activity** to deliver more effectively, especially when the same project is repeated.

3.4.3 Intermediaries may extend reach and sustainability of impact

Some projects recruited a sample of target participants to equip them with the knowledge/skills to become **community 'champions' or 'leaders'** to act as ambassadors within their target communities. This was sometimes done within broader project activities or was the main focus of the project delivery. For example, the National Holocaust Centre Museum and Stop Hate UK's UNITE project included delivering 'No to Hate' ambassador days that sought to increase critical-thinking skills and the confidence of a subset of pupil ambassadors to challenge peers.

Other projects utilised a **train-the-trainer model** to equip teachers, delivery staff and/or peers with the understanding and skills to deliver critical skills training to a broader audience, and therefore potentially increase reach and achieve more sustained impact. Initial findings amongst trainees have typically been encouraging regarding the potential future impact.

Findings from a tailored version of the PPS distributed to those attending projects as future trainers themselves showed significant increases in confidence following the BSBT-funded sessions – +33ppts in agreement with 'I feel confident challenging such attitudes and beliefs' and +29ppts with 'I have the skills and knowledge to challenge attitudes and beliefs that go against tolerance and respect for different groups in society'. The PSHE Association successfully used a train-the-trainer model to instil teachers with the confidence and skills to address counter-

extremism topics in the classroom, and this impact was shown to have been sustained over time. The project-level evaluation incorporated a **counterfactual** (to assess the contribution of BSBT support vs. other factors) **and longitudinal tracking** (to assess impact over time) to provide a robust assessment of impact across longer timeframes. Findings were very positive regarding the impact of BSBT supported activities, as shown in the following case study.

Case study: PSHE Association
Counter-extremism training programme

What activity did it run?

- Training courses to provide teachers with confidence and skills to address extremism-related topics, and to equip children with the skills to deal with extremist behaviour/narratives.

What did the project achieve?

- **Increased** levels of **skills and confidence in covering extremism-related topics** among teacher participants.

- **Sustained impact over time;** significant increases still apparent months later.

- Immediate and sustained measures far more positive than a comparator group* who had not had the training, providing evidence for the impact of the BSBT-intervention **beyond other contributory factors.**

I feel confident delivering extremism-related topics in the classroom (% point uplifts in course attendees vs. comparator group)*

+64 ppt
Participants

+28 ppt
Control group

97 %

The training has directly provided them with the skills to cover extremism-related topics in PSHE classes**

> " I feel much more comfortable with how to open a dialogue with children, parents and other staff on issues surrounding extremism. I was provided with useful ideas to gauge children's current understanding and misconceptions"
>
> **Project participant** (teacher)

Key learnings around achieving impact

- ✔ **Clear, considered rationale** for addressing extremist-related activities.

- ✔ Effective use of existing delivery model.

- ✔ **Evidence-based** development of extremism-related content.

- ✔ Use of quality-assured resource materials to complement training.

- ✔ **Longer-term funding** ideally required to plan future programme continuity.

* Change in percentage of participants who strongly agree or agree with statement before and after BSBT activity. The comparator group undertook no BSBT activity but completed the survey at comparable points in time.

** Percentage of participants who agree to a major/minor extent after BSBT activity.

Figure 3.5: Case study example of project delivering to intermediaries (Call 1 grant-funded project)

3.5 'What works?' Key success factors to achieving individual and community outcomes

The evaluation has identified key success factors (and barriers) to achieving the individual and community-focussed outcomes covered in the previous sections. These are summarised below to highlight learnings about 'what works' in achieving relevant outcomes. Whilst there are some points which have relevance across future BSBT activity, others are nuanced and have stronger implications for certain types of project and/or particular situations.

1. Success factors relevant across the programme

Clarity around priorities and dissemination of counter-extremism learnings

Application forms and supporting information providing clear steer around programme priorities. Cross-sharing of relevant learnings can facilitate more evidence-based activities. Network and Community Coordinators play a key role.

Cross-working between BSBT strands and within areas

Benefits in cross-working between BSBT strands (e.g. campaigns and projects, grant funding and IKS) and between different projects (sometimes within the same areas). Requires collaboration from the outset to map relevant (local) needs.

Shared understanding of language around 'extremism'

Shared understanding is required around the variations in language used with different audiences and how this maps to relevant objectives.

Maximising delivery timeframes where feasible

Maximising timeframes for local delivery provides greater opportunity to ensure effective recruitment of target audiences and tailored delivery – though this is dependent on funding processes and other external factors (e.g. pre-election periods).

2. Success factors relevant to the majority of projects and campaigns

Skilled and experienced delivery staff, drawing on external expertise where appropriate

Particularly important when working with vulnerable audiences, facilitating sensitive discussions and/or delivering training. Focus may be on subject-matter expertise or experience in delivery mechanisms dependent on content/format.

Utilising local knowledge and networks to increase efficiencies and impact

Pre-existing relationships with local organisations, communities and/or individuals can help ensure quick and efficient set-up, as well as facilitating high levels of trust from the outset.

Projects underpinned by clear rationale between activities and counter-extremism objectives

Proposed activity should be underpinned by clear logic and theory-based pathways between proposed actions and desired counter-extremism-related outcomes (and relevant local needs).

Tailoring of activity to local context and audiences, with flexibility to adapt

Tailored activity to reflect local contexts, utilising multi-strand approaches to different audiences in the most effective ways. Acknowledging local populations and availability of relevant services, which may affect the impact of activities.

3. Success factors relevant to specific audiences/objectives

For engaging vulnerable individuals and/or tackling sensitive topics:

Creating 'safe spaces'

Safe, open environments are key to engaging participants to discuss sensitive issues, effectively listen to others and consider alternative ways of thinking. Key consideration when engaging with vulnerable individuals, bringing people together and/or engaging in sensitive topics.

Developing positive relationships with local communities

Projects requiring engagement from specific local communities can benefit from existing networks/contacts and endorsement from relevant key stakeholders (e.g. religious leaders). This may be facilitated through trusted local agencies and needs to be implemented from the outset, ideally from scoping stage, so that activity is appropriately informed by local needs/priorities.

Maximising lead-in times and optimising time with beneficiaries

Maximising available time with beneficiaries can be beneficial when seeking to affect attitudes and behaviours, particularly when needing to build trust and/or using longitudinal delivery model or with multiple cohorts. Also those without existing networks in relevant local areas or piloting new approaches.

For projects aiming to empower participants:

Participant-led activity (with appropriate steer)

Allowing participants to 'own' project activities can engage and empower. Appropriate parameters and steer should be applied to ensure appropriate focus on CE-related issues. Most relevant for confidence-building activities and critical-thinking skills.

For increasing capabilities amongst CSOs:

Utilising Community Coordinators and the BSBT Network

Engagement with the BSBT Network and Community Coordinators has increased awareness of opportunities, improved understanding of relevant counter-extremism issues and enhanced delivery of activities. Most beneficial to CSOs with relevant access

within their local area and those with fewer existing local networks/contacts in the field of counter extremism.

Combining In-Kind Support with grant-funded activity

IKS can be used effectively to amplify and increase longevity of impact from grant-funded activities. Particularly relevant for CSOs with limited communications capabilities and seeking increased profile/reach.

4

Impact on civil society organisations

"The [BSBT] training enabled us to … be more confident in directly challenging [negative online] narratives, before we would have said nothing and taken down comments"
– *Project delivery staff*

4 Impact on civil society organisations

4.1 Summary and overview

Key findings:

- **BSBT has been a key enabler of local counter-extremism activity.** Almost all grant and IKS projects (98%) reported that their project would not have gone ahead as planned without BSBT support. Some may have gone ahead but on a smaller scale or with reduced focus on counter-extremism, highlighting the importance of sustained funding to ensure ongoing alignment of delivery to counter-extremism outcomes.

- **The programme has increased organisational capabilities.** Organisations reported a range of benefits that have improved relevant capabilities – increased awareness of how to tackle extremism, increased scope of activities and improved communications capabilities.

- **There is variation in the extent to which these benefits are focussed on counter extremism.** Skills and capabilities are sometimes transferable and require sustained focus and funding to ensure they are steered towards relevant counter-extremism issues.

- **Community Coordinators and the BSBT Network have raised awareness of the programme and facilitated networking and collaboration.** However, clarity on role and responsibilities are critical; engagement and awareness of the support available to BSBT projects is stronger in some areas than others. There is potential for more joined-up working at a local level.

- **Flexibility and expertise in delivery have facilitated impact**, supported by positive engagement with Community Coordinators and the BSBT Network.

- **Sustained and repeated support can bring cumulative benefits.** Some projects have been able to build on previous success through further rounds of funding/support.

- **Resource constraints within CSOs, lack of awareness of support and delays in support** being made available can be barriers to greater impact.

A key aim of the BSBT programme is to **build a network of organisations able to deliver effective activities relating to the counter-extremism agenda**. This chapter explores the impact of BSBT on CSOs' capacity and capability to deliver counter-extremism-related work (including how it has affected their organisational scope and reach) and on their ability to network and collaborate with other relevant CSOs. This includes the role of the BSBT Network and Community Coordinators and how they have facilitated impact.

4.2 Organisational capacity, capabilities and reach

Evidence from both grant-funded projects and those receiving IKS demonstrates the positive impact of BSBT on organisational capacity and capability within counter extremism. Grants and IKS have affected organisational abilities in different ways, as outlined in the following section.

4.2.1 BSBT funding and support is reported as being critical to project delivery
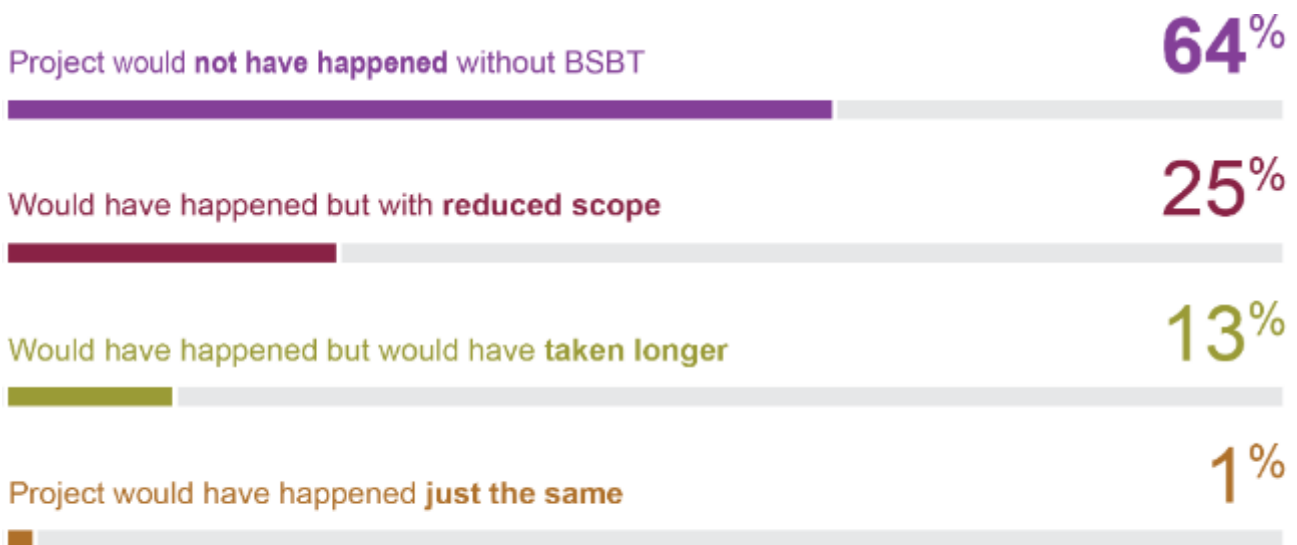
Almost all projects reported that **BSBT support had made a tangible difference to delivery**, enhancing the quality and scale of projects delivered. Almost all (98%) stated that their project would not have gone ahead in the same way in the absence of BSBT support, with three in five (59%) likely to not have gone ahead at all.[32]

98%

of projects reported that their project would not have gone ahead as planned without BSBT support

4.2.1.1 Grant-funded projects

Grant-funded projects were more likely than those receiving IKS to note that the **project would not have gone ahead without BSBT support**; almost two-thirds noted that there would have been no project-related activity.[33]

Project would **not have happened** without BSBT   **64**%

Would have happened but with **reduced scope**   **25**%

Would have happened but would have **taken longer**   **13**%

Project would have happened **just the same**   **1**%

Source: Applicant Survey Endline
Base: n=208 completed grant-funded projects (Calls 1-4)

Figure 4.1: Likely status of grant project if BSBT application had been unsuccessful

Grant-funded projects who took part in qualitative in-depth interviews reported that alternative funding would likely have been sought if their application was unsuccessful, although **the focus of the activity may have been changed** to reflect the target objectives of different funding streams and that these may not have focussed on tackling extremism.

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[32] Applicant Survey Endline (Calls 1-4). n=265 completed grant and IKS projects.
[33] Applicant Survey Endline (Calls 1-4). n=208 completed grant projects.

This is supported by feedback from projects who had applied but not been successful in obtaining BSBT funding; those projects that went ahead were **funded through other channels** (typically not/less focussed on counter-extremism-related issues or harms) or **amended/scaled back**. This included: proceeding with the project but with fewer delivery sessions than planned; going ahead with just one aspect of the project that could be run without BSBT funding; or removing the counter-extremism-focussed activity from a wider programme of work they were delivering. For others, alternative funding was not available, and the planned project had not proceeded at all (one project was planning to re-assess their application approach and re-apply with partners).

> *"[We are] just trying to keep going with some of the stuff … we managed to get some more funding to increase the hours for this year but it was quite challenging … implication [was] there was bigger classes which meant the quality wasn't quite as good for each individual."* **Project whose application for BSBT funding was unsuccessful**

4.2.1.2 IKS projects

A higher proportion of projects receiving IKS reported that their project would still have gone ahead in the absence of BSBT support (compared to grant-funded projects), but they were more likely to feel it would have gone ahead with **reduced scope or over a longer timeframe (49% vs. 35% for grant-funded projects)**.[34] This finding reflects differences in the nature of the support, with IKS designed to support and amplify organisations' delivery of counter-extremism work and

> **49%**
>
> of IKS project leads reported that their project would have gone ahead with reduced scope or over a longer timeframe

related organisational activities, rather than provide the means to fund the resources required to run a programme of activity. Some projects reported that in the absence of BSBT support, IKS activity may have been attempted in-house, though it was noted that this would lack the **professionalism and credibility that was achieved with the support through BSBT** (discussed later in this section). Some IKS projects also felt that a **lack of technical skills** would have been a barrier to the organisation conducting IKS projects themselves, for example lacking the in-house knowledge of how to design a logo or update a website.

> *"Compliment slips, business cards, letterhead, the website, it all needed to be uniform … we've had things we can take to events … they're doing this marketing campaign for us … we'd have never been able to do something on that scale, definitely not."* **IKS project delivery staff**

Whilst these findings suggest BSBT has played a critical role in enabling most projects to be delivered to planned scales and timeframes, CSOs have drawn on other sources of support in the delivery of activities. Just over a third (36%) used other sources of funding to support their project alongside BSBT funding (although other funding typically accounted for a relatively small proportion).[35] At an organisational level, on average, BSBT funding was reported as accounting for 13% of income among those receiving grant funding.[36] Observations from some In-Depth Project Evaluations has indicated that funding from different sources may sometimes be used fairly flexibly

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[34] Applicant Survey Endline (Calls 1-4). n=67 completed IKS projects.

[35] Applicant Survey Endline (Calls 3-4). n=128 completed grant projects answering the question. Question not comparable in Calls 1-2.

[36] Applicant Survey Endline (Calls 2-4). n=150 completed grant projects answering the question. Question not comparable in Call 1.

across different projects and ongoing activities that a CSO may be running. These activities may relate to a range of aims/objectives, reflecting the relevant focus of different funding sources.

For IKS, a lack of a routine collation of monitoring information among some organisations (e.g. measuring social media or website traffic) presents challenges in attributing the impact of improved communications. For example, one project that recorded a substantial increase in donations after receiving IKS acknowledged that other factors would also have impacted this. **These findings suggest that whilst BSBT is important for the realisation of projects and associated benefits, other factors may also have played a role which is typically not easily measurable.**

4.2.2 BSBT support has led to improvements in relevant understanding and skills across organisations

Findings from the evaluation show BSBT support has enhanced the skills and experience of staff/volunteers involved in both grant-funded and IKS projects in several ways. Sometimes this has put them (and their organisations) in a better position to deliver counter-extremism-related work, although (as discussed in Chapter 3) some projects and associated benefits to their organisations have been more directly related to countering extremism than others.

Among **both grant-funded and IKS projects**, BSBT is cited as having helped to **raise awareness and deepen understanding of counter extremism**. Around two in three BSBT Network members surveyed reported that being part of the network of organisations supported by the programme had resulted in them feeling **more informed about the government's Counter-Extremism Strategy** and helped **increase awareness of how to tackle extremism**.[37] This included having a better awareness of what extremism entails, how to identify the warning signs, and what action to take to seek support for an individual if concerned. For some projects it had **changed the way they think about extremism** and prompted them to increasingly view their existing activities through a counter-extremism lens.

68% Feel **more informed** about the government's counter-extremism activity

67% Feel it has helped increase **awareness of how to** tackle extremism

Source: BSBT Network Survey 2019
Base: n=124 Network members

Figure: 4.2: Agreement with statements about the BSBT Network (strongly agree or agree)

"It made me aware of what extremism could be. In the past I probably wouldn't have been aware of this. I now know where to go and the level of support I'd be able to get for a person." **Grant-funded project delivery staff**

Network members who have attended BSBT events reported learning about a range of relevant issues, including how to **approach tough conversations and challenge extremist narratives**. For

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[37] BSBT Network Survey 2019, n=124 Network members.

example, three in four (77%) respondents who attended an event focussed on far-right extremism felt they had learned something about how to challenge far-right extremism in their own community.[38]

> *"The workshop - understanding the direction of far-right influencers - was very useful in improving my knowledge and understanding of far-right groups."* **Far-right event attendee**

4.2.2.1 Grant-funded projects

Findings suggest improved skills and experience among individuals involved in delivery, specifically through increased **expertise and confidence** to deliver activities and a **better understanding of target audiences** being engaged. For some, running their BSBT-funded project also marked a **diversification** in the activities they offer, offering an opportunity to work in the **counter-extremism field for the first time**.

> *"A lot of our sessions are based on politics and extremism, not something we've really worked on before and having our staff in place and confident to deliver the sessions has been a really good learning experience."* **Grant-funded project delivery staff**

This has also resulted in some projects reporting that they are now **recognised in their local community** as delivering counter-extremism work and being able to deal with related harms.

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[38] BSBT Network Event Survey – Far-Right Extremism, July 2019, n=58 respondents.

Case study: Wirral Change
RED Heart Campaign

What activity did it run?

- Anti-hate Respect Equality and Diversity (RED) Heart campaign, encouraging people to stand up against and report discrimination and hate.

- Included pop up events, workshops and campaign activities to educate on hate crime, radicalism and extremism.

What was the impact?

- Raised profile of the organisation, putting it in a better position to deal with issues relating to hate crime and extremism.

- Staff improved their knowledge of hate crime and extremism and the skills required to run a campaign.

- Staff reported increased confidence to deal with reports of discrimination, racism and extremism.

> " I think the campaign has put us on the map ... and I think we are definitely in a better place to deal with anything like this now. Our local organisations have now got a better understanding of hate crime and what's going on. People are reporting it to them as well."
>
> **Project delivery staff**

Figure 4.3: Case study example of the impact on ability to deliver new activities (Call 2 grant-funded project)

4.2.2.2 In-Kind Communications Support projects

IKS aims to equip supported organisations with the ability to both better promote their organisation and its counter-extremism-related activities, and directly promote positive alternatives to extremism narratives to a wider pool of end beneficiaries (for example, through challenging negative views on social media). Accordingly, **improved communications, marketing and social media skills** was the most commonly reported organisational benefit of BSBT amongst those receiving IKS.[39] **Impact is particularly evident regarding social media capabilities**. There was an increase in the proportions of organisations reporting having used social media channels after receiving IKS, including Instagram, YouTube and Twitter.

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[39] Applicant Survey Endline (Calls 1-4). n=67 completed IKS projects.

Figure 4.4: Percentage point change in proportion of IKS projects with a social media account[40]

Organisations also **rated their communications capabilities more highly** after receiving IKS through BSBT, including their ability to undertake social media planning and implementation, build social media platforms, and other skills including film-making.

	Before IKS	After IKS	Change
Social media planning & implementation	4.3	5.8	+1.5
Building social media platforms	5.0	6.1	+1.1
Making films or social media content	5.0	5.7	+0.7

Figure 4.5: Average self-rating of organisational social media skills (out of 10)

Projects gave examples of how social media training equipped them with the **skills and confidence to address extremist narratives online** and promote a positive counter narrative. This is notable given the use of social media by extremist groups to promote extremist narratives.

> *"The far-right in Britain use social media very effectively. The training we have received has given us the confidence to use social media effectively against this."* **IKS project delivery staff**

Whilst there is evidence of improved communication skills among organisations receiving IKS, case study evidence illustrated that a **lack of relevant technical skills within the organisation may limit long-term impact** (for example, where lacking relevant IT or design skills to update relevant materials). Around a third (8 out of 25) of IKS projects interviewed six months or longer after their project ended had received follow-up support from M&C Saatchi,[41] including technical

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[40] Applicant Survey Endline (Calls 1-4). n=64 completed IKS projects who have a social media account. Note that Facebook usage was already very high pre-BSBT (94%). Pre/post scores: Instagram = 25%/59% (+34ppt), YouTube = 27%/56% (+29ppt), LinkedIn = 22%/42% (+20ppt), Twitter = 84%/98% (+14ppt).

[41] IKS Follow-Up Applicant Survey (Calls 1-2), n=25 completed IKS projects interviewed for a follow-up endline.

help. There is also **risk of knowledge loss** with turnover of staff, which is discussed further in Chapter 5 around the sustainability of impact.

> *"We've got a new logo … [but] we need more basic training for computer and website maintenance. I don't think we are really getting the value out of this because of the lack of skills to keep it running properly."* **IKS project delivery staff**

4.2.3 BSBT support has typically improved organisational reach and reputation

Feedback within the evaluation has highlighted the positive impact of BSBT on the scope and reach of civil society and community organisations, enabling improved engagement with end beneficiaries and enhanced promotion of the organisation.

4.2.3.1 Grant-funded projects

Over half (57%) of completed grant-funded projects reported that BSBT had increased the scope of their activities.[42] Around four in ten (43%) spontaneously mentioned improved engagement with end beneficiaries as a main organisational benefit of BSBT (the most likely cited benefit among grant recipients).[43] This included reaching a broader range of end beneficiaries, achieving a greater awareness of community needs in their local area and a better understanding of what works well to engage community members.

57%
of grant projects reported that the scope of their activities had increased due to BSBT

> *"The level of engagement with young people has given us a better understanding of their priorities … we now have a bank of feedback that we are looking at sharing with other organisations who work with young people."* **Grant-funded project delivery staff**

BSBT funding was also cited as having **enhanced the profile of their organisation, improved their reputation and increased awareness of their activities** in the local community; mentioned by a quarter (26%) spontaneously as a key benefit.[44] The following case study illustrates how BSBT funding enabled one grant-funded project – Bawso Open Dialogue – to raise awareness of the work of the organisation and increase numbers of referrals.

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[42] Applicant Survey Endline (Calls 1-4), n=208 completed grant projects.
[43] Applicant Survey Endline (Calls 1-4), n=208 completed grant projects.
[44] Applicant Survey Endline (Calls 1-4), n=208 completed grant projects.

Case study:
Bawso Open Dialogue

What activity did it run?

- Thematic workshops and support sessions facilitating open dialogue about Harmful Traditional Practices (HTPs) amongst at-risk communities and the wider community.

- Aimed to increase knowledge and understanding of the UK legal framework, and the support available to victims of FGM or forced marriage.

What was the impact?

- Raised awareness of Bawso's services among end beneficiaries and increased referrals among hard-to-reach communities.

- Increased awareness and engagement with wider statutory agencies on the topic of HTPs, including police and social services.

- Increase in referrals from other agencies for one-to-one support for survivors of FGM and forced marriage and those considered at risk.

85% Agreed "I plan to tell my family and/or friends about what I learned today"

> " We've seen a higher level of referrals, it's brought more multi-agency work, more agencies are knocking on our doors to work with us. We didn't expect that."
>
> **Project delivery staff**

> " [The project] has actually influenced the community... because I have a very close friend who I see being abused domestically. She was able to come out of it … coming to Bawso and being able to identify what she's going through and helping her out of it. Bawso was able to help her."
>
> **Project participant** (parent)

Figure 4.6: Case study example of the impact of grant funding on organisational profile (Call 3 grant-funded project)

For grant-funded projects, the **up-skilling of existing staff and volunteers** and the **recruitment of new personnel** with particular expertise have improved organisational capabilities.

4.2.3.2 IKS projects

Over half (56%) of projects that received IKS reported an increase in the number of individuals their organisation had engaged with over the year in which they received BSBT support.[45] Projects cited tangible products developed through IKS that helped engage community members (e.g. printed materials, websites), the benefits of the training received, and the increased professionalism of their digital presence.

> # 56%
> of IKS projects reported reaching more individuals post-BSBT support

> *"Networks connecting us with different organisations and assistance with branding, design and marketing were invaluable, enabling us to widen the reach of our support."* **IKS project delivery staff**
>
> *"With the in-kind materials … we can speak with more credibility ... the BSBT links and professionalism on our social media and publicity front have definitely helped."* **IKS project delivery staff**

Tactical support from M&C Saatchi has provided targeted, reactive support to BSBT supported organisations to help them respond to counter-extremism challenges. Most of the assets delivered have been promoted through social media.[46]

> **Example of tactical support:** Nisa Nashim, a Jewish Muslim Women's network, wanted help to raise awareness of their anti-hate #ActiveAllies campaign, launched in response to the New Zealand terrorist attacks which they felt led to faith groups feeling more under threat than usual. Through tactical support, their films were promoted on their social media platforms resulting in **high view rates** and **website traffic** to a new area of their website.

As noted in the previous chapter, the impact of BSBT grant funding has been enhanced in some cases through complementary IKS (although there is scope for greater complementarity between the two). The following example illustrates how one project – the CORE Education Trust – increased the reach of impact through linking IKS with its grant-funded activity.

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[45] Applicant Survey Endline vs. Baseline (Calls 2-4). n=34 completed IKS projects who answered the question in both surveys. Excludes projects where full and accurate information on number of end beneficiaries was not given, n15= projects.

[46] Tactical Overview Report produced by M&C Saatchi, December 2019.

Case study:
CORE Education Trust/Birmingham

What was produced?

- Assets to build the organisation's capability to promote the counter-extremist narratives of their grant-funded project in schools, which engaged participants in testimonies from survivors of genocide.

- Included a social media campaign, films, printed material, photography, a website, communications and PR strategy, and social media training.

- Offline materials were used during workshops in schools to bring testimonies to life.

What was the impact?

- Staff reported using skills developed through IKS training to better promote the grant-funded project (e.g. through social media) resulting in improved reach.

- New website lent credibility and further promoted work of the project online.

- Professional assets to use during sessions with schools helped engage beneficiaries, including videos.

- Provided a legacy of materials for continued visibility of counter-extremist narratives.

" [It's] really professional looking things being used with the local community. I think it's instilled a sense of value and importance … the quality of the print, the quality of the design … it actually engenders that sense of value, and pride."

Project delivery staff

Figure 4.7: Case study example of the impact of IKS on engagement with beneficiaries[47]

Increased organisational profile and enhanced reputation were viewed as key benefits of IKS.[48] The increased professionalism of outputs – enabled through delivery from M&C Saatchi directly and/or internal skills instilled through training – was cited as a key factor in enhancing local reputation**.**

"It's [BSBT] definitely raised our profile and enabled us to share our vision, win new friends and influence people. We have been able to get people excited about the opportunity and get involved, promote the idea of collaboration." **IKS project delivery staff**

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[47] Evidence was gathered through interviews with delivery staff and teachers and focus groups with students.
[48] Applicant Survey Endline (Call 1-4), n=67 completed IKS projects.

4.2.4 Enhanced capabilities not always focussed on counter-extremism outcomes

In line with the findings outlined in Chapter 3 around impact on individuals, there are varying levels of evidence as to the extent to which the positive impacts of BSBT support on organisational capabilities have **translated into direct action to influence counter-extremism outcomes**. For example, an improved ability to deliver counter-extremism projects is not a priority when projects are thinking about the benefits brought to their organisation (9% spontaneously mentioned increased awareness or ability to counter extremism or hate crime as a main benefit to their organisation), with projects more likely to mention the **broader organisational benefits** it has brought to improve their skills and experience (such as ability to update their website).

This is not to say that only benefits directly and explicitly referencing counter extremism (e.g. capability to respond to extremist comments online) are relevant and evidence of successful impact. Some successful interventions have utilised indirect approaches to challenging extremism and, in a similar vein, it is also the case that building more general organisational capabilities can aid the delivery of counter-extremism work. However, the evidence suggests that some organisational benefits have more clearly resulted in increased ability to deliver counter-extremism work than others. This reflects the range of factors outlined in Chapter 3 around the extent to which project activities and objectives had clear rationales as to how they would address counter-extremism outcomes. It also reflects the nature of organisations, most of whom operate across different topics/issues and will utilise transferable skills as required. It is likely that **sustained funding for counter-extremism work** (from BSBT or other sources) is needed to ensure that improved individual and organisational capabilities remain focussed on delivering relevant activities in the future and sustaining impact.

4.3 Collaboration and networking

Findings show that BSBT has had **success in facilitating networking and collaboration between local partners** but there is some variation between areas**.** The BSBT Network and Community Coordinators have played key roles in bringing organisations together, facilitating the sharing of best practice, as well as raising awareness of the counter-extremism agenda and encouraging wider engagement with the policy area. Conversely, local networks do not always exist, which has hindered local delivery in some cases (for example, projects' ability to build partnerships and recruit end beneficiaries) – this is discussed at the end of this section. The findings suggest that whilst there is evidence of positive impact, more could be done to ensure joined-up working locally between projects and ensure greater alignment with national priorities.

4.3.1 BSBT has provided new networking opportunities

Most of the organisations receiving BSBT support were favourable towards the broader networking opportunities provided through the programme. Over three-quarters of projects (78%) reported that being involved with BSBT meant they **networked with more organisations than they would have otherwise**.[49] Increased networking is a key aim of BSBT; the programme aims to facilitate a network of local organisations

78%
of projects reported having networked with more organisations because of BSBT

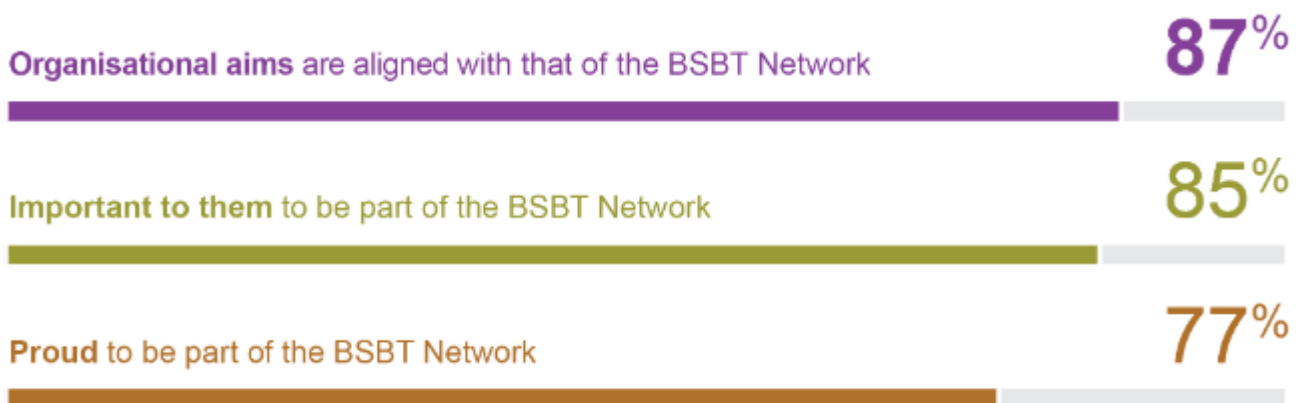[49] BSBT Applicant Survey Endline, (Calls 2-4), n=233 completed grant and IKS projects.

able to deliver effective **activities relating to the counter-extremism agenda** and take a **joined-up approach** to tackling local issues (and avoid projects working in silos).

> *"[A benefit of BSBT is] developing new partnerships in the community, in turn a raised profile, we get to connect with new users and also being part of the wider BSBT Network, training and connecting with others as part of a network."* **Grant project delivery staff**

4.3.2 BSBT Network and Community Coordinators have played a key role

4.3.2.1 BSBT Network

The **BSBT Network has played an important role in facilitating connections between organisations supported through the programme.** Four in five (81%) projects reported having taken part in the BSBT Network[50] and it is generally well regarded by Network members. As well as bringing community groups together through its activities, Network members have described how it has provided several organisational benefits (discussed above in Section 4.2), and a **sense of being part of something bigger** and helping give recognition to their local projects.

Organisational aims are aligned with that of the BSBT Network — **87%**

Important to them to be part of the BSBT Network — **85%**

Proud to be part of the BSBT Network — **77%**

Source: BSBT Network Survey 2019
Base: n=124 Network members

Figure 4.8: Percentage of Network members agreeing with statements (strongly or tend to agree)

> *"It's being able to say, 'There's a national agenda and we're part of the solution to national challenges as well as local challenges.' … demonstrates how an organisation like ours can adapt to address society problems from different angles."* **Grant-funded project delivery staff**

Events tended to be top of mind when projects considered the BSBT Network, and almost all who have attended large events reported finding them useful.[51] Local and national BSBT **events were perceived to be especially useful networking opportunities**, which was often cited as the most useful aspect.[52]

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[50] BSBT Applicant Survey Endline, (Calls 2-4), n=233 completed grant and IKS projects.

[51] Based on Network events evaluated individually through the use of the event questionnaire. Includes the 2018 National Conference, n=140 respondents; Birmingham Sport event, n=56 respondents; Online Extremism event, n=46 respondents and Far-Right Extremism event, n=59 respondents.

[52] Aggregate feedback from BSBT Network Event Surveys. See Annex 2 for more details on the methodology.

> *"That sense that there are organisations locally that we can connect with that I hadn't realised were working on that plane."* **IKS and grant-funded delivery staff**

BSBT events and training have also played a key role in **sharing best practice in countering extremism** across the Network**,** supported by secondary channels such as the newsletter and Facebook page (which have been generally well received, although not as highly rated as the training and events).

> *"The national partnership event helped give extra clarity on the government strategy around extremism in a contemporary context."* **Grant-funded project delivery staff**

Despite positive feedback overall, area-level evaluations found a **lack of awareness of the full range of Network activities** on offer to supported projects. Projects reported this was due to delivery pressures and **lacking the capacity/time to engage** with activities, as well as some activities being viewed as **too generic**. Future activities may require greater tailoring to ensure wider relevance (a key challenge given the diversity of projects in the BSBT programme). This is discussed further at the end of this section.

4.3.2.2   Community Coordinators

Community Coordinators have played a key role in facilitating enhanced networking and effective partnership working between BSBT organisations. Almost all projects (95%) who have had contact with a coordinator in relation to helping them network with other organisations have found it useful.[53] Projects gave examples of how Community Coordinators had **hosted events in their local area** to bring together supported groups and **linked them up with activities being conducted by others, including relevant local authorities**.

> *"They put us in contact with relevant people. They knew about the issues in the area and that helped coordinate our work. They connected our work to the wider activities of the local council and other organisations."* **Grant-funded project delivery staff**

In Stoke, for example, the coordinator helped facilitate a joined-up approach to tackling extremism locally and acted as a focal point for the delivery of relevant projects within the area. The coordinator had worked in a public service role for many years, resulting in strong connections with a range of local organisations. They established a local network which involved BSBT-funded organisations and non-BSBT projects working in the counter-extremism space.[54] This greatly facilitated shared knowledge and collaborative working relationships.

Case study: In Stoke the Community Coordinator **brought together a range of community groups** including faith groups, the local authority and universities, to deliver joined-up activities. For example, a Home Office funded event held for **Holocaust Memorial Day in January 2020 involved faith leaders, local and national partners, the local authority and the Community Foundation** offering free activities to all senior schools.

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[53] BSBT Applicant Survey Endline, (Calls 2-4), n=151 completed projects who have needed help with networking from a coordinator.

[54] An In-Depth Area Evaluation (IDAE) of BSBT activity in Stoke-on-Trent. For more details on methodology see Annex 2.

In some cases, Community Coordinators had signposted community groups to other funding opportunities (BSBT and non-BSBT) and encouraged grant-funded projects to apply for IKS. They have also acted as a conduit between CSOs and Network activities such as events and training, thus helping to increase the reach of and engagement with BSBT activity.

There is also evidence that Community Coordinators facilitated **increased awareness and understanding** of counter extremism across the Network.

> *"I have a better understanding of extremism in the local area, I gained a lot of that knowledge from the Coordinator ... I have a better sight of the government's counter-extremism priorities."* **Grant-funded project delivery staff**
>
> *"Through the delivery of CE workshops and one-to-one contact, I have helped groups address CE issues in the delivery of their work … by understanding what CE is and giving examples of the work that organisations are doing to counter extremism."* **Community Coordinator**

Community Coordinators reported having extensive **networks within their local communities**, through which they have promoted BSBT and the counter-extremism agenda (sometimes in collaboration with other stakeholders working in similar areas, such as Prevent[55] coordinators). Half of Community Coordinators (13 out of 26) mentioned the Special Interest Group on Countering Extremism (SIGCE)[56] as a factor in helping them to increase **understanding of national good practice** and to **engage local elected members** in counter extremism.[57]

> *"I've been able to talk about the [Counter-Extremism] Strategy and introduce it to partners and stakeholders and show them how it fits with their remit."* **Community Coordinator**

Whilst the evidence above is encouraging, almost half (46%) of BSBT Network members either disagree or are unsure whether being part of the BSBT Network has helped them feel more informed about extremism risks in their area.[58] Community Coordinators have also commented on the **complex nature of identifying local challenges**, although they have felt better able to identify harms in their area over time.[59] There were also examples of Community Coordinators taking an **active role in countering extremist narratives** in the local area. There is evidence of coordinators, in collaboration with other stakeholders in their local area, disrupting or challenging extremist narratives. For example, one coordinator reported developing procedures for controlling far-right demonstrations taking place in their local area.

> *"Working with the [other relevant stakeholders in the local area] has helped improve our effectiveness of disruptions activity. After compiling the guidance from all sources, I have created a protocol for dealing with extremist speakers."* **Community Coordinator**

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[55] The overarching aim of the Prevent programme is to safeguard vulnerable people from becoming terrorists or supporting terrorism, by engaging with those who are identified as being vulnerable to radicalisation or targeting by terrorist recruiters.

[56] The Special Interest Group on Countering Extremism (SIGCE) is a local authority network across England and Wales to provide support, and develop and share good practice, on countering extremism. More information can be found here: https://www.local.gov.uk/sigce

[57] Community Coordinator Survey, 2019 vs. 2018, n=31 Community Coordinators; 13 out of 26 coordinators who agreed they had increased understanding of national good practice and/or engaged interest from local elected members in CE mentioned the SIGCE spontaneously as a factor that helped them achieve this.

[58] BSBT Network Survey 2019 (n=124 Network members).

[59] Community Coordinator Survey, 2019 vs. 2018, n=31 Community Coordinators.

4.3.3 Barriers to collaboration and networking

The above findings demonstrate how different aspects of the BSBT programme have increased levels of networking and collaboration between relevant CSOs. However, several factors have affected local organisations' ability and desire to engage with the BSBT Network and with other CSOs. These include:

- **Resource constraints**

  This was an issue among some organisations who had limited time and ability to engage with Network activities and meetings, and to seek out partnerships.

- **Projects working in 'silos' and under pressure to deliver**

  Linked to the point above, the evidence suggests that many projects have focussed on delivering their own activities, which may have been at the expense of being amenable to, or seeking, opportunities for collaboration (especially projects supported during the Call 3 delivery window who experienced delays to the start of their project). The evaluation also found some evidence of **competition between community groups**, especially where several BSBT-funded projects in the same area were attempting to engage a similar pool of beneficiaries.

> *"It should have allowed for greater collaboration but I don't think it has, unfortunately. I think everybody in this region's just got their head down and got on with their own work."* **Grant-funded project delivery staff**

- **Limited awareness of support available**

  Whilst awareness of the BSBT Network overall was high (90% of supported projects reported being aware of it) and many have attended BSBT events,[60] awareness of the variety of **activities on offer outside of events and conferences was less widespread**. There was also some inconsistency in levels of awareness of the role of Community Coordinators (60% of BSBT Network members surveyed in Community Coordinator areas were aware of the support available).[61] Whilst the role was largely viewed positively, findings across the evaluation show there had been **some variability in the degree of contact and support CSOs have had with their Community Coordinator**, suggesting potential for greater clarity on the role.

- **Perception that Network opportunities were not tailored to specific needs**

  Some projects reported having limited engagement with the Network as they felt that activities were **not tailored enough** to their needs. As the BSBT programme has evolved, the volume and breadth of organisations who are part of the Network has grown, presenting a challenge to ensure that activities have broad appeal but are relevant enough to encourage attendance.

> *"I am aware, but I haven't attended (training), only because I haven't seen anything that I think would specifically assist us, at the minute."* **IKS and grant-funded project delivery staff**

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[60] BSBT Network Survey 2019, n=124 Network members.
[61] BSBT Network Survey 2019, n=124 Network members.

4.4 What works? Key success factors to achieving organisational outcomes

This section summarises the factors that have enabled the achievement of organisational benefits among CSOs and learnings about 'what works' to achieve this. These relate to a mix of project-specific and broader programme-level factors that are important to enabling impact at the organisational level.

	Timely awarding of funding and support to enable delivery as planned Delays to the start of projects was cited as a barrier to delivery in earlier rounds of support, particularly when delivery plans were tied to fixed timetables (e.g. the school year, sports events or religious holidays). However, application approval and funding processes were reviewed and streamlined for Call 4, resulting in more timely awards.
	Sustained support (through multiple awards) Sustained support has been shown to bring about cumulative benefits where organisations have built on earlier successful projects. It has allowed them to embed knowledge and learnings around counter extremism and build their capacity to deliver relevant work.
	Positive engagement with Community Coordinators and the BSBT Network This has been shown to enhance local activity, with activities that have brought CSOs together face to face, especially useful in facilitating collaboration and networking. The Network and Community Coordinators have also played a key role in cross-promoting BSBT opportunities designed to bring organisational benefits to CSOs. For example, Community Coordinators have signposted grant organisations to IKS (which remains a less well-known strand of BSBT) and towards Network events and training opportunities. However, levels of engagement and collaboration vary across areas, suggesting there is potential for greater joined-up working at a local level and for greater central steer on priorities.
	Effective scoping stage for IKS This, coupled with strong communication and support from M&C Saatchi, has ensured IKS activities are as useful and relevant to the organisation as possible, especially with less experienced groups. Scoping is also important to ensure that assets can demonstrate a clear link to counter-extremism activities.
	Linking grant funding with IKS There are some examples of how grants and IKS delivered to the same organisation can complement each other to enhance the impact of projects and demonstrate a clear link to counter-extremism activities. However, separate teams deliver grants and IKS so the timings of both projects have not always aligned (sometimes due to programme-level delays), meaning that often the link between the two has been indirect.

	Organisational capacity to deliver project This is important for both grant-funded projects, where some projects were reliant on one individual to drive forward activities, and IKS which requires sufficient staff and/or volunteer time to attend training/work with the provider. Sufficient resource also enables BSBT organisations to get the most out of the Network activities on offer to help enhance capabilities, such as through training and events. Whilst reliance on single individuals reflects the way many community organisations operate (and should not be a barrier to support), consideration should be sought as to how project activity will be effectively resourced (and sustained) and how organisations will work with relevant support networks (including the BSBT Network).
	Degree of flexibility to change scope in delivery For grant-funded projects, some changes in delivery may come about due to changing local needs or context which CSOs need to remain responsive to, although this has sometimes hindered capability to deliver within fixed BSBT timeframes. For IKS, changes in scope have sometimes been required during the scoping stage, requiring flexibility to be built into programme design.

5

Sustainability of programme activity and impact

86% of projects reported they would continue to deliver counter-extremism activities post-BSBT support

5 Sustainability of programme activity and impact

5.1 Summary and overview

Key findings:

- **There is a strong willingness to continue with counter-extremism-related work;** 86% of projects reported they would continue to deliver counter-extremism activities once BSBT support ends.

- **However, some activities/projects are unlikely to continue without further financial support.** Many activities are reliant on further funding from BSBT or another relevant source, and CSOs will scope activity to align with funding objectives (many outside BSBT may not align to counter extremism).

- **IKS directed at broader organisational impact is more likely to see sustained benefits** than support directed at project-level activities.

- **The BSBT Network can be a catalyst for increasing sustainability of impact** through sharing of best practice and providing ongoing access to expertise. Though CSOs must show the capacity and will to engage with the Network.

- **Community Coordinators can help maintain engagement with counter-extremism priorities** by facilitating CSO access to relevant opportunities and knowledge. This may extend beyond BSBT to other relevant local opportunities.

- **Multi-year funding can facilitate greater engagement** with the counter-extremism agenda and improve CSOs' capabilities to affect longer-term impact.

- **Some delivery models show greater potential to sustain activity and impact**; namely those engaging relevant audiences over a sustained period, activities which successfully equip participants with transferable skills and those that can draw on ongoing local relationships.

The BSBT programme aims to ensure project delivery continues through sustained counter-extremism activities, with impact maintained through ongoing engagement with a relevant network of organisations working towards the same objectives. This chapter outlines the key evaluation findings around the sustainability of programme activities and means of maintaining the impact generated.

5.2 Sustainability of programme activities

The positive impact of BSBT on both organisational capabilities and on individuals taking part in programme activities outlined in previous chapters has helped to create a **strong willingness** amongst those who have received BSBT support to **further their work within the counter-extremism space**. The large majority (86%)[62] reported that post-BSBT funding, they would continue to deliver activities that tackled local extremism needs. However, this was reliant on future funding, with nine in ten grant-funded projects (89%)[63] reporting that they would seek further funding to continue the project.

> # 86%
> of projects reported they would continue to deliver counter extremism activities post-BSBT support

> *"We're hoping that a group of volunteers can continue with it, but volunteers are, you know, they come and go… the sustainability of it is much more fragile if it's not supported financially by a salaried person."* **Grant-funded project delivery staff**
>
> *"I'd like to say we would, but we would have to secure funding beyond it. It would depend on if we could work some of the aspects into future funding, if that would be supported by other funders."* **Grant-funded project delivery staff**

However, projects acknowledged, in the absence of continued funding with specific counter-extremism priorities, it will be difficult to maintain BSBT-funded delivery. The evaluation also found some evidence of **competition between local community groups**. To sustain delivery, projects must **adapt to meet local funding demands**, which reduces their ability to sustain BSBT-related activity.

The **BSBT Network** is seen as a catalyst for increasing sustainability of relevant counter-extremism activities through effective sharing of best practice and providing ongoing access to expertise through events and training. However, without access to direct funding opportunities, it is likely that some members will scale back engagement to prioritise alternative funding streams, potentially outside the sphere of counter extremism. Similarly, whilst links with **Community Coordinators** help to provide local organisations with access to relevant opportunities and knowledge, it is important that these cover a broad range of potential funding streams to maximise engagement.

5.2.1 In-Kind Communications Support (IKS)

Organisations who have received IKS through BSBT were significantly more likely (86%) than grant-funded projects (51%) to say they would continue their project once BSBT support ended.[64] This is backed-up by evidence that most IKS **assets were still being used six months or more** after BSBT support ended,[65] highlighting the potential longevity of IKS impact.

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[62] Applicant Survey (Calls 2-4) n=179 completed grant and IKS projects.
[63] Applicant Survey (Calls 2-4) n=144 completed grant projects.
[64] Applicant Survey (Calls 2-4), n=35 completed IKS projects and n=144 completed grant projects.
[65] IKS Follow-Up Applicant Survey (Calls 1 and 2) based on n=25 IKS projects.

> *"It's used with stakeholders and partners, also with schools, internally with staff volunteers as induction and training material internally and externally. It's also used at events at least three or four times a month, mainly about awareness-raising of hate crime."* **IKS project delivery staff**

Findings across different projects that had received IKS showed nuances regarding longevity and sustainability of impact. For example, materials directly related to specific projects are only relevant as long as the project is running, whilst the training of low numbers of staff relied upon those individuals remaining within the organisation. Sustainability of some assets also depends on the availability or relevant skills (e.g. IT skills to update websites). This highlights that **IKS is more likely to achieve sustained impact when it successfully influences organisational mindsets and approaches**, rather than being directed specifically at project activities that are sometimes one-off projects or reflect current priorities.

> *"[IKS] was also, not only training for us, but training for some of the people that we'd worked with, how they might get their messages out, their counter narrative story."* **IKS project delivery staff**

5.2.2 Grant-funded projects

The evidence suggests that organisations who have established **strong local relationships** – sometimes through BSBT supported activities – show greater potential for continuing to deliver in the counter-extremism space.

> *"In both areas we've already looked at sustainability, speaking with local organisations who will provide funding support and free venues. It won't be to the same extent and we can't do some of the enrichment activities, but we can continue in some form."* **Grant-funded project delivery staff**

To maximise sustainability of relevant activity at a local level, the findings advocate **strategic and cohesive approaches to addressing local counter-extremism needs**. Lack of coordination between projects around local needs has led to minimal interaction amongst different groups within local communities. An effective **local network** of grass-roots organisations can facilitate joint working and avoid a siloed approach.

There is evidence that some organisations who have received **multiple rounds of BSBT support** have demonstrated greater engagement with the counter-extremism agenda and improved their ability to deliver credible projects in the field. Repeat funding was also seen to aid the development of delivery models tailored to addressing local needs and the formation of strong partnership-based activity. For example, Liverpool World Centre received two grants (Calls 1 and 3) and one IKS package between 2018/19, which allowed it to embed and build on learnings around extremism, resulting in progressively more impactful activities and highlighting the potential of sustainable funding models. Underpinning these positive developments is ongoing funding; to build on success and maximise impact, organisations ideally require multi-year funding beyond single-round opportunities. The agreement of longer-term support would also provide the basis for evaluation of impact beyond the short-term.

Call 1, Grant	Call 2, IKS	Call 3, Grant	Cumulative
Phase 1: Exploratory >	**Phase 2:** Engagement >	**Phase 3:** Expansion >	Longer-term impacts
Foundation of knowledge	**Capacity building**	**Proactive solutions**	**Expanding reach**
• Enhanced knowledge of types of extremism • Identified day-to-day extremist issues • Created safe spaces for open dialogues	• Counter-narrative theme inspired by learnings from Call 1 • Training how to share counter-narrative stories • Engaged new audiences across digital platforms	• Applied knowledge learnt in Call 1 • Developed ways to address extremism covered in Call 2 • Increased participants' confidence to tackle extremist issues	• Deepened knowledge of extremism • Broadened audiences and new partnerships • Publicised findings and impact achieved • Learnt how to tackle extremism online

Figure 5.1: Case study example of impact of multiple rounds of BSBT support

To build a lasting legacy, BSBT would likely benefit from a **greater profile** across relevant organisations and stakeholders within local authority areas as an effective means of countering extremism. Although sometimes projects have experienced some barriers with local stakeholders because of links with the Home Office, showing the objectives and achievements of the programme in building partnerships and providing support can help gain buy-in from key stakeholders. The feedback across the evaluation shows **strong levels of positivity and pride towards the programme**, which is crucial for engaging partners and end beneficiaries in activities and, thus, delivering successful projects. It has been well received and cited as reflecting a progressive approach which has been facilitated and reinforced through the personalised approach of Home Office delivery teams.

"The BSBT brand or the programme needs to be promoted more at the local government level. BSBT is an excellent seal of approval for small organisations like us to talk about extremism and radicalisation… it needs to be more visible." **IKS project delivery staff**

5.3 Sustainability of impact

Due to the agreed design to focus on the rollout of the programme, the evaluation to date has focussed on shorter-term impact of BSBT activity. Findings around sustainability of impact should therefore be treated as indicative, though it is possible to identify conditions within which BSBT activity is more likely to have a sustained impact. The degree of sustainability varies depending on the target outcomes, organisational capabilities, audience type and the project/campaign activities.

The mix of these factors means that broad generalisations cannot be made, though the evaluation suggests that activities which engage an appropriate audience over a sustained period (i.e. involving multiple interactions with the same participants over several weeks or months, as opposed to those one-off interactions) will **enhance the likelihood of longer-term impact**. The specific levels of interaction required will vary depending on the participants themselves, whilst

there is also a requirement for CSOs to have appropriate capacity and access to further support in many cases.

The broad-ranging objectives of BSBT and multiple pathways to counter extremism covered within the programme Logic Model has led to a range of different types of projects and campaigns being supported by the programme to tackle extremism both locally and nationally. This has been an appropriate approach for the rollout of the programme; though moving forwards, greater consideration may be taken around activities which have very low levels of interaction with audiences. This is on the basis that these will likely need to be complimented with other interventions to achieve outcomes beyond awareness-raising.

5.3.1 Transferability of skills and interaction with participants

Activities which successfully equipped participants with skills and techniques that are **transferable beyond the boundaries of the project** created greater potential for continued impact. There were various examples of how projects had built legacy through effectively up-skilling end beneficiaries, with some participants reporting that they had integrated techniques to constructively challenge extremist behaviour. Examples included knowledge being integrated into school lessons and curriculums, through to projects tailoring existing delivery models to become more focussed on counter extremism.

> *"We are now doing things to, kind of, take that place in school, like we've been working on an assembly. So, we can use our own knowledge and, kind of, display it to everyone else. We're not just keeping it to ourselves, but it is really good personally for us, because as well as the actual programme, we're continuing it."* **Project participant (peer ambassador)**

Delivery models involving **greater contact time with participants** typically had great potential for achieving sustained impact of project and programme outcomes. Evaluation data suggests that delivery mechanisms with less frequent and minimal one-to-one exposure to participants, such as one-off workshops or large events, meant lower likelihood of learnings becoming embedded and having a lasting impact. This was also illustrated within local campaigns, where the addition of tailored engagement activity increased potential sustainability beyond a single burst of (social) media activity. This additional level of contact does mean more targeted activity with smaller numbers and more limited overall reach compared to 'lighter-touch' activities, meaning effective targeting and recruitment is critical.

> *"The community event went well but there needs to be momentum, we need to have more going on after the initial event to build long-term impact."* **Grant-funded project stakeholder**

It is possible that **short-term increases in confidence or self-esteem may be lost** amongst vulnerable audiences if these are not supported by **relevant self-sustaining tools**. For some beneficiaries, this confidence had resulted in a greater willingness to report harms through formal channels or seek support which previously they would have been reluctant to do. Others spoke of developing critical-thinking skills which enabled them to re-evaluate their previous prejudices and intolerance of others. However, the evaluation was unable to assess the long-term sustainment of these changes and whether projects need to do more to build long-term resilience so impact can continue independently of BSBT support. Evaluation evidence has found that participants from isolated communities, who had welcomed the social networks and support that projects had

fostered, felt **uncertain about alternative ways of meeting** and sharing experiences once the BSBT project came to an end.

> *"Building that resilience and that knowledge is long-term, becoming totally different than before and raising that awareness, and giving people the right information is so crucial… So, you change this person forever… so they are not dependent on these sessions anymore."* **Grant-funded project delivery staff**

The evaluation evidence has clearly demonstrated the contribution BSBT has made in addressing some local needs; however, it is apparent that some activities have **not always targeted extremism-related needs directly nor had a clear rationale for how their indirect activity is linked to counter-extremism outcomes**. This is not to say that positive changes made have had little effect in countering extremism; instead, BSBT activity to date may be seen as having effectively established a strong foundation of improved community cohesion, and individual and community resilience on which more targeted counter-extremism activities can be built. Sustained efforts to counter extremism need to be underpinned by a clear understanding of what works as well as reflecting on lessons learned, including acknowledging what has not worked to date.

6

Conclusions

"One of our key ambitions was to be able to have genuine, authentic conversations [about forms of discrimination and extremism] and I think that when people get an opportunity to make sense of the stuff that concerns them, actually express that and find a way of expressing it, I think already we've begun to change the world a bit" – *Project delivery staff*

6 Conclusions

The evaluation of BSBT to date has identified key successes across all programme strands against the three core target outcomes. Whilst the evaluation only provides evidence on short-term impact at this stage, it does help us understand better *what works* in countering extremism. The programme has had a positive impact on large numbers of people across England and Wales in countering attitudes that oppose shared values, instilling a sense of belonging and increasing individuals' confidence and skills to aid resilience against extremism. BSBT grant-funded projects collectively reported reaching just under 290,000 individuals with their activities. BSBT has also undoubtedly strengthened the capabilities of CSOs to counter extremism. Without BSBT there would have been less capacity and expertise to counter extremism at a local level.

The evaluation to date has enabled key learnings to emerge which future counter-extremism programmes can build on and inform wider counter-extremism policy developments. It also highlights key considerations for developing a robust assessment of the impact of future programmes.

6.1 Impact of BSBT against key outcomes

Evidence across BSBT workstreams has demonstrated the programme's short-term impact to date against the three core target outcomes and which future activity can build upon:

- **Fewer people holding attitudes, beliefs and feelings that oppose shared values**

  BSBT supported activities have increased tolerance and respect towards others, increased understanding of shared values and improved attitudes towards these values. This is reflected in statistically significant improvements in stated beliefs that *it is better for society if people from different backgrounds mix with each other* and *it is ok for people to express different opinions and beliefs, even if I don't agree with them* (both showing a 9ppt increase pre-post participation).

- **An increase in a sense of belonging and civic participation at a local level**

  Participation in BSBT supported activities has positively affected individuals' sense of belonging, with a 13ppt increase in those citing a sense of belonging to their community, helping to counter feelings of isolation and marginalisation. Whilst fewer projects focussed on increasing civic participation, the evaluation found increased confidence to engage in local communities (including a 21ppt increase in the proportion who felt they could contribute to their local area).

- **More resilient communities**

  All strands have sought to increase individual and community resilience to extremism, with the evaluation highlighting some positive changes. Projects have successfully improved critical-thinking skills and confidence amongst individuals in their ability to challenge extremist

narratives (including a 16ppt increase pre-post participation in the proportion who felt confident about challenging a close friend/relative expressing a negative view about someone because they were from a different background).

6.1.1   What works with whom?

Individuals and communities:

- Input from **highly experienced delivery staff,** utilising expertise in facilitation and providing access to 'safe spaces' are identified as key contributory factors to the success of much local delivery.

- Developing approaches that **align with the needs of local communities** and are supported by relevant networks.

- Creating **engaging materials** which have clear messaging relating to counter-extremism-focussed outcomes are essential for messages to have resonance. This can be helped through co-creation approaches, with appropriate steer to ensure the focus remains aligned to counter-extremism outcomes.

- **Sustained/repeat interaction** is required to achieve outcomes beyond awareness-raising.

- Activities that **bring together individuals from diverse communities** can increase tolerance and shared values, whilst also enabling opportunities for the development of new social networks within local communities.

CSOs:

- **Timely support** to CSOs to ensure there is sufficient opportunity for effective set-up and delivery. Sustained support over a longer-term also provides greater scope for building longer-term capabilities and impact.

- The ability to **flex the scope and delivery** of supported activities is beneficial, particularly when utilising new models/techniques (i.e. the scoping phase for IKS).

- Positive **engagement with Community Coordinators and the BSBT Network** brings direct benefits to CSOs in terms of increased awareness and capabilities, whilst opening up possibilities for sustained impact through access to broader networks and ongoing support.

- Role of Community Coordinators in developing positive, trusted relationships with local communities, significantly assisting recruitment and engagement in local activities. To maximise these benefits, the government needs to provide **more steer and support** by clarifying the role and responsibilities of Community Coordinators.

- **Partnership working** and local networking strengthened by the role of Community Coordinators, with local insight helping to identify and address gaps in support.

- **Greater alignment of delivery to local needs**, supported through the cooperation and involvement of grassroot organisations.

The evaluation has shown the importance of counter-extremism activities needing a **clear rationale**, **aligning delivery models to local need** and supported by effective approaches to **identifying and engaging target audiences**. Without this, activities risk failing to address local extremism priorities and not contributing to the national counter-extremism agenda.

6.1.2   In what circumstances?

- **A collaborative approach** can help to maximise reach, delivery and impact. The evidence shows the benefits of projects working in partnership to both identify and respond to local needs. This has largely been supported by the role of the Community Coordinators and the BSBT Network, yet more formalised processes are needed to maximise this support.

- **Activities embedded in local communities**. Bringing different community groups together to discuss and develop a shared understanding of local needs and priorities can help to coordinate activities and enhance intercommunity relations.

- **Delivery should be flexible and sustained**. BSBT has supported a range of activity and whilst the approach to date has been appropriate, future delivery should focus on more sustained activities to enhance impact across most programme-related objectives; this would be achieved by having multi-year funding arrangements in place. The approach should continue to promote flexibility to allow for adaptation to local circumstances.

- **Timeframes for delivery** are fundamental to ensuring adequate time is given to tailoring delivery models to local needs and varying audiences. Allowing enough time to recruit target audiences is essential to achieving effective engagement and impact. Giving adequate consideration to timeframes relevant to target audiences (such as school term times, sporting events or religious holidays) is also crucial to ensuring effective engagement and subsequent successful delivery. BSBT funding calls did not always allow for this required time, with projects often highlighting the limitations of the funding period on delivery. Greater consideration should be given to longer-term funding, particularly where delivery is targeted at vulnerable and often hard to engage audiences.

- The evaluation has identified the impact of each BSBT delivery strand, and the benefits of **integrating activities** where applicable; for example, IKS to amplify the effects of grant funding and coordinators working to engage CSOs with other strands of activity. Whilst there are good examples of strands working collectively in delivering BSBT objectives, further consideration should be given to ensuring greater integration across future activities, particularly regarding alignment of local campaigns with grant-funded/IKS activity.

6.2   Implications for future counter-extremism programme delivery

The evaluation of BSBT has allowed for a robust evidence base to be established, which can inform future Home Office and wider counter-extremism programme delivery. The BSBT programme model has resulted in organisations being better supported to counter extremism locally, aided by the BSBT Network and training opportunities which have increased capacity and capabilities of projects. This has enabled organisations to develop and tailor delivery to support a range of audiences, with the evaluation reporting positive changes made to those who have

engaged in this delivery. However, there are several factors that need to be considered in taking forward future counter-extremism programme delivery.

6.2.1 Tackling extremism

- **Understanding the causes of all forms of extremism** are central to developing a strong strategic response to counter extremism. Through identifying the range of factors that increase individuals' risk to extremist ideologies and narratives, extremism can be tackled effectively through supporting the causal pathways to changing attitudes and behaviours (as evidenced through successful activity in this report).

- **Approaches to countering extremism** should reflect the causal pathways that align with tackling extremism issues and harms. These include increasing individual and community resilience, countering extremist narratives and promoting positive alternatives.

- Much activity to date has been focussed more at the preventative level and building resilience. Whilst this work has been largely successful and remains critical, further efforts should be made to support activity that **more directly challenges extremist narratives**. A more explicit reference to tackling extremism in both identifying and engaging target audiences presents clear sensitivities that need to be acknowledged as part of programme delivery. This includes addressing mistrust of local communities often due to government interventions which have hindered CSOs attempts to engage target audiences in tackling counter extremism. It is also important that there is greater shared acknowledgement of the pathways to extremism and the range of risk and protective factors that need to be addressed. This will also provide **further clarity around the most relevant target audiences**.

- Efforts to counter extremism need to stem from the same premise, with activities **aligning to the same objectives and speaking the same language**. This has been largely evident through BSBT activities to date, yet there were examples of disconnect existing in the objectives, understanding and language used at a national and local level. Further steer from central government and ongoing engagement with local stakeholders around these issues will be beneficial to those involved in efforts to tackle extremism at all levels.

6.2.2 Future programmes

- Alignment of local extremism needs with delivery is essential to ensuring effectiveness of future counter-extremism programmes. Decentralising funding opportunities may assist this alignment. This is particularly relevant for any activity that is focussed on specific local authority areas; there is **scope for greater coordination in some local authority areas**, which may require additional support from national delivery teams.

- Insights gathered through roles such as the Community Coordinators can assist in a local needs assessment and identification of relevant organisations with the capacity and capability to develop delivery models in response. Such local representation can also inform funding decisions to ensure gaps in provision are supported, whilst also limiting duplication of delivery.

- Findings have highlighted the importance of **allowing realistic timescales for delivery, which would be better supported through multi-year funding**. Besides allowing for sufficient time between award of funding and delivery, timescales also need to allow for effective recruitment and engagement of often vulnerable, disengaged audiences.

- There is some mistrust of government and support services across some target audiences, which can be a barrier to engagement around counter-extremism activities. Involvement of experienced and skilled CSOs has proved extremely beneficial in overcoming these challenges and building trust, though future activity should continue to **consider ways to facilitate trust through the programme**. Further action may be taken with the aim to **increase the profile of BSBT and its benefits at a local level**, building on positivity towards the programme.

6.2.3 Evaluation of counter-extremism programmes

The following provides key considerations for future evaluation programme:

- **Development of future counter-extremism programmes should consider how delivery can best sustain and measure change, at an individual, community and organisational level.** Evaluation plans and relevant measures should be tailored to longer-term objectives to allow robust assessments on the impact of future programmes.

- **Increased focus on the cost effectiveness** of counter-extremism activity and across the different workstreams in measuring longer-term impact of counter-extremism programmes.

- **Contributing to an increased awareness and understanding around the causes of extremism and the causal pathways to countering extremism.** Informed by the expertise of a range of stakeholders and consideration of a wider evidence base, particularly from policy areas with relevant insights, such as crime and justice and public health initiatives.

- All evaluation programmes should reflect and be informed by the best practice evaluation principles set out in the government's Magenta Book.[66]

6.3 Next steps

This report concludes the evaluation of the BSBT programme over four years of delivery. The findings of this report demonstrate the valuable contribution of this programme of activity and the lessons learnt, will be disseminated within the Home Office, across government and externally. This independent evaluation report has aimed to ensure transparency and openness through presenting findings on the delivery and outcomes achieved through this government funded programme. The report will also help to contribute to the evidence base on what works in tackling extremism. Future government activity, and any new approaches in this area, will look to build upon the programme's successes and take forward any lessons learnt.
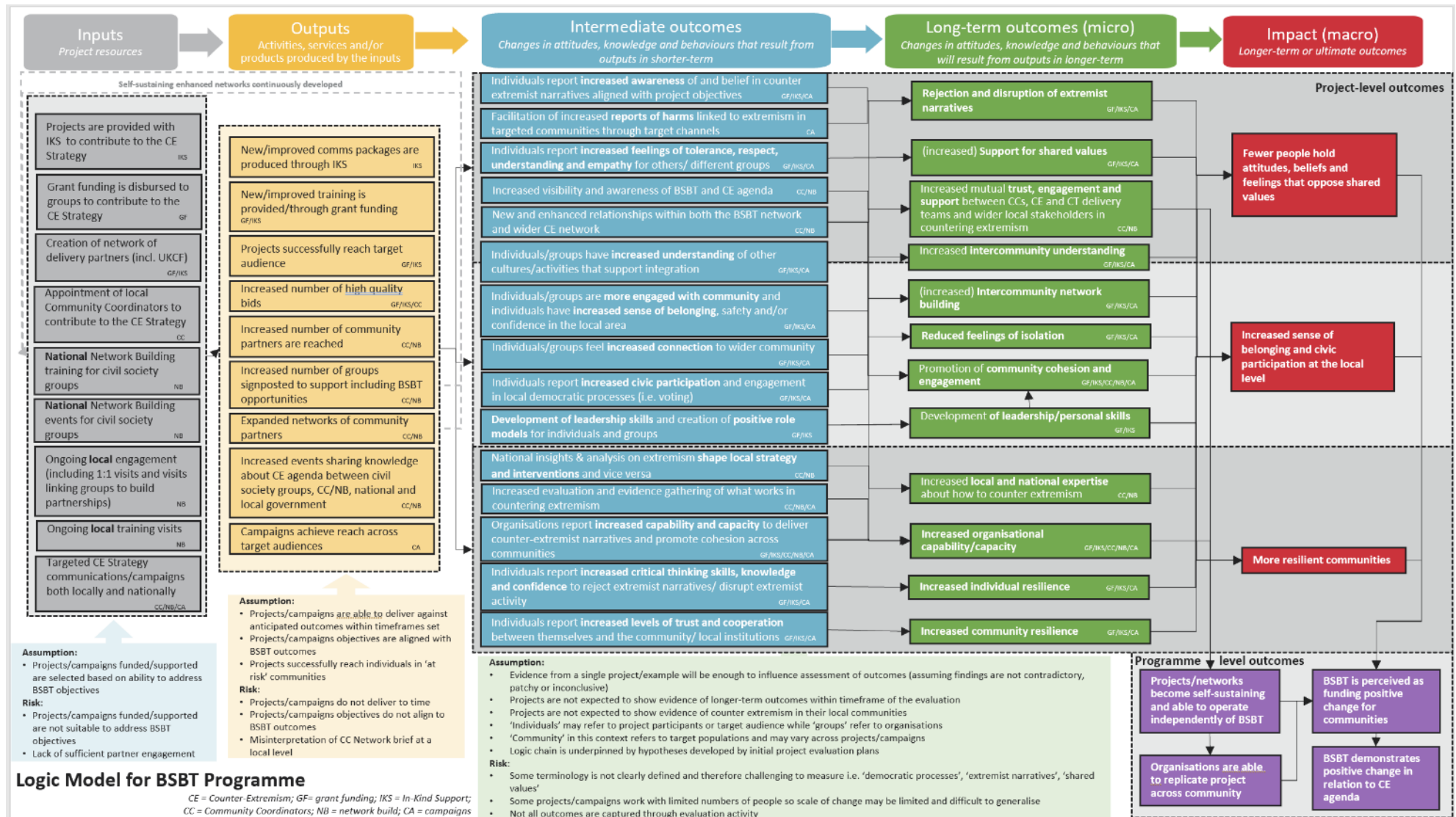
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[66] https://www.gov.uk/government/publications/the-magenta-book

7

Appendices

Annex 1: BSBT Programme Logic Model

Inputs — *Project resources*

Outputs — *Activities, services and/or products produced by the inputs*

Intermediate outcomes — *Changes in attitudes, knowledge and behaviours that result from outputs in shorter-term*

Long-term outcomes (micro) — *Changes in attitudes, knowledge and behaviours that will result from outputs in longer-term*

Impact (macro) — *Longer-term or ultimate outcomes*

Inputs

Self-sustaining enhanced networks continuously developed

- Projects are provided with IKS to contribute to the CE Strategy — IKS
- Grant funding is disbursed to groups to contribute to the CE Strategy — GF
- Creation of network of delivery partners (incl. UKCF) — GF/IKS
- Appointment of local Community Coordinators to contribute to the CE Strategy — CC
- **National** Network Building training for civil society groups — NB
- **National** Network Building events for civil society groups — NB
- Ongoing **local** engagement (including 1:1 visits and visits linking groups to build partnerships) — NB
- Ongoing **local** training visits — NB
- Targeted CE Strategy communications/campaigns both locally and nationally — CC/NB/CA

Assumption:
- Projects/campaigns funded/supported are selected based on ability to address BSBT objectives

Risk:
- Projects/campaigns funded/supported are not suitable to address BSBT objectives
- Lack of sufficient partner engagement

Outputs

- New/improved comms packages are produced through IKS — IKS
- New/improved training is provided/through grant funding — GF/IKS
- Projects successfully reach target audience — GF/IKS
- Increased number of high quality bids — GF/IKS/CC
- Increased number of community partners are reached — CC/NB
- Increased number of groups signposted to support including BSBT opportunities — CC/NB
- Expanded networks of community partners — CC/NB
- Increased events sharing knowledge about CE agenda between civil society groups, CC/NB, national and local government — CC/NB
- Campaigns achieve reach across target audiences — CA

Assumption:
- Projects/campaigns are able to deliver against anticipated outcomes within timeframes set
- Projects/campaigns objectives are aligned with BSBT outcomes
- Projects successfully reach individuals in 'at risk' communities

Risk:
- Projects/campaigns do not deliver to time
- Projects/campaigns objectives do not align to BSBT outcomes
- Misinterpretation of CC Network brief at a local level

Intermediate outcomes

- Individuals report **increased awareness** of and belief in counter extremist narratives aligned with project objectives — GF/IKS/CA
- Facilitation of increased **reports of harms** linked to extremism in targeted communities through target channels — CA
- Individuals report **increased feelings of tolerance, respect, understanding and empathy** for others/ different groups — GF/IKS/CA
- Increased visibility and awareness of BSBT and CE agenda — CC/NB
- New and enhanced relationships within both the BSBT network and wider CE network — CC/NB
- Individuals/groups have **increased understanding** of other cultures/activities that support integration — GF/IKS/CA
- Individuals/groups are **more engaged with community** and individuals have **increased sense of belonging**, safety and/or confidence in the local area — GF/IKS/CA
- Individuals/groups feel **increased connection** to wider community — GF/IKS/CA
- Individuals report **increased civic participation** and engagement in local democratic processes (i.e. voting) — GF/IKS/CA
- **Development of leadership skills** and creation of **positive role models** for individuals and groups — GF/IKS
- National insights & analysis on extremism **shape local strategy and interventions** and vice versa — CC
- Increased evaluation and evidence gathering of what works in countering extremism — CC/NB/CA
- Organisations report **increased capability and capacity** to deliver counter-extremist narratives and promote cohesion across communities — GF/IKS/CC/NB/CA
- Individuals report **increased critical thinking skills, knowledge and confidence** to reject extremist narratives/ disrupt extremist activity — GF/IKS/CA
- Individuals report **increased levels of trust and cooperation** between themselves and the community/ local institutions — GF/IKS/CA

Assumption:
- Evidence from a single project/example will be enough to influence assessment of outcomes (assuming findings are not contradictory, patchy or inconclusive)
- Projects are not expected to show evidence of longer-term outcomes within timeframe of the evaluation
- Projects are not expected to show evidence of counter extremism in their local communities
- 'Individuals' may refer to project participants or target audience while 'groups' refer to organisations
- 'Community' in this context refers to target populations and may vary across projects/campaigns
- Logic chain is underpinned by hypotheses developed by initial project evaluation plans

Risk:
- Some terminology is not clearly defined and therefore challenging to measure i.e. 'democratic processes', 'extremist narratives', 'shared values'
- Some projects/campaigns work with limited numbers of people so scale of change may be limited and difficult to generalise
- Not all outcomes are captured through evaluation activity

Long-term outcomes (micro)

- Rejection and disruption of extremist narratives — GF/IKS/CA
- (increased) Support for shared values — GF/IKS/CA
- Increased mutual **trust, engagement and support** between CCs, CE and CT delivery teams and wider local stakeholders in countering extremism — CC/NB
- Increased **intercommunity understanding** — GF/IKS/CA
- (increased) Intercommunity network building — GF/IKS/CA
- Reduced feelings of isolation — GF/IKS/CA
- Promotion of **community cohesion and engagement** — GF/IKS/CC/NB/CA
- Development of **leadership/personal skills** — GF/IKS
- Increased **local and national expertise** about how to counter extremism — CC/NB
- Increased **organisational capability/capacity** — GF/IKS/CC/NB/CA
- Increased **individual resilience** — GF/IKS/CA
- Increased **community resilience** — GF/IKS/CA

Impact (macro)

Project-level outcomes

- Fewer people hold attitudes, beliefs and feelings that oppose shared values
- Increased sense of belonging and civic participation at the local level
- More resilient communities

Programme level outcomes

- Projects/networks become self-sustaining and able to operate independently of BSBT
- BSBT is perceived as funding positive change for communities
- Organisations are able to replicate project across community
- BSBT demonstrates positive change in relation to CE agenda

Logic Model for BSBT Programme

CE = Counter-Extremism; GF= grant funding; IKS = In-Kind Support; CC = Community Coordinators; NB = network build; CA = campaigns

Annex 2: Methodology notes

Evidence presented in this report is derived and synthesised from a range of evaluation activity. The table below summarises the sources of evidence that have informed the findings presented.

	Source	Primary data collection: Quantitative	Primary data collection: Qualitative	Secondary data collection: Monitoring
Partnership support				
A	Applicant Survey	✓		
B	In-Depth Project Evaluations (IDPEs)	✓	✓	✓
C	Area-level evaluations	✓	✓	✓
D	Project Participant Survey (PPS)	✓		
E	In-Kind Communications Support (IKS) case studies		✓	
F	Network Survey, Qualitative Interviews, Event Survey & Tactical Support Overview report produced by M&C Saatchi	✓	✓	✓
G	Year 4 IKS and longitudinal case studies		✓	
H	Community Coordinators Survey	✓		
I	BSBT application forms			✓
J	Monitoring data			✓
Local campaigns				
K	Newcastle	✓		
L	Leeds	✓	✓	
M	Luton	✓	✓	
N	East London	✓	✓	✓
O	Birmingham	✓	✓	✓
P	'Join the Club'		✓	✓
National campaigns				
Q	Britain Helps	✓		
R	Safer Giving	✓	✓	
S	Hate Crime	✓		

	Source	Primary data collection: Quantitative	Primary data collection: Qualitative	Secondary data collection: Monitoring
T	Female Genital Mutilation (FGM)		✓	✓
U	Forced Marriage (FM)		✓	✓

A. Applicant Survey

Purpose	• To understand supported projects' experiences of BSBT and delivering their project, as well as the achievements and impact they expect to, and have, achieved. • To assess the extent to which local organisations have delivered their project as intended. • To contribute to the evidence base around what type of support has been most (or least) effective.
Approach	• A structured **telephone survey with project leads** at both the start (baseline) and end (endline) of their project. The baseline survey is conducted when their award is approved, and the endline is conducted once their project has finished. An additional six-month follow-up survey is conducted with IKS projects. • Baseline surveys focus on the applicant's motivation for applying for funding, their organisation, profile and project details, and their views on the application process. • Endline surveys follow a similar structure but incorporate additional information regarding the realised benefits and outcomes of the project as well as collecting applicant views on the Community Coordinator support activity.
Audience	• Project leads from all BSBT supported groups (grant and IKS) who completed the survey. • Conducted with all grant-/IKS-supported projects.

Baseline (all approved projects who completed baseline survey)

Call	Grant / Hybrid	IKS / Hybrid	Total
1	37	27	50*
2	67	37	104
3	114	20	134
4	33	17	50
All calls	**251**	**101**	**338**

Endline (all completed projects who completed endline survey)

Call	Grant / Hybrid	IKS	Total
1	24	18	32*
2	56	29	85
3	98	14	112
4	30	6	36
All calls	**208**	**67**	**265**

*Call 1 hybrid projects are counted within both grant and IKS counts. Fourteen hybrid projects completed the baseline and ten completed the endline.

IKS follow-up survey (all completed IKS projects where six months has elapsed since endline survey)

Call	IKS
1	14
2	11
All calls	**25**

Number of responses included in this analysis (collected to date)

Additional notes

- Where changes in metrics measured in the baseline and endline are reported (e.g. self-reported organisational communications skills at the start/end of an IKS project), data is compared between like-for-like datasets, e.g. only baseline responses from projects who have completed the endline survey are counted in the scores to ensure a comparable sample upon which to measure change between baseline and endline.
- All data derived from the Applicant Survey is self-reported by project leads.
- A very small number of projects declined to take part in the Applicant Survey, so their experience and impact is not represented in these survey findings.

B. In-Depth Project Evaluations (IDPEs)

Purpose

- Focussed project-level evaluations with tailored approaches to meet project objectives and local context.
- A range of projects were selected for IDPEs based on key characteristics to ensure spread by geography, target outcomes, delivery types and size.
- These evaluations provide more in-depth and project-tailored evaluation evidence beyond that covered in surveys.

Approach	• Varies depending on the design of the project and the feasibility of carrying out evaluation activities, generally including qualitative research (focus groups and individual in-depth interviews), (some) quantitative surveys and project monitoring data.
Audience	• Varies depending on project, generally including project delivery staff, project participants, delivery partners and other local stakeholders.
IDPEs included in this analysis	Findings from completed IDPEs informed the analysis included in this report. These included:

Call	Names of organisations
1	• Blackburn YMCA • Ealing Equality Council • Grimsby Town Sports and Education Trust • Karma Nirvana • Liverpool World Centre • PSHE Association • RJ Working Community • Southern Brooks Community Partnerships • Tees Valley Inclusion Project (the Halo) • The Feast Youth Project
2	• Blackburn with Darwen Healthy Living • Blackburn Youth Zone • Bradford City Community Foundation • City Gateway Limited • Dynamix Co-op • Ignite Trust • Inter Madrassah Organisation
3	• Anne Frank Trust UK • Bawso • Jan Trust • J-GO MEDIA • StreetGames UK • The National Holocaust Centre Museum • The Princes Trust • Tim Parry Jonathan Ball Peace Foundation

Sources of evidence for case study evaluations included in this report	Listed in order of appearance: • **Tees Valley Inclusion Project (the Halo)** – 84 PPSs, qualitative interviews with delivery staff and speakers, focus group with project participants. • **EMBS Community College** – 16 PPSs (used for illustrative purposes only due to low base sizes), qualitative interviews with delivery staff and partners, a participant and a focus group with project participants. • **StreetGames UK** – 53 matched PPS end-beneficiary questionnaires (from 210 pre and 186 post), 59 combi Train the Trainer questionnaires completed by LTO staff

and volunteers. Qualitative observations; interviews with delivery staff, volunteers, stakeholders and young people; and focus groups with young people.

- **Anne Frank Trust UK:** 154 PPSs, observations, qualitative interviews with project participants and teachers, six focus groups with young people and project monitoring data.
- **PSHE Association:** 144 PPSs, 123 surveys with a control group, 59 follow-up surveys (4-6 months post-project end) plus 41 follow-up surveys with control group, qualitative interviews and focus groups with participants and trainers, and project monitoring information.
- **Wirral Change:** 62 pre/post PPSs, qualitative interviews with project participants, delivery staff, partners and local stakeholders, focus groups with young people and project monitoring information.
- **Bawso:** 374 PPSs, 507 bespoke post-only surveys, qualitative interviews with delivery staff, local stakeholders, partners, focus groups with each beneficiary group: parents, young people, new arrivals to the UK, community advocates/peer support groups and project monitoring information.

Additional notes	• IDPEs provide depth of understanding around how BSBT supports local activity and impacts organisations, participants and broader communities. • The weight of evidence across IDPEs varies, reflecting the applicability of different evaluation methods, with projects having varying types and levels of contact with their participants, targeting different audiences and engaging with the evaluation to varying degrees. The relative robustness of evidence is taken into account when informing findings in this report.

C. In-Depth Area Evaluations (IDAEs)

Purpose	• Provide a more in-depth understanding of how the BSBT programme works to tackle extremism at the local level.
	
	• Assess the delivery of BSBT across three local authority areas in order to:
	   o generate an increased understanding of the local context and extremism issues in those areas;
	   o explore the relationship between BSBT activity, local extremism challenges and, where possible, other work being carried out in the area;
	   o understand the range of BSBT supported activity in each area and the effectiveness of that activity in working towards the intended outcomes.

Approach	• The evaluation approach for each IDAE is built around an area-level Logic Model. • Mixed methods approach – PPSs, some bespoke quantitative surveys, qualitative research (focus groups and individual in-depth interviews with participants, delivery staff and local stakeholders), and project monitoring data.
Audience	• Varies depending on area, generally including project delivery staff, project participants, delivery partners and other local stakeholders such as Community Coordinators and other non-BSBT stakeholders.

	The area-based evaluations included project-level evaluation of the following projects:

Projects included in this analysis	<table><tr><td>**Details of areas and organisations included in evaluation**</td></tr></table>
	• Birmingham
	    o Brap
	    o CORE Education Trust (IKS only)
	    o England Netball (also delivering in Tower Hamlets)
	    o Saltmine Trust
	    o Small Heath Boxing Club
	    o The Feast Youth Project (also delivering in Tower Hamlets)
	    o Prince's Trust
	• Stoke
	    o Beavers Arts
	    o New Vic Theatre
	    o Partners in Creative Learning
	• Tower Hamlets
	    o Bromley by Bow Centre
	    o Building Bridges for Peace
	    o Black Women's Health & Family Support (IKS only)
	    o Dawatul Islam UK & Eire
	    o England Netball (also delivering in Birmingham)
	    o Poplar HARCA
	    o Rio Ferdinand Foundation (RFF)
	    o The Feast Youth Project (also delivering in Birmingham)
	    o Toynbee Hall

D. Project Participant Survey (PPS)

Purpose	• To understand the impact of BSBT activities on project participants. • The PPS asks participants to indicate the extent to which they agree with several attitudinal statements relating to BSBT outcomes before they engage in BSBT activity and then again afterwards. • It aims to assess the change in relevant attitudinal characteristics to measure change of outcomes at an outcome, thematic and project-level.

Approach	• Short paper self-completion survey, completed in person by participants.
	• Administered by the project lead and returned to Ipsos MORI for processing.
	• There are three versions of the PPS questionnaire:
	    o 'Pre' – completed before BSBT activity
	    o 'Post' – completed after BSBT activity
	    o 'Combi' – completed after BSBT activity. This is not a true 'pre/post' measure, as both 'pre' and 'post' questions are answered after the activity in one questionnaire. Participants indicate the extent they agreed before they took part in BSBT activity and the extent they agree now after having taken part in BSBT activity. It is used when it is not possible for the project to administer the full 'pre' and 'post' questionnaires (e.g. if it is a one-off activity completed in a short timeframe).

	• Fieldwork started after Call 2 funding was awarded and is ongoing.

Audience	• Participants of BSBT Call 2 and 3 grant projects only, including:
	  ○ end beneficiaries – community members participating in BSBT projects (e.g. young people, language learners);
	  ○ trainers – intermediaries who train or engage with end beneficiaries (e.g. teachers, youth leaders, professional trainers).

Number of responses included in this analysis (collected to date)	• As the 'pre' and 'post' questionnaires are separate questionnaires collected at different points in time, answers from the same individuals are matched in data processing using the date of birth they provide on the questionnaires to establish how much individual attitudes have changed (no other personal data is collected).
	• Only matched individuals' data is included in the analysis. Data from 'combi' questionnaires is integrated with the 'pre' and 'post' data collected (e.g. answers from the 'pre' section of the combi questionnaire are added to the answers from the 'pre' questionnaire, and answers from the 'post' section of the combi questionnaire are added to the answers from the 'post' questionnaire) to provide one 'pre' score and one 'post' score to analyse.
	• The total number of matched responses included in the analysis is below, although bases per question asked varies:
	  ○ n=7,806 end-beneficiary participants
	  ○ n=829 trainer participants

<table>
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Statement	% agreeing *before** BSBT activity	% agreeing *after** BSBT activity	PPT uplift
I feel I can contribute to my local area	58%	79%	+21
If a close friend/relative expressed a negative view about someone because they were from a different background, I would feel confident about challenging them	56%	72%	+16
If a close friend/relative expressed a negative view about someone because they were from a different background, I would want to challenge them	59%	74%	+15
I try to look at everybody's side of an argument before I make a decision	72%	86%	+14
I feel I belong to my local area	71%	84%	+13
Living in the UK means I am able to make my own choices about how I live my life	68%	81%	+13
I trust people in my local community	46%	59%	+13
By working together, local people can improve the local area	76%	88%	+12

The left header cell of this section reads: **Before / after survey scores for each attitudinal statement among participants**

My local area is a place where people from different ethnic backgrounds get on with each other	52%	64%	+12
I feel I belong in Britain	75%	86%	+11
I feel it is important that everyone is able to have an equal say in decisions about my local area	81%	92%	+11
It is OK for people to express different opinions and beliefs, even if I disagree with them	81%	90%	+9
I always try to understand people who have different cultures or traditions to mine	80%	91%	+11
It is better for society if people from different backgrounds mixed with each other	77%	86%	+9
I would rather friends have the same background as me**	52%	60%	+8
I do not feel able to take part in events and activities in my local area**	56%	63%	+7
I do not feel able to use local public services**	57%	63%	+6
I would not feel confident talking to someone of a different background to me**	63%	69%	+6

*Before and after scores include responses from those who completed the 'combi' questionnaire (where both the 'pre' and 'post' sections are completed after the BSBT activity).

**For negative statements, scores shown here are for the percentage *disagreeing* with the statement.

	Statement	% agreeing *before* BSBT activity	% agreeing *after* BSBT activity	PPT uplift
Before / after survey scores for each attitudinal statement among trainer participants	I have the skills and knowledge to encourage others to become positive role models in their community to counter extremism	45%	87%	+42
	I feel confident challenging such attitudes and beliefs	59%	92%	+33
	I have the skills and knowledge to help people get more involved in their local communities	60%	90%	+30

	I have the skills and knowledge to help others to interact and mix with different types of people in their local areas	62%	90%	+28
	I have the skills and knowledge to challenge attitudes and beliefs that go against tolerance and respect for different groups in society	67%	95%	+28
	I feel confident that I could help others to understand and accept values such as tolerance and respect for different groups in society	70%	97%	+27
	I feel confident encouraging people to understand and participate in democratic processes (i.e. voting or peaceful protest)	65%	86%	+21
	I feel confident that I could recognise attitudes and beliefs that go against tolerance and respect for different groups in society	88%	99%	+11
Additional notes	- Survey data is analysed using a Paired T-test to assess the statistical significance of any differences in responses to survey questions relating to before attitudes and after attitudes. These findings report only significant changes in attitudes. - This survey provides a snapshot of views at the time of taking the survey and cannot be claimed to provide a longer-term indication of outcomes and impact. - Like all self-administered questionnaires, it is not possible to measure the biases present in responses due to delivery staff being present or by being in an environment surrounded by other participants. 'Post' evaluation activities were generally conducted immediately following the final intervention with an individual. This is due to the nature of the projects that have been funded, the audiences they work with and the way in which many CSOs operate. Projects are run within fixed timings and contact with participants and some temporary staff beyond these periods is not always possible/feasible given the lack of ongoing interaction and absence of contact details held. Therefore, this evaluation does not include follow-up with participants at a later date, meaning impact demonstrated is short-term only.			

E. In-Kind Communications Support (IKS) case studies

Purpose	To provide additional depth of understanding around the process and impact of IKS, picking up on key themes covered (in more limited detail) in the follow-up IKS survey and exploring IKS impact more broadly.
Approach	**Case studies with three organisations** who have received IKS (Positive Images Festival, The Greenhouse Project and Integrate) - Conducted in January 2019 **Site visits and in-depth discussions** with project leads and other key members of staff - Pre-site visit **discussions with M&C Saatchi Account Managers** **Review of secondary data** including copies of assets produced, paid media reports and website/digital activity

Audience	• Project leads, other organisational staff/volunteers, M&C Saatchi Account Managers
Additional notes	• Lack of randomised selection and limited number of case studies mean findings cannot be generalised to all groups who have received IKS; they are illustrative only.

F. Network Survey, Qualitative Interviews, Event Survey and Tactical Overview Report

Purpose	• The Network Survey and follow-up qualitative interviews focussed on Network members' perceptions of the BSBT Network (rather than their own BSBT supported projects, covered in the Applicant Survey) to help understand members' experiences of being part of the Network. o This included how the BSBT Network is viewed, ways in which members engage with it, experiences of different Network channels and how it might be improved in future. • The Event Survey gathers feedback from attendees of specific events on how useful they found the event, the extent they agree it has achieved its principal aims and how they think future events can be improved. • The Tactical Overview Report was produced by M&C Saatchi as a summary of tactical support provided and the impact of activity (note that whilst this drew on findings gathered though Ipsos MORI's evaluation of BSBT, it was not produced by Ipsos MORI).
Approach	• **Online Network Survey** sent to all BSBT Network members (at the time of survey fieldwork); conducted in August 2018 and August 2019 (two waves). • After the 2019 survey **follow-up interviews** were conducted with members who agreed to be re-contacted to explore survey findings in more detail. • Paper-based **Event Survey** was administered at the end of Network events. • The **Tactical Overview Report** utilised monitoring data on what had been supported and the impact on organisations supported, and drew on survey responses from the Network Survey conducted by Ipsos MORI.
Audience	• Network Survey and follow-up interviews – all organisations who have received grant funding or IKS at any stage of the BSBT programme. • Event Survey – survey respondents are event attendees who are members of the BSBT Network. • Tactical Overview Report – organisations that have received tactical support from M&C Saatchi.

Number of responses included in this analysis	• **Network Survey**
	  o **2018:** out of 130 Network members sent the survey, **49** completed it (a response rate of 38%)
	  o **2019:** out of 252 Network members sent the survey, **124** completed it (a response rate of 49%)
	• Follow-up qualitative interviews: n=15
	• **Event Survey:**
	  o Far-Right Extremism event: n=59 (55% response rate based on the number of attendees), carried out in July 2019
	  o Online Extremism event: n=46 (77% response rate based on the number of attendees), carried out in June 2019

	- National conference: n=140 (55% response rate based on the number of attendees), carried out in October 2018 - Sport event: n=56 (53% response rate based on the number of attendees), carried out in June 2018 **Tactical Overview Report:** - Monitoring on n=50 organisations who received tactical support - Case studies: n=4
Additional notes	• Both the surveys are self-selecting; members chose whether to take part in the survey. We cannot be sure of the extent to which views expressed by those completing the survey are the same as those held by members who did not participate.

G. Year 4 IKS and longitudinal case studies

Purpose	• To address identified gaps in evidence and insight as uncovered through a gap analysis of the BSBT evaluation conducted between Calls 3 and 4. The case study evaluations specifically sought to provide an additional depth of understanding of the **longer-term impact** and **sustainability** of both grant funded and IKS projects.
Approach	• **Case studies with ten organisations** who have received IKS and/or grant funding, across one or multiple calls (Applecart Arts, Better Leeds Communities, Citizens Advice Bournemouth and Poole, Investing in People and Culture, Liverpool World Centre, Mahdlo Youth Zone, Muslim Women's Network, Rochdale Connections Trust, Somali Development Services, Tees Valley Inclusion Project). • Fieldwork was conducted in November 2019 • **Site visits and interviews** with project leads and other key members of staff • **Observation of project activity** and follow-up group interview with end beneficiaries • Post-site visit **discussions with M&C Saatchi Account Managers**
Audience	• Grant and IKS project leads, other organisational staff/volunteers, M&C Saatchi Account Managers, end beneficiaries taking part in grant-funded projects.
Additional notes	• Given the scope of work possible within the timeframes available, and the breadth of insight trying to achieve, the work did not fully address the gaps in evidence revealed by the gap analysis. Instead, it provided further evidence and insight to strengthen understanding and assertions about the potential of BSBT to create longer-term impact and sustainability. • Lack of randomised selection and limited number of case studies means findings cannot be generalised to all groups who have received IKS and grant funding; they are illustrative only.

H. Community Coordinators Survey

Purpose	• This survey seeks to understand the Community Coordinator role and context in which they operate. • Specifically, it explores coordinators' experiences of BSBT Network activities, working alongside other roles, challenges in role delivery, impact of the role and experiences of BSBT processes.

Approach	• **Online survey** with Community Coordinators in post at the time of the survey
	• Conducted February 2019. A similar survey was run in February 2018.
Audience	• Community Coordinators
Number of responses included in this analysis	• 2019: **n=31** out of 33 Community Coordinators completed the survey (a response rate of 94%)
	• 2018: **n=29** out of 39 Community Coordinators completed the survey (a response rate of 74%)

I. BSBT application forms

Overview	• Applicants provide information on their organisation and project in their application form. This includes what their project involves, what BSBT outcome their project was aligned to, who they are targeting and what they hope to achieve with their activities.
	• These are analysed and themed by Ipsos MORI, to summarise and identify trends in the types of projects and organisations that are being supported by BSBT.
Number of responses included in this analysis	• **Grant funding Calls 1-4:** 252 counter-extremism project applications were awarded BSBT grant funding
	• **IKS:** 118 IKS project applications have been supported
	• **370 applications** included in the overall analysis

J. Monitoring data

Purpose	• Monitoring data is collected from a wide range of sources across the evaluation in order to assess its role in ensuring efficiencies and effectiveness of the BSBT processes, and evaluate the extent to which projects have achieved their anticipated outputs and outcomes.
Details of monitoring data collected across evaluation	• Grant and IKS application data (described above)
	• BSBT Monthly Summary Reports (produced by M&C Saatchi)
	• Monthly UKCF Status Reports (including details on grant change requests)
	• Monthly M&C Saatchi IKS Status Reports
	• Grant and IKS assessment data
	• Grant projects' quarterly and end-of-grant monitoring returns
	• Community Coordinators' quarterly monitoring returns
	• Closed BSBT Facebook group data
	• IKS End of Project forms
	• Website and social analytics data for IKS projects
	• Details on BSBT Network, training and tactical events
	• BSBT event evaluation questionnaires
	• BSBT event summaries

K. Newcastle local campaign

Purpose	• To evaluate the impact of local campaign activity in Newcastle.
Approach	Two strands of evaluation activity: **1. 'Together We Are Stronger' campaign evaluation** • Face-to-face in-home interviews (n=306) • Representative sample of Newcastle residents aged 18+ • Interviews lasted c.15 minutes • Interviews were conducted from 16 April to 15 May 2018 • Questions covered campaign recognition, engagement, clarity and effectiveness **2. School initiatives evaluation** • 20 telephone interviews with teachers from 14 different schools across Newcastle • Each interview lasted c.45 minutes • Interviews were conducted from 4 to 18 July 2018 • Teachers were recruited via the main point of contact at each school • Triangulated with data from teacher feedback forms
Audiences	• Newcastle residents aged 18+ • Teachers in participating schools

L. Leeds local campaign

Purpose	• To evaluate the impact of local campaign activity in Leeds.
Approach	Two strands of evaluation activity: **1. 'Together We Are Stronger' campaign evaluation** • Face-to-face in-home interviews (n=215) with Leeds residents aged 16 to 21 • Interviews lasted c.15 minutes • Interviews were conducted from 29 August to 9 October 2018 • Questions covered campaign recognition, engagement, clarity and effectiveness **2. Sport initiative evaluation** • Face-to-face focus groups with people aged 15 to 21 who took part in the Sport Initiative • Included nine 15- to 17-year-olds; and seven 18- to 21-year-olds • Conducted on 6 September 2018 • Young people's details were passed to Ipsos MORI by the six Local Trusted Organisations
Audiences	• Leeds residents aged 15 to 21 • Participants in sport initiative

M. Luton local campaign

Purpose	• To evaluate the impact of local campaign activity in Luton.
Approach	Two strands of evaluation activity: **1. Survey of local 16- to 24-year-olds** • Face-to-face in-home interviews (n=161) with Luton residents aged 16 to 24 • Interviews lasted c.15 minutes • Interviews were conducted from 4 February to 17 March 2019 • Questions covered campaign recognition, engagement, clarity and effectiveness **2. Focus groups with disengaged 16- to 24-year-olds** • Four face-to-face focus groups with people aged 16 to 24 classified as 'disengaged' through screening questions • Included seven 16- to 18-year-olds; and nine 19- to 24-year-olds • Conducted on 12 and 14 March 2019 • Participants were in-street recruited by RiteAngle
Audiences	• Luton residents aged 16 to 24

N. East London local campaign

Purpose	• To evaluate the impact of local campaign initiative in five East London boroughs.
Approach	Four strands of evaluation activity: **1. Participant observations and catch-ups** • Seven case studies completed by visiting groups taking part throughout various stages of the project • Monitoring participation, nature and role of group members, and impact on participants over time **2. Participant interviews** • Face-to-face and telephone interviews with four participants who took part in the project • Questions covered the experience, feedback on the programme, skills learned and perceptions of the local area before and after taking part **3. Participant survey** • N=129 'pre' and n=133 'post' paper surveys with participants before and after completing the programme • Questions evaluating the project itself, skills learned and perceptions of local area/own future **4. Staff and stakeholder interviews** • Seven face-to-face and telephone in-depth interviews with staff at provider organisations • Seven face-to-face and telephone in-depth interviews with key stakeholders

	• Questions covering experience of the programme, feedback, lessons learned, perception of impact on participants and reflections on programme objectives
Audiences	• Residents of five East London boroughs aged 16 to 21

O. Birmingham local campaign

Purpose	• To evaluate the impact of local campaign activity in Birmingham.
Approach	Two strands of evaluation activity: **1. Survey of local 16- to 21-year-olds** • Face-to-face in-home interviews (n=200) with Birmingham residents aged 16 to 21 • Interviews lasted c.15 minutes • Interviews were conducted from 20 January to 8 March 2020 • Questions covered campaign recognition, engagement, clarity and effectiveness **2. Interviews with 16 to 21-year-olds** • 12 face-to-face in-depth interviews with Birmingham residents aged 16 to 21 • Conducted from 3 to 13 February 2020 **3. Secondary data sources** • Secondary sources from M&C Saatchi provided additional data on different campaign assets and channels used, as well as campaign engagement
Audiences	• Birmingham residents aged 16 to 21

P. Join the Club campaign

Purpose	• To evaluate the impact of the 'Join the Club' campaign against campaign objectives.
Approach	Two strands of qualitative research activity: **1. Focus groups with members of the public** • Eight groups with White British men aged between 16 and 60 • Groups took place in central locations in Stoke, Blackburn, Portsmouth and Sunderland • Conducted from 20 to 31 January 2020 **2. In-depth interviews with members of the public** • 17 interviews with White British men aged between 16 and 60 • Interviews took place in central locations in Stoke, Blackburn, Portsmouth and Sunderland • Conducted from 20 to 31 January 2020 **Secondary data sources**

	• Secondary sources from M&C Saatchi provided additional data on different campaign assets and channels used, as well as campaign engagement
Audiences	• White British men

Q. Britain Helps campaign

Purpose	• To evaluate the impact of the Britain Helps campaign against campaign objectives, with a focus on media burst which was live from 26 March to 30 April 2018 and from 12 to 15 June 2018.
Approach	**Survey of UK Muslim adults** • 1,000 x 10-minute online interviews via panel of UK adults, targeting those who self-defined as Muslim • Fieldwork from 19 June to 13 July 2018 • Sample weighted by age, gender, region and ethnicity to match national profile of British Muslims • Survey covered campaign recognition, engagement, message takeout, effectiveness (also covered Safer Giving campaign evaluation questions for cost effectiveness) **Secondary data sources** • Britain Helps Social Annual Report from Carat (covering May 2017 to May 2018) • M&C Saatchi sentiment analysis of Britain Helps posts from 12 June to 13 July 2018
Audiences	• UK Muslims

R. Safer Giving campaign

Purpose	• To evaluate the impact of the Safer Giving campaign against campaign objectives, with a focus on the Ramadan campaign burst which ran from 8 May to 14 June 2018.
Approach	**Survey of UK Muslim adults** • 1,000 x 10 minute online interviews via panel of UK adults, targeting those who self-defined as Muslim • Fieldwork from 19 June to 13 July 2018 • Sample weighted by age, gender, region and ethnicity to match national profile of British Muslims • Survey covered campaign recognition, engagement, message takeout, effectiveness (also covered Britain Helps campaign evaluation questions for cost effectiveness) **Secondary data sources** • Secondary sources provided additional data on different campaign assets and channels used as part of the 2018 Ramadan burst. Carat Media Report covered social media reach and engagement as well as radio activity
Audiences	• UK Muslims

S. Hate Crime campaign

Purpose	• To evaluate the impact of the Hate Crime campaign, with a focus on the first burst of media activity which ran from 7 November to 28 December 2018.
Approach	**1. Cognitive testing of survey questions** • 10 one-hour interviews with the general public **2. Pilot survey of key 'KPI' questions** • 1,121 online interviews with representative sample of adults aged 16 to 75 in England and Wales, from 6 to 9 October 2018 **3. 'Pre' and 'Post' campaign surveys** • 'Pre' = 1,360 x 20-minute online interviews with 16- to 75-year-olds via panel of UK adults; from 24 to 30 September 2018 • 'Post' = 1,356 x 25-minute online interviews with 16- to 75-year-olds via panel of UK adults; from 6 to 13 December 2018 o Boosts with protected characteristics groups: Lesbian, Gay and Bisexual (LGB) adults (n=205 'pre'; n=218 'post'); adults with a disability (n=481 'pre'; n=513 'post'); adults from a Black and Minority Ethnic background (BAME) (n=363 'pre'; n=370 'post'); and Muslim adults (n=200 'pre'; n=200 'post') • Sample weighted by gender, age, working status and region for general population and boosters to known population figures, where available • Survey covered campaign recognition, engagement, message takeout, effectiveness and an element of Implicit Response Testing (IRT) **4. Focus groups and in-depth interviews with vulnerable audiences** • Fieldwork took place from 19 to 29 November 2018 • Conducted in London, Leeds and Manchester • Total of 55 participants • Three focus groups with general population • Four mini focus groups with Muslims (two gender specific groups), BAME and Jewish • Nine in-depth interviews: six with people with a disability; one with transgender individual; two with LGB individuals **5. Secondary data** • The Home Office Communications Insight Team's Hate Crime Social Listening Reports for October, November and December 2018 • Website and helpline data from Hate Crime campaign partners (including Mencap, Galop, Changing Faces and Stop Hate UK)
Audiences	• General public in England and Wales • Protected characteristic groups

T. Female Genital Mutilation (FGM) campaign

Purpose	• To evaluate the impact of the national FGM campaign which ran between 5 October and 30 November 2018.
Approach	Two strands of qualitative research activity: **1. Face-to-face interviews with members of the public** • Interviews with 26 family members of girls who were from six Sub-Saharan African diaspora and two Middle Eastern diaspora, comprising of one of the following countries: Somalia, Sudan, Nigeria, Eritrea, The Gambia, Ethiopia, Iraq or Egypt • Interviews were conducted in London, Birmingham and Manchester from 26 November to 7 December 2018 **2. Telephone interviews with safeguarding professionals** • Interviews with 18 individuals from a range of professional sectors: healthcare, law enforcement, education, social care, and charity and community outreach • Interviews were conducted in London, Birmingham and Manchester from 28 January to 15 February 2019 **3. Secondary data** • Home Office-owned social media channel analysis • NSPCC FGM website page data
Audiences	• Family members of girls from six Sub-Saharan African diaspora and two Middle Eastern diaspora • Professionals from the following sectors: healthcare, law enforcement, education, social care, and charity and community outreach

U. Forced Marriage campaign

Purpose	• To evaluate the impact of the national FM campaign which ran from 30 November 2018 to 31 January 2019.
Approach	Two waves of qualitative research activity: **1. Face-to-face interviews (baseline)** • Interviews with 28 participants in London, Birmingham and Manchester, conducted from 11 to 28 February 2019 • Minimum quotas set on age, gender, ethnicity and $1^{st}/2^{nd}$ generation **2. Telephone interviews (follow-up)** • Interviews with ten participants from 25 March to 3 April • As above, minimum quotas set on age, gender, ethnicity and $1^{st}/2^{nd}$ generation **3. Secondary data (collated by the Home Office)** • Home Office-owned social media channel analysis (January 2018 to February 2019) • Paid media performance

	• Dedicated campaign page traffic • Additional Forced Marriage Unit (FMU) webpages traffic • FMU helpline call data • Stakeholder feedback
Audiences	• Men and women from countries of origin deemed at risk of FM • Aged 16 to 70 and either 1st, 2nd or 3rd generation immigrants

Annex 3: Links to programme assets

The list below provides links (where available) to assets that are relevant to findings within this report. This is not intended to be an exhaustive list of the broader range of assets produced as part of the BSBT programme.

Item Name	Page	Link
Counter-Extremism Strategy	11	https://www.gov.uk/government/publications/counter-extremism-strategy
Facebook page	19	https://www.facebook.com/buildingastrongerbritaintogether/?ref=br_rs
Newcastle Films*	22	Videos no longer online
Leeds Films*	22	https://www.leeds.gov.uk/together-we-are-stronger
Luton Films*	22	https://www.luton.gov.uk/Community_and_living/Pages/Many-Voices-One-Town.aspx
Bradford Films*	22	https://www.bradford.gov.uk/children-young-people-and-families/reports-policies-projects-and-strategies/bradford-make-it-your-city/
East London Films*	22	*Kayden:* https://www.youtube.com/watch?v=iyMGYXth7Z0&feature=youtu.be *SAMH:* https://www.youtube.com/watch?v=5h6hbFpXxLM&feature=youtu.be *Wash Out Hate:* https://www.youtube.com/watch?v=gV9qWNhYQho&feature=youtu.be *Artenisa:* https://www.youtube.com/watch?v=XIs80zxTSGQ&feature=youtu.be
Birmingham Films*	22	https://www.envision.org.uk/birmingham/we-did-together-what-can-you-do
Britain Helps Website	22	https://britainhelps.com/
Britain Helps Film	22	https://britainhelps.com/what-britain-helps
Britain Helps YouTube Channel	22	https://www.youtube.com/channel/UCk2GwMa6LAELxTf0LXoWTtg
Hate Crime Assets	22	https://hatecrime.campaign.gov.uk/
Female Genital Mutilation	22	https://www.gov.uk/government/publications/fgm-campaign-materials
Forced Marriage	23	https://forcedmarriage.campaign.gov.uk/
Safer Giving Film	22	https://www.youtube.com/watch?v=_HVAK31-7a8
Positive Images Festival Website	35	https://positiveimagesfestival.co.uk/

*Soundtracks for local campaign films are licensed for two years.

Annex 4: Glossary of terms

- **Applicants**: Project leads based in organisations that applied for BSBT funding/support

- **Applicant Surveys:** Telephone surveys conducted with successful applicants at the beginning and on completion of their BSBT project (and +6 months upon completion for IKS projects)

- **BSBT outcomes:** BSBT programme outcomes: (1) fewer people holding attitudes, beliefs and feelings that oppose shared values; (2) increased sense of belonging and civic participation at the local level; and (3) more resilient communities

- **BSBT micro-outcomes:** A detailed set of outcomes that have been developed to sit underneath and flow into the BSBT outcomes

- **Call 1, 2, 3 or 4:** Refers to the call for grant or time period for IKS applications

- **Campaigns**: A series of campaigns aligned to the BSBT outcomes focussing primarily on active citizenship, sense of belonging and critical thinking among a range of target audiences

- **Civil society organisation:** non-state, not-for-profit, voluntary entities, which include community-based organisations (i.e. charities, trusts) as well as non-government organisations (NGOs)

- **Community Coordinators:** Individuals embedded within local authorities across England and Wales to support delivery of the Counter-Extremism Strategy, with a focus on BSBT outcomes

- **Counter-Extremism Strategy:** Seeks to address the harms caused by extremism by countering extremist ideology (including far-right and Islamist), building a partnership with all those opposed to extremism, disrupting extremists and building more cohesive communities

- **Community Foundation (CF):** Local CSOs overseen by UKCF to support delivery of the BSBT programme

- **End beneficiary:** A person who gains or benefits in some way from something, in this case a non-professional participant in an intervention (e.g. attends an activity or session)

- **Extremism**: Vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty, and mutual respect and tolerance of different faiths and beliefs

- **Grants**: Grant funding provided to CSOs for specific projects that deliver against the BSBT outcomes

- **In-Kind Communications Support (IKS)**: Practical communications support in the form of, for example, social media training or website design

- **In-Depth Project Evaluation (IDPE):** Case study approach to evaluations of successfully-funded BSBT projects

- **In-Depth Area Evaluation (IDAE):** Area-based case study approach to evaluations of specific local authority areas

- **Locally Trusted Organisation (LTO):** Chosen by local partnerships and responsible for administering and accounting for the distribution of funding

- **Monitoring data:** Information that captures and stores project-level performance indicators in a systematic way

- **Partnership support:** Comprising BSBT grants and IKS

- **Projects**: Entities/activities that were awarded support

- **Project Participant Survey (PPS)**: A paper-based survey to understand the impact of BSBT activities on project participants

- **Trainer participant**: A professional person who, in this case, is a participant in an intervention (e.g. attends an activity or session)

- **UK Community Foundations (UKCF):** A national network of local civil society organisations responsible for overseeing the grant-funding application, assessment, delivery and monitoring processes at a local level