

International Centre for Public Service Management

Public Management and Governance Research Group



Annual Report 2014



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1. Introduction

The Public Management and Governance Research Group is the research group within the International Centre for Public Service Management at NBS. It is one of the smaller of the eight research centres within Nottingham Business School. In 2014 it had 5 research active core members, although it worked with an extensive network of associates, visiting scholars and collaborators both within NTU and in the wider academic and practitioner community. These associates contributed hugely to its outputs and to its influence in both academia and to the practice of public services. This year the group were greatly assisted year in their efforts to develop an international dimension to their projects by **Professor Ileana Steccolini** from Bocconi Business School the NBS Visiting Professor of Public Management.

The 5 'core' members of the group, in 2014 were:-

Mr Peter Murphy, Chair of the Public Management and Governance Research Group.

Professor Harry Barton, Director of Research at NBS and Chair of NBS Research Strategy Group.

Professor Malcolm Prowle, Joint Chair Health and Social Care Research Unit.

Dr Donald Harradine, Joint Chair Health and Social Care Research Unit.

Dr Martin Jones, Chair Central and Local Government Research Unit.



The group's activity was restructured in 2013 to help facilitate the Business Schools submission for the 2014 Research Excellence Framework under the Business and Management Assessment arrangements and to help contribute the Business Schools application for accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

Towards the end of 2014, the group reviewed the long term ambitions and objectives of the group, not least to start to prepare for the 2020 REF, to reflect contemporary issues in public management, to embrace the new NBS Research Strategy 2014-19, and to take account of recent changes in the groups' personnel, the resources available to the group and the opportunities for future applied and operational research open to its members.

2. NBS Research Strategy and Plan 2014-19.

In July 2014, the University approved the NBS Research Plan 2014-19. The plan articulates the School's intention to increase the level of research capability during this period in terms of both quality and outputs and will build on the success of the REF 2014 results. The School's research agenda is shaped to increase impact through:

- High quality outputs (Peer Reviewed Journal Articles and Doctoral Outputs)
- Direct engagement (Knowledge Transfer, Executive Education and Doctoral Outputs)
- Scholarship (Research-informed teaching, Case Studies and Text Books).

The Research Plan reconfirms the School's research strategy and the plans drivers as follows:

Strategy	Driver
Continue to Broaden the Research Base	Build Capacity through Grant Capture. Recruit Top Staff, Support Internal Promotion, Develop Early Career Researchers (ECRs).
Deepen Research Excellence	Concentration on 8 Research Groups Interdisciplinary Teams Collaborative work with NTU's Strategic Themes Aligning Doctoral Work with NBS Researcher's Agenda
Research Incentives	Research Hours Allocations Professorial Incentives Deans Doctoral Bursaries
Governance of Research	Annual Research Plan for Individuals and Groups monitored through PDCR and Research Strategy Group (RSG) Plans include: No. of PRJAs, Grant and Contract Income, Doctoral Completions, Impact Index, Case Study Publications

The NBS Research Plan also outlines the research support within NBS for individuals and groups undertaking research. A number of recent initiatives, with NBS and the NTU Learning and Resources teams, have led to a strengthening of research support for faculty. These include

- The identification of a number of roles with defined responsibilities for supporting research and faculty actively engaged in research.
- Research themed faculty development sessions and;
- Improved communication between the school executive and research active members of faculty.

3. Purpose and Objectives.

The **purpose** of the Public Management and Governance Research Group is to:

- Provide a focus for the scholarly activities and a distinctive research identity for public management and governance research within Nottingham Business School.
- Implement a strategy for the development of research into public policy, administration and management.
- Provide a catalyst for organisational, staff and curriculum development in public management.
- Generate interest and financial support for research and other scholarly activity in public management.
- Promote, disseminate and support the research of members, their collaborators and associates.
- Facilitate the creation of public value and optimise the social impact and influence of the research and activities of its members.
- Facilitate interdisciplinary collaborations, within Nottingham Business School, across Nottingham Trent University and in the wider academic community interested in the theory and practice of public management.

