

**International Centre for Public Service Management**

**Public Policy and Management Research Group**

# **Annual Report 2016**



**NOTTINGHAM**  
TRENT UNIVERSITY

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## 1. Introduction

The Public Policy and Management Research Group is the research group within the International Centre for Public Service Management at NBS. It is one of the smaller of the research centres within Nottingham Business School, with a research active core membership of 9 members of faculty. Professor Harry Barton a long-term member of the group retires from NBS at the end of December. The recruitment of a new Professor of Public Management is on-going.

The group works with an extensive network of associates, visiting scholars and collaborators both within NTU and in the wider academic and practitioner community, (Appendix A). We are delighted that this network has further expanded this year. These associates contributed hugely to the group's outputs and to its influence in both academia and to the practice of public service delivery both nationally and locally.

As in recent years, the group was greatly assisted in their efforts to develop an international dimension to their projects by **Professor Ileana Steccolini** from Newcastle University (previously Bocconi Business School) who is the NBS Visiting Professor of Public Management and by **Professor Joyce Liddle**. Professor Steccolini is the leader of the Accounting and Accountancy Special interest Group of the International Research Society for Public Management. This is the oldest and the largest SIG of the IRSPM. Professor Liddle is the Honorary Chair of Joint University Council and Professor of Public Management at Université d'Aix-Marseille, having previously been the chair of the research group when she was at NTU

The 10 'core' members of the group, in 2015 were:-

**Mr Peter Murphy**, Director of the Public Policy and Management Research Group.

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

**Dr Donald Harradine**, Director of the Health and Social Care Research Unit.

**Dr Martin Jones**, Director of the Central and Local Government Research Unit.

**Dr Sarah Pass**, Human Resource Management Division.

**Dr Phil Considine**, Strategic Management Division.

**Dr Rupert Matthews**, Marketing Division.

**Dr Michael Hewitt**, Economics Division.

**Mr Will Rossiter**, Economic Strategy Research Bureau.

**Mr Russ Glennon**, Strategic Management Division

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 Unit and in 2015 it was reviewed again as part of the school-wide review prior to the Business Schools application for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). The application for AACSB accreditation was submitted in December 2015 and was successful in achieving accreditation in August 2016.

In 2016 the Business School having achieved AACSB accreditation, decided to seek EQUIS accreditation and the public management group's scope purpose and objectives were again reviewed although only minor modifications were needed to keep them up to date and fit for purpose.

As in previous years, the group has reviewed its' long-term ambitions and objectives of the group, as it prepares to contribute to the 2020/21 REF, to reflect contemporary issues in public management, and to embrace the latest NBS Research Plan 2016-20. We have been conscious of the Stern report relating to the REF process, although well aware that no decisions or commitments have yet been given by the government in relation to the reports' recommendations. We have also taken into account, anticipated changes in the groups' personnel, the resources available to the group and the opportunities for future applied and operational research open to its members.

Although, the next section, outlines the NBS strategic plans for the future, and the groups purpose and structure, the annual report is primarily concerned with the activity of the group in the past year 2016. The groups' research audit and the research strategy for 2016-2020 are contained in the appropriate complementary reports available from NBS.

## **2. NBS Research Plan 2016-20.**

In June 2016, the Business School approved the latest version of the NBS Research Plan 2016-20, 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 build on the success of the REF 2014 and prepares for REF2020.

### **NBS Strategic Aims for Research.**

The latest peer review and count of research outputs, and predicted outputs indicate that currently NBS has FTE 19.5 (24) probable and a possible FTE 35.1 (39.5) able to be submitted to REF2020. Our most recent internal analysis estimates that we have 28-30 FTE who are currently HIGH POTENTIAL for REF inclusion. Therefore in order to achieve our goal of increasing the number of RA staff (3\*+) to near our FTE 45+ target, resulting in 6 impact case studies we will implement the following actions:

**A:** Adopt a **recruitment and retention** policy that targets and focuses on the development of Early Career Researchers (ECRs). Specifically 2 members of faculty per Division (10 across the School) have been identified as having the potential to be included in future REF exercises and will be allocated a senior research mentor to help them achieve this.