The latest **objectives** of the group acknowledge and embrace the five primary areas of future focus articulated in the NBS Research Strategy 2014-2019. The current objectives are:-

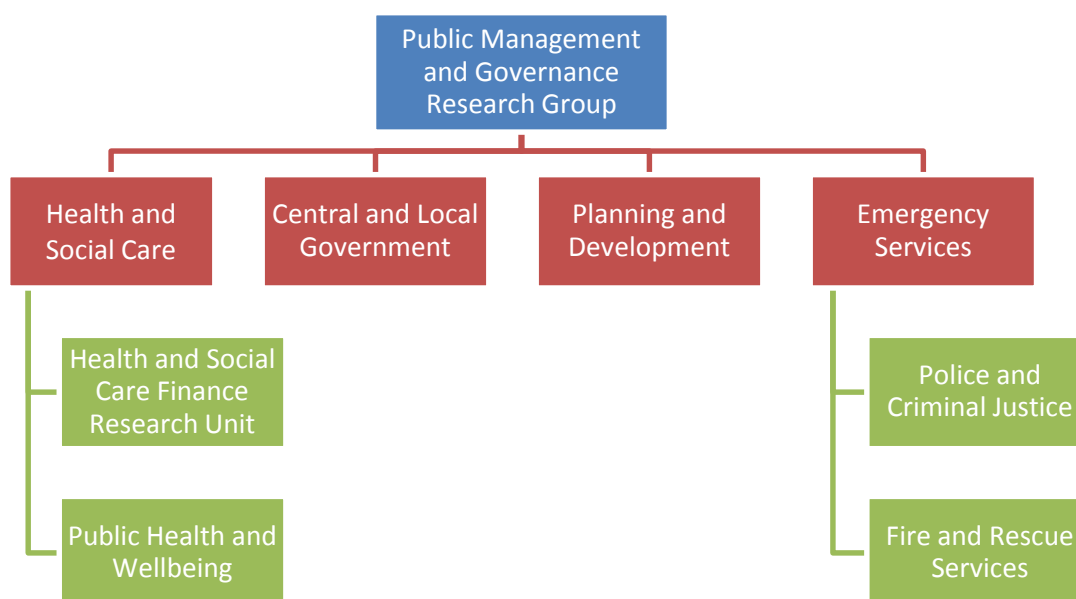
- To reverse the significant reduction in capacity and expand the core research group whilst maintaining the 100% engagement in research.
- To raise the external profile of the group and develop inter-disciplinary and international collaborations with identified individuals and institutions.
- To expand research capacity through grant-related activity, consultancy contracts and engagement with funding providers.
- To maintain the current applied and operational research focus without inhibiting new initiatives or missing significant opportunities.
- To facilitate the creation of public value and optimise the social impact of our research on the teaching, theory and practice of public management inside and outside of NBS.

It is anticipated that the purpose, scope and objectives of all of the eight NBS research groups will be reviewed in early 2015, after the publication of the 2014 REF results and the strategic review of both the University and the Business School's research strategies. A new research strategy will then be produced to guide the groups' activities in period up to the 2020 REF.

4. Group Structure and Interests

The Public Management and Governance research Group is currently structured around 4 areas of interest, which are defined as 'projects' and these are detailed below. Two of the projects have two complementary work streams and the current research activity is articulated on the groups' dedicated pages on the new NTU Research website with the home page being accessed via the following link

http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/group/143523/overview/public_management_and_governance_research_group



Each of the four 'projects' have their own webpages with links off the PMGRG 'home' page.

Central and Local Government.

http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/project/151627/overview/central_and_local_government

Health and Social Care.

http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/project/144078/overview/health_and_social_care

Emergency Services.

http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/project/144079/overview/emergency_services

Planning and Development.

http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/project/144071/overview/planning_and_development

The structure and content of all of the webpages have recently been updated to ensure their currency and we anticipate the latest revisions will become live early in the new year.

5. Review of Activity 2014.

Despite its size, the group has had a relatively productive year in terms of publications and scholastic outputs (see section 7 below), although, in common with many other research teams in NTU and further afield, this year will see a knock-on effect from colleagues bringing forward into 2013 publications that were required for the REF submission. Nevertheless the number 'intellectual contributions' reported by the team for the AASCB accreditation exercise averaged 35 per group member and this was the highest of the research groups in NBS. The main publications for this year are listed in Section 6.

The group continues to support a number of national and international academic conferences and particularly (although not exclusively) those conferences or panels relating to public management. Group members either individually or collectively were actively involved in organising panels, debates or the conference programme at the JUC Public Administration Committee conference (PAC); at the British Academy of Management (BAM) conference (and its Public Management Special Interest Group); at the Journal of Finance and Management of Public Service (JFMPS) conference and at the International Journal of Emergency Services (IJES) conference. The full list of conferences supported by core members of the group is given in Appendix B.

Wherever possible and subject to the constraints of the peer review assessment process adopted for academic conferences, members attending conferences try and provide multiple contributions in terms of papers and presentations, particularly to the conferences mentioned above. Group members have also provided numerous papers and presentations at professional practitioner conferences and have published extensively in professional and institutional publications.

The group runs an annual series of internal research seminars co-ordinated by Dr Harradine which, in 2014, were amalgamated with the annual Accountancy and Finance Division Seminar series. This maintained the number of seminars from previous years but helped to increase attendance at the seminars. The 2015 series will be arranged on a similar basis.

As with other research groups the **2014 Research Excellence Framework** has had a considerable influence on the groups' activity this year. In addition to individuals submitted for consideration the group provided one of the three 'Impact Case studies' that was submitted as part of the NBS submission to the Business and Management assessment. This was entitled '**From Buildings to People': A new regulatory regime for Fire & Rescue Services**' and the emergency services team in particular, continued to provide outputs and supporting information to support the NBS Impact Case Study submission.

A). Central and Local Government Unit

The Central and Local Government team led by Martin Jones continued to diversify its interests and investigations. Prior to 2013 it was primarily concerned with investigating performance management in the public services and in particular the strategic intervention in local government by central government that was a notable feature of the previous labour government tenure in the UK.

Following the economic recession, the election of the coalition government and the appointment of Visiting Professor Ileana Steccolini (Convenor of the Finance and Accounting Special Interest Group of the International Research Society for Public Services Management), new projects assessing the financial and organisational resilience of local government both as a response to the current era of austerity and in the post-recession long term have been developed and added to the units portfolio. This was initiated by a small grant from CIMA but this year the work has attracted new collaborators from within the UK, as well as international collaborators from Europe and from Latin America.

In 2014 there were four work streams investigating these issues.

Work stream 1. The **performance management regimes for public services**. Between 2001 and 2010 a centralized system performance management and strategic intervention for local government was developed by local and central government in England. This was gradually replaced by a self-regulated peer review system since from 2010. This project is investigating the performance of the alternative systems both in England and further afield and compares the performance of the local government regime with that of other sectors such as Health, Criminal Justice and Emergency Services.

Work stream 2. This project investigates performance improvement and infrastructural support arrangements for public services and reports on the performance of the systems and the agencies delivering 'improvement support' to local authorities. These developments have been interpreted and analysed using the OECD's concept of **the Strategic State** and alternative theoretical conceptions including Public Value and New Public Service Theory

Work stream 3. A long standing project has investigated the historical performance of the **housing benefit and council tax benefits administration system**. The introduction of the much delayed new universal benefits regime marks the end of the previous Council Tax and Housing Benefits system. This project has reported on the performance of the previous system from its transfer to Local Government to its replacement with the new universal credit system.

Work stream 4. This project investigates the **financial and organisational resilience** in local government and municipalities through a number of international comparisons. Building on

the work undertaken with colleagues in Bocconi Milan (Italy) and Klagenfurt Suche (Austria) this project investigates the concepts of 'organisational resilience' and 'financial resilience' in sub-national governments such as local authorities and municipalities, especially during the era of austerity.

The Central and Local Research Group continue to maintain close working arrangements with the Social Policy Group that is led by James Hunter in Social Science and contribute to the annual Alternative Futures Research Conference organised by Dr James Hunter and Dr Oliver Harrison.

B). Health and Social Care Research Unit

This project has two overlapping groups and communities of interest. The HSCFRU under the joint direction of Professor Malcolm Prowle and Dr Donald Harradine has a long term interest in Health and Social Care and in particular **the budgeting and financial arrangements of the NHS and Local Government**. A more recent interest, has emerged in the promotion and delivery of Health and Wellbeing following the implementation of the 2012 Health and Social Care Act. The Public Health and Wellbeing group have been investigating the implications for local health and wellbeing as a result of the implementation of the 2012 Act. This has been assisted by the invitation to Pete Murphy to Chair the Nottingham and Nottinghamshire NHS Transition Board which was formed by the local NHS to oversee the implementation of the 2012 Act in the period up to vestment day on the 1st April 2013

More recently both teams have been also involved in an on-going project that is examining the decision making pathway that precedes **Accident and Emergency Department attendances**. Accident and Emergency overload is a national and local problem and the team have been commissioned by the local NHS in Nottingham and Nottinghamshire to investigate its long term causes and make recommendations for change. The team is expected to report on its Phase 1 investigations in 2015.

The Health and Social Care Group are part of the Cross-NTU Health and Social Care Research network sponsored by Professor Stephanie Walker (Associate Dean Research BLSS) and lead by Professor Martin McGinnity who joined NTU as the Dean of the School of Science and Technology in March 2014.

C). Emergency Services Research Unit

This project also has two overlapping groups and communities of interest. The **Police and Criminal Justice** team under the direction of Professor Harry Barton the Director of Research at NBS; and the **Fire and Rescue Services** team led by Peter Murphy. Both teams are interested in the policy governance and delivery of individual services and they share a joint interest in the interoperability of the emergency services and national and local resilience arrangements.

The teams also share many collaborative partners with research interests across the emergency services, both within NTU, and in the Public Management Special Interest Groups of the British Academy of Management and the International Research Society for Public Services Management.

The Police and Criminal Justice under Professor Barton have continued to develop their analysis of recent reforms to the management of police forces following the elections the 41 new **Police and Crime Commissioners** and Police Panels in late 2012 that took over responsibility for overseeing local policing policy and scrutiny of the local constabulary's from the former Police Authorities. This was one of the most radical changes to the governance of the local constabularies for many years and 2014 saw proposals for extending their powers to other emergency services from some of the major political parties.

In addition to his interest in Governance and Accountability in the Police Forces, Professor Barton also continued his long term interest in the application of **'Lean' management approaches to policing** in England.

The **Fire and Rescue Services** research programme began by reviewing the performance of the Fire and Rescue Services and its implementation at the national and local levels, the latter in collaboration with the Nottinghamshire FRS. Since 2005 Fire and Rescue Services in the UK (and increasingly overseas) have been applying a new way of assessing fire risk which centres on risk to people and communities rather than the historical focus of risk to property. This is radically changing operating patterns and resource deployment and the teams' programme formed the basis of one of the three 'Impact Case studies' that was submitted as part of the NBS submission to the Business and Management unit assessment of the 2014 research Excellence Framework. The case study was entitled **'From Buildings to People': A new regulatory regime for Fire & Rescue Services.**

In 2014 the team have been looking at comparative studies in other jurisdictions as the Integrated Risk Management Planning process introduced by the government in 2004 as this is increasingly being adopted in Fire and Rescue Services around the world.

In 2014 the programme continued to develop the four work streams reported in the previous annual report for 2013.

- An appraisal of the new **National Framework** for Fire and Rescue services in England as it developed between 2010-2.
- Appraisal of the implementation of the core concept of **Integrated Risk Management Planning (IRMP)** at the local service delivery level.
- Evaluation of the **support and intervention** available for under-performing services
- International comparisons and dissemination of the people based approach to risk assessment and service reconfiguration

The Emergency Services team continue to maintain close working arrangements with colleagues at Nottingham University Business School; Nottinghamshire Fire and Rescue Services and the Emergency Services Research Unit in Social Sciences.

D). Planning and Development Research Unit

The group have been making preparations for a new exploratory research project in collaboration with the Economic Strategy Research Bureau (ESRB) to be focussed on the changing Planning and Development System in the UK and national and local proposals for the regeneration of the nations' towns and cities. Facilitated by the Regional Studies Association memberships of both groups, this would utilise the economic analysis skills and experience of the ESRB and the professional planning skills and experience of the public management and governance group.

In 2014 both teams contributed to research grant applications and local and national debates around the devolution of economic development and transport powers to '**combined authorities**' and the wider debate about the **devolution of powers** to the 'core cities'. Both debates involved Nottingham City Council and Nottinghamshire County Council and both debates were both fuelled by the independence referendum in Scotland in September 2014 and the forthcoming general election in 2015. Both groups were also active in advising and contributing to grant applications and new and on-going research projects that are centred in the School of Social Sciences.

The Planning and Development Research Group continue to maintain close working arrangements with the Economic Strategy Research Bureau in NBS that is led by Will Rossiter, Reader in Economic Strategy. A detailed report of the ESRB's activities is available in the **Triennial Review and Business Plan** produced by the Bureau in September 2014

6. Published Outputs 2014

Academic Journal Articles

Barton, H. 2014. *Lean enforcement in the UK Police Service*. Lean Management Journal Vol.18 (2)

Tansley, C., Kirk, S., Williams, H., and **Barton, H.** 2014. *Tipping the scales: Ambidexterity practices on e-HRM projects*. Employee Relations Vol. 4 (11). Pp. 1133-1139.

Thomas, L., Billsbery, J., Ambrosini, V., and **Barton, H.** 2014. *Convergence and Divergence Dynamics in British and French Business Schools: How the Pressure for Accreditation Influence these Dynamics*. British Journal of Management Vol. 25, pp. 305-319.

Greenhalgh, K. and **Harradine, D.** 2014. *Civil society commissioning: the accounting contribution to strategy*. Public Money & Management, Vol. 34, No. 1, pp. 19-26.

Harradine, D. and **Prowle, M.** 2014. *Austerity and financial governance: a UK case study of the National Health Service*. International Journal of Public Sector Management. Vol. 27, No 3, pp.4-11.

Prowle, A., Murphy, P. and **Prowle, M.**, 2014. *Managing escalating demand for public services in a time of financial austerity: a case study of family interventions*. The Journal of Finance and Management in Public Services 12 (1).

Murphy, P., Greenhalgh, K. and **Jones, M.**, 2014. *Housing and council tax benefits administration in England: a long-term perspective on the performance of the local government delivery system*. Local Government Studies, 40 (5), pp. 729-744.

Murphy, P., 2014. *Sport, physical activity and the establishment of Health and Wellbeing Boards in Nottingham and Nottinghamshire*. Managing Leisure, 19 (2), pp. 92-104.

Prowle, M., 2014. *Rebalancing the roles of the public and private health sectors in Wales*, International Journal of Public and Private Health Care Management and Economics, Volume 4, 2014

Pontones, C, R., Morote, R, M., and **Prowle M.**, 2014 *Developing performance audit in Spanish local government: an empirical study of a way forward*, Journal of Public Money and Management 34(3) 2014

Editorials

Greenhalgh, K., **Murphy, P.**, and Wankheda, P., 2014. International Journal of Emergency Services, 3 (2).

Wankheda, P., **Murphy, P.**, and Greenhalgh, K., 2014. International Journal of Emergency Services, 3 (1).

Book Chapters

Murphy, P., 2014. *The development of the strategic state and the performance management of local authorities in England*. Chapter 15 in *Strategic management in public organizations: European practices and perspectives*. (Edited by Paul Joyce and Anne Drumaux) Abingdon: Routledge, 2014, pp. 243-255

Prowle, M., 2014. *The role of budgeting systems in supporting strategic management in the public sector*, Chapter 1 in *Developments in Strategic and Public Management: Studies in the US and Europe* (Edited by Paul Joyce, John Bryson and Marc Holzer) Palgrave MacMillan 2014

Conference proceedings

Alcock, S., Greenhalgh, K., Taylor, L. and **Murphy, P.**, 2014. *Relying on reservists? The UK Government's strategic defence and security review: who pays for Gareth?* In: PAC and TPAC Conference Liverpool 2014.

Barton, H. and Beynon, M. 2014. *Do the Citizens of Europe Trust their Police?* European Academy of Management (EURAM) Conference, 4-7 June, 2014, Valencia, Spain.

Barton, H. 2014. *Innovation and adaptation of 'lean' approaches to policing in England and Wales*. European Operations Management Association (EurOMA) Conference, 20-25th June, 2014. Palermo, Italy.

Barton, H. 2014 *An analysis of recent reforms of police management in England and Wales*. British Academy of Management (BAM) Conference, 8-11 September, 2014. Belfast, Northern Ireland.

Jones, M., **Steccolini, I.**, Guarini, E. and Barbera, C., 2014. *Financial resilience in local governments and municipalities: an international exploration of English, Italian and Austrian experiences*. PAC and TPAC Conference Liverpool, 9-11 June 2014.

Jones, M., 2014. *Turning around (again?): lessons from the experiences of poorly performing local authorities*. PAC and TPAC Conference Liverpool, 9-11 June 2014.

Jones, M. and **Steccolini, I.**, 2014. *UK municipalities' financial resilience under austerity: facing crises and looking ahead*. 8th International EIASM Public Sector Conference, Edinburgh, 2-4 September 2014.

Jones, M. and **Murphy, P.**, 2014. *Financial resilience in local government and municipalities: an exploration of Anglo-Italian experiences... (...and Austria too!)*. JFMPS Annual Conference, London, 1 July 2014.

Murphy, P., 2014. *The strategic state and its application to three inter-related areas of public service improvement*. Alternatives Futures Conference, Nottingham Trent University, Nottingham, 26 February 2014.

Murphy, P., 2014. *The strategic positioning of public value in the theory, policy and practice of public management in England*. Alternatives Futures Conference, Nottingham Trent University, Nottingham, 26 February 2014.

Murphy, P., 2014. *Reflections on the changing local government and public sector landscape*. National Leisure and Cultural Services Forum, Kenilworth, October 2014.

Murphy, P., 2014. *Public Sector Reform and the Strategic State*. CIPFA North East 4th Annual Conference, Sage, Gateshead, 28 November 2014.

Murphy, P., 2014. *Local financial and fiduciary management in the UK: a strategic state firework fallen to earth or a financial management initiative awaiting re-ignition?* PAC and TPAC Conference Liverpool, 2014.

Murphy, P. and Greenhalgh, K., 2014. *Assessing the new fire and risk management framework for the Republic of Ireland*. PAC and TPAC Conference Liverpool 2014.

Murphy, P. and Greenhalgh, K., 2014. *Assessing the new fire and risk management arrangements for the Republic of Ireland*. Annual Conference of Fire-Related Research and Developments 2014 (RE14), Fire Services College, Gloucestershire, 13 November 2014.

Murphy, P. and **Jones, M.**, 2014. *A strategic state firework fallen to earth or a financial management initiative awaiting re-ignition?* Local financial and fiduciary management in the UK. IRSPM 2014: Intersections: Governance, Democracy, Accountability. D1 Special Interest Group: Accounting and Accountability, Ottawa, 9-11 April 2014.

Steccolini, I. and **Jones, M.**, 2014. *UK municipalities' financial resilience in the face of austerity: facing crises and looking ahead*. EGPA Annual Conference, PSG XII Public Sector Financial Management, Speyer, Germany, 8-12 September 2014.

Reports

Prowle, M., and **Harradine, D.**, 2014 *Sustainable health care systems: An international study*. Association of Chartered Certified Accountants. London.

Barbera, C., **Jones, M.**, and **Steccolini, I.**, 2014 *Governmental financial resilience under austerity: the case of English local authorities*. Chartered Institute of Management Accountants. London

Professional Journal Articles

Murphy, P. and Greenhalgh, K., 2014. Tenth anniversary of the 2004 Acts. FIRE, 106 (July/August), pp. 14-16.

Murphy, P. and Greenhalgh, K., 2014. Peer challenge needs an independent Fire Inspectorate. FIRE, 106 (July/August), pp. 17-19.

Murphy, P. and Greenhalgh, K., 2014. Fire risk assessment – from property to people. FIRE, 106 (February), pp. 37-39.

Appendix A.

Scholarly and Professional Contributions.

Professor Harry Barton

Chair Public Management and Governance Special Interest Group of the British Academy of Management

Member Profit and non for profit panel of the American Academy of Management

Associate Editor for 'Personnel Review'

Dr Donald Harradine

Member Editorial Board Journal of Finance and Management in Public Services.

Joint Editor Special Edition Journal of Finance and Management in Public Services

Dr Martin Jones

Senior Examiner: Strategic and Financial Management Case Study. Chartered Institute of Public Accountants.

Editorial Board Journal of Finance and Management in Public Services.

Professor Malcolm Prowle

Visiting Professor: Centre for Accounting and Finance, Open University Business School

Member of Global Public Sector Forum of the Association of Chartered Certified Accountants

Member of the financial management panel of Chartered Institute of Public Accountants.

Mr Peter Murphy

Joint Editor International Journal of Emergency Services

Vice Chairman (Research) Joint University Council – Public Administration Committee.

Advisory Board Centre for Public Scrutiny.

Appendix B.

Conferences, Seminars and Symposiums supported in 2014

Alternative Futures Conference Nottingham Trent University (Social Sciences) February 2014.

International Research Society for Public Management (IRSPM) Conference Ottawa April 2014.

European Academy of Management (EURAM) Annual Conference Valencia June 2014.

European Operations Management Association (EurOMA) Conference Palermo June 2014

Journal of Finance and Management of Public Services (JFMPS) Conference London July 2014.

JUC Public Administration Committee (PAC) Conference Liverpool July 2014.

British Academy of Management (BAM) Conference Belfast September 2014.

European Group – Public Administration (EGPA) Conference Springer Germany September 2014.

International Research Society for Public Management (IRSPM) – Accounting and Finance SIG Seminar, Business School, Stockholm November 2014

Themes in Emergency Services Bi-Annual Conference NTU Nottingham November 2014.

Fire Related Research and Development (Re14) conference Fire Service College Gloucestershire November 2014.

Public Administration Review (PAR) Conference at Sun Yat Sen University in China November 2014.

4th Annual Cipfa North East Conference Gateshead November 2014.