**B:** During 2014/15, the process of professorial review and performance management has resulted in a number of departures – (2 FTE) with further planned departures (3 FTE), as a result this has enabled us to budget for the recruitment of 5 FTE's during 2016/17. One of these posts will be for the new Associate Dean Research (ADR) role.

**C:** All future appointments within NBS (10 FTE budget for 2016/17) with further growth anticipated in the following years), will be done at doctoral levels. Half of all these appointments will be done with the specific requirement to be included in REF 2020 (i.e. 5 in 2016/17).

Thus in the 2016/17 period we aim to increase our 'REFable' capacity by another 20 FTEs. We also anticipate that some of our current colleagues who are planned to be in REF2020 may depart in the period running up to REF2020. Thus a policy of appointing like, with like (or better), will ensure recruitment is ongoing and proportionate to the requirements of our REF ambitions.

**D:** A tighter IRR process is now in place which is firmly tied to the PDCR process. As a result the time allocation is more closely linked to the objectives of producing 3\* outputs. Currently **43** members of faculty (excluding professors) have requested time that reflects this ambition, and the resource planning and objective setting is currently being carried out.

Alongside these actions designed to facilitate implementation of the strategic aims of NBS research are a number of more specific initiatives. These include:

- Aligning the DBA with NBS research group's research interests and requiring faculty to submit a research proposal alongside their IRR submission. In May 2016, forty nine (49) outline proposals were submitted by faculty members.
- Linking research outputs to the annual PDCR of all core faculty, with clear thresholds for professors, readers and other faculty who have been given research hours through the IRR process.

The introduction of an annual NBS research meeting, to report and celebrate research achievements.

### 3. Purpose and Objectives.

As stated earlier the Public Policy and Management Research Group has reviewed its purpose and objectives so as to remain current and relevant to the Schools aims and objectives for research. The groups **purpose** for 2017 are to:

- Provide a focus for the scholarly activities and a distinctive research identity for public, management and governance research within Nottingham Business School.
- Provide a catalyst for organisational, staff and curriculum development in public policy, management and service delivery.
- Generate interest and financial support for research and other scholarly activity in public policy and management.
- Promote, disseminate and support the research of members of the group, 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 policy and management.

The latest **objectives** of the group therefore acknowledge and embrace the five primary areas of future focus articulated in the NBS Research Strategy 2016-2020. The current objectives are:-

- 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.
- To maintain the current applied and operational research focus without inhibiting new initiatives or missing significant opportunities.
- Implement the PPMRG's strategy for the development of research into public policy, administration and management.
- To maintain and develop the external profile of the group and maintain inter-disciplinary and international collaborations with identified individuals and institutions.
- To make an appropriate contribution to meeting the ambitions of the NBS Research Plan and the NBS submission to the 2020 REF.
- To expand research capacity through grant-related activity, consultancy contracts and engagement with funding providers.

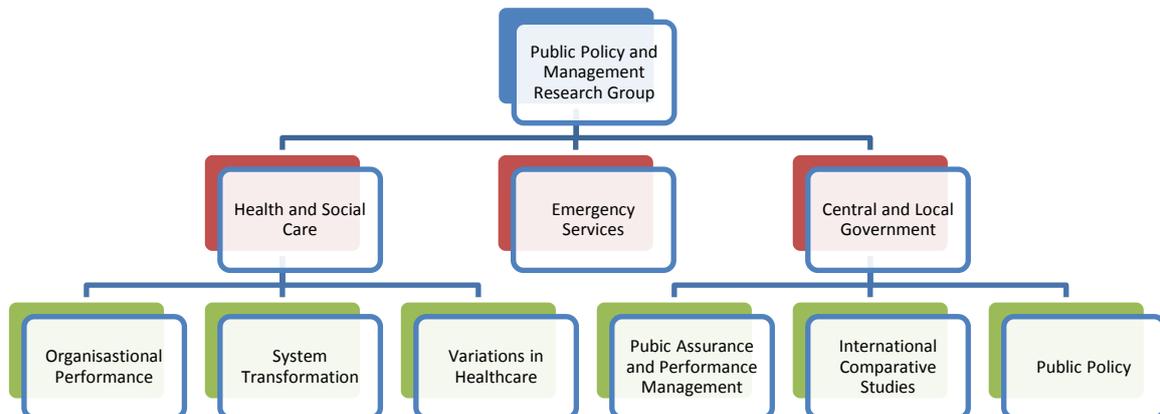
Following an audit of activity in 2016, a new research strategy has been produced to guide the groups' activities in period up to the 2020 REF.

## 4. Group Structure and Interests

The Public Policy and Management Research Group is currently structured around 3 broad areas of interest, which are now defined as ‘programmes’ and these are detailed below. One of the programmes (Health, and Social Care) has developed into three complementary work streams: Central and Local Government has three complementary work streams, and the final one Emergency Services, currently has two but will be merged into a single work stream on the retirement of Professor Barton.

We are also actively involved in a number of projects that fall under the remit of the Economic Strategy Research Bureau (ESRB) led by Will Rossiter. Will is a member of the PPMRG as well as being the leader of ESRB. This year these initiatives have included economic development and strategy initiatives, such as the emerging Midlands Connect and Midlands Engine policy and proposals; the evaluation of the second phase of the Nottingham Tram and the development of the new governments industrial strategy. More details of these initiatives are available from ESRB.

The research activity of PPMRG is articulated on the groups’ dedicated pages on the 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](http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/group/143523/overview/public_management_and_governance_research_group)



Each of the three ‘projects’ have their own webpages with links off the PPMRG ‘home’ page. ESRB has separate pages on the website.

### **Central and Local Government**

[http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/project/151627/overview/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](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](http://www.ntu.ac.uk/apps/research/groups/22/home.aspx/project/144079/overview/emergency_services)

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 2016.**

The group has had a relatively productive year in terms of publications and scholastic outputs (see section 7 below), building on the initial foundations for REF2020 laid in 2015 following the previous year being dominated by REF2014. Although the main publications for this year are listed in Section 6, the focus this year has been on undertaking fieldwork, building research capacity and collaborations (developing new researchers and building on our international collaborations). Our teams and collaborators have been undertaking initial primary research with a view to future publications rather than writing up reports and papers from our historical projects. The group have been particularly conscious of the increased emphasis on research impact in the university's recently adopted mission and the likely requirements of REF2020.

In order to facilitate our strategy for development and impact, (see the Research Strategy 2016-20 published at the same time as this Annual Review), and our contribution to the NBS research environment, the group has continued to help host, organise and/or support a number of national and international academic conferences. We have in particular, although not exclusively, supported conferences or panels relating to public management and public accountability and performance management.

Group members, individually or collectively, have continued to be actively involved in organising conference programmes, panels, delivering papers, and organising debates. The conferences where we are regularly and systematically engaged in a number of these activities include:-

- JUC Public Administration Committee conference (PAC) which we will be hosting in 2017;

- British Academy of Management (BAM) conference (and its Public Management Special Interest Group);
- Journal of Finance and Management of Public Service (JFMPS) conference, which we hosted this year;
- International Research Society for Public Management Conference and
- The annual Fire Related Research and Development Conference.

The full list of conferences supported by core members of the group are shown 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 increasingly provided papers and presentations at professional practitioner conferences and have increasingly published in professional and institutional publications, as we look to increase the practical or non-academic impact of our work.

The group runs an annual series of internal research seminars which is integrated with the Accountancy and Finance Departments seminar series which is co-ordinated by Dr Harradine. This maintained the number of seminars (10) from previous years and helped to increase attendance and interest at the seminars.

The new Strategic Plan for the University, the new NBS Research Strategy and the forthcoming REF2020 have had a considerable influence on the groups' activity. In addition to individual research outputs, the group have spent a considerable amount of this year in primary fieldwork, increasing the number of research consultancies and building the research foundations of potential impact case studies for the School to consider during preparations for the 2020 REF. All three sub-units or projects within the group have shaped their activity over the last year to face these challenges and continued to develop a potential impact case study from their work, as well as increasing our contribution to the NBS research environment.

### **Central and Local Government Unit**

The Central and Local Government team led by Martin Jones has 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, strategic interventions in local government by central government that was a notable feature of the previous labour governments' tenure in the UK.

Following the economic recession, the election of the coalition government and the appointment in 2013 of Visiting Professor Ileana Steccolini, new projects assessing the **financial and organisational resilience of local government internationally** 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.

In November 2015 NBS hosted the third annual research seminar and workshop of the SIG on a theme "**Bridging the Gap between Theory and Practice**". The workshop was a 'working' or development event as well as a networking event. At the workshop the idea of using the SIG to produce a **polyphonic paper on engaging academia with professional practice** was suggested with the ambition that a paper be produced in sufficient time to develop the initiative further at the 2016 workshop in Venice. By October 2016, 37 authors had assessed 14 countries and the paper was submitted to the AAAJ. The paper included contributions from Martin, Pete and Ileana from NBS

In 2015 there were three inter-related work streams investigating these issues, from which the group also hope to be able to fashion an impact case study relating to Public Assurance and Value for Money in locally delivered public services for the 2020 REF.

**Work stream 1. International comparisons of local authority financial and organisational resilience.** The first project (mentioned above) investigates the financial and organisational resilience in local government and municipalities through a number of international comparisons. The works organised around, the Accounting and Finance SIG of the IRSPM. This received additional financial support from CIMA earlier this year. Professor Steccolini is the leader of this group and Martin Jones and Pete Murphy are members. Conference and journal contributions have been complemented by the commissioning of a book from the group which is due to be submitted to the publishers in the new year.

This project has been complemented by another international collaboration of scholars from across Europe, in this case organized by the European Group for Public Administration. This group are examining whether or not national reform strategies are contributing to better policies and services. The study covers nine national jurisdictions and the UK is in the second phase of the 3-stage programme. Professor Joyce Liddle is leading the UK contribution and Pete and Martin are helping with the UK part of the survey, for which fieldwork has started.

**Work stream 2. Public assurance, financial sustainability and performance management regimes for public services.** Between 2001 and 2010, a centralized system of performance management and strategic intervention for local government was developed in England. Since 2010, this has been replaced by a self-regulated peer review system. Our second work stream is investigating the performance of the alternative systems before and after 2010 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.

In March 2015, Pete Murphy was approached by Newcastle University to help to provide a pre-election briefing for the National Audit Office on value for money issues in locally

delivered public services. This developed into a major report to the NAO on the public assurance and value for money risks across the services provided by local authorities, the police, health, social care and fire and rescue services. Subsequently in 2016 the NAO have commissioned or invited further contributions from NBS to a number of their national studies including those on Fire and Rescue Services, on Ambulance Services and on the Single Departmental Spending Plan system initiated in February 2016. An impact case study from the central and local government unit on public assurance is developing around this set of reports.

**Work stream 3. The development of the Strategic State.** This project investigates performance improvement and infrastructural support arrangements for public services. Initiated in 2014, it investigates the performance of the systems and the agencies delivering 'improvement support' to local authorities. It is focused around the membership of the European Group for Public Management Strategic Management SIG (led by Professors Paul Joyce and Anne Drumaux). Recent 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. The NAO report on the Single Departmental Spending Plan system also utilised this conceptualisation.

### **Health and Social Care Research Unit**

Since 2014, this Unit has been involved in two overlapping groups and communities of interest. The first under the direction of 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 social care**. A second work stream, has emerged around the promotion and delivery of Health and Wellbeing following the implementation of the 2012 Health and Social Care Act. In October 2015, the teams were merged to create a single team. In 2016 the allocation of QR funding by the university allowed the team to develop two more interrelated areas of enquiry.

The largest project examined the decision-making pathway that precedes **Accident and Emergency Department** attendances at the Queens Medical Centre in Nottingham. Accident and Emergency overload is a national and local problem and the team were originally commissioned by the Nottingham City Clinical Commissioning Group to investigate its long-term causes and make recommendations for change. The team reported on Phase 1 of the investigations in February 2015, when the research commissioners, indicated they would like additional work specifically into the use of A&E by Generation Y as part of their wider programme for Transforming South Nottinghamshire healthcare. The report of Phase 2 was delivered in July 2016.

In April 2015, a project brief and contract was agreed, with the County and District Councils together with the two Clinical Commissioning Groups and the Sherwood Forest Hospitals Trust for Pete Murphy and Don Harradine to evaluate the **ASSIST collaborative venture in**

**Mansfield** via a research consultancy. This originally evaluated the scheme as a pilot project aimed at speeding up hospital discharges at the Kings Mill hospital in Mansfield. The project and report were presented at the end of June 2015 when a further full year evaluation of the scheme was commissioned. This evaluation was completed in July 2016 and the project has won or been shortlisted for multiple national and regional awards and features as good practise on NHS and local government websites.

The first of two new projects supported through the NTU QR fund relates to **System transformation in the NHS**. A team led by Dr Phil, Considine working with Visiting Professors Buchanan, and Mc Sherry and Visiting Fellow Simone Jordan has been created and is undertaking an investigation with senior leaders within the NHS. Field interviews with approximately 30 leaders have been undertaken and these were analysed and summarised for an academic/practitioner colloquium that was held in December.

The second of the new projects is being developed out of the NHS Atlas of **Variation in Healthcare** and the 'Right Care' initiative in the NHS. One of the original two co-authors of the 'atlas' (Dr Phil DaSilva) is a recent NBS DBA alumni and the intention is to use the information already collected to impact on clinical and management practice in the NHS. Following the successful bid for initial financial support a proof of concept and outline business case were prepared for the establishment of the research centre/unit within NBS based around the information in the atlas. A progress report was presented at the Health and Social Care Symposium at NBS in December and the proposal is currently being developed into a detailed business case.

As delays in Hospital discharges, inappropriate attendances in Accident and Emergency departments and variations in healthcare provision are among the biggest challenges facing the NHS and the wider health and social care systems in England it is anticipated that these projects and related initiatives may be developed into a potential impact case study for the 2020 REF.

A further new project that started this year was an **Engage for Success**. Following the successful launch event at NBS in October, Sarah Pass is leading a national research group on line managers and employee engagement. Following the event, she was contacted by over 15 organisations who are interested in being a case study for the research (this includes private, public and not-for-profit organisations). The team are currently following up on these leads. They also have over 30 organisations stating that they would like to be kept informed of the research as part of an action learning set. Sara also gave a presentation at the Engage for Success conference in October at the Queen Elizabeth II Conference centre in London to 250 delegates. In addition to private sector organisations, potential case studies include two health trusts, a city council, and a police service. The team are hoping to start their field research early in 2017.

## Emergency Services Research Unit

Up to the end of 2016 this project has had two overlapping groups and communities of interest, which have recently (and coincidentally) been brought together in the 2016 Policing and Crime Bill. Prior to the bill the **Police and Criminal Justice** team was under the direction of Professor Harry Barton, the Director of Research at NBS; while the **Fire and Rescue Services** team was led by Pete Murphy. Both teams are interested in the policy governance and delivery of individual emergency services and they shared 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 internationally. Until September 2016 the Public Management Special Interest Groups of the British Academy of Management was led by Professor Barton) and the International Research Society for Public Services Management – Emergency Services SIG was jointly led by Pete Murphy.

In 2012, **Police and Crime Commissioners** and Police Panels were established and these new arrangements are due to take over responsibility for overseeing local policing policy and scrutiny from the former Police Authorities under the 2016 Policing and Crime Bill. This will be one of the most radical changes to the governance of local constabularies for many years and has been the subject of a number of investigations by the Unit since 2012. In 2015, the government proposed extending PCC powers to oversee local Fire and Rescue Services and it is this change that has been enshrined in the Policing and Crime Bill together with proposals for greater collaboration and integration of the three main emergency services.

The **Fire and Rescue Services** research 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 C19 Unit of Assessment of the 2014REF. In February 2015 Pete Murphy was approached to provide evidence for a series of investigations and reports that the NAO, were undertaking. The first two reports, published in November 2015 were on the state of public assurance and value for money in the fire and rescue services. The final report was submitted in July 2015, and the NAO published its reports in November 2015. Earlier in 2016, these NAO reports formed the basis of a Public Accounts Committee inquiry and report. In her last speech as Home Secretary, Theresa May announced that the changes to the evidence base for Fire Services and the re-establishment of an independent Fire inspectorate that the group had campaigned for over the last five years would be included in the emerging legislation.

In April 2015, together with colleagues from the University of Nottingham, a post-devolution comparative study of the performance management and value for money regimes in Scotland and England was submitted to the Scottish Government and in 2016, this directly informed the new national framework for the Scottish Fire and Rescue Service.

In addition to these larger projects, there have also been a number of shorter or smaller projects commenced or undertaken in 2016.

In January 2016, a NBS seed corn funded project by Tom Spencer, Pete Murphy and Jo Hayden (from Nottinghamshire FRS), to review the 'Statements of Assurance' produced by the Fire and Rescue Services in England was commenced, and was nearing completion by the end of 2016. Between September and November, initial evidence was submitted to the NAO study on the performance of NHS Ambulance Trusts, which is due to report in Spring 2017.

In addition to their interest in Governance and Accountability in the Police Forces in the UK and Europe, Professor Barton and Dr Rupert Matthews continued their investigations into the application of '**Lean**' management to public services and the team was strengthened in the second half of 2016 when Russ Glennon joined the university from Loughborough University

#### **D). Interdisciplinary or ad hoc initiatives in 2016**

In addition to our major internal projects, the group have sought wherever possible to assist in other projects across NBS and NTU. We have provided seminars and presentations to other research groups; advised and contributed to grant applications, strategies and potential research projects. We have provided key contacts and /or introductions, arranged research consultancies, contributed to conferences and seminars, and acted as coaches and mentors to early career researchers. The following is just a few examples of specific projects.

The group have continued to assist Will Rossiter and members of the Economic Strategy Research Bureau (ESRG) with the evaluation of the extension of the Nottingham Tram, and their high profile final report was published this year. This has attracted considerable publicity a number of spin-offs and requests from other regional and national initiatives to work with the Bureau on similar projects.

Pete and the Bureau have continued to contribute 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'. Will and Pete were granted QR funding this year by the university to allow them to contribute to the Midlands Engine, Midlands Connect and HS2 policy debate as well as to the emerging industrial and regional strategy debates. The Bureau are also looking at the possibility of developing an impact case study for the 2020 REF arising out of this work.

The Central and Local Research Unit continue to maintain close working arrangements with the Social Policy, Sociology and Politics Groups in Social Science through James Hunter and

Jason Pandya Woods. All three units contribute to the annual Alternative Futures Research Conference organised by Dr James Hunter and Dr Oliver Harrison, and, this year have helped establish the Nottingham Civic Exchange think tank.

Finally as in previous years' we have worked closely with the Emergency Services Research Unit in Social Sciences most notably at the annual Fire Related Research and Development conference (Re16) held at West Midlands FRS in November.

## 6. Published Outputs 2016

### Academic Journal Articles

**BANKER, R., CHEN, J.Y.S. and KLUMPES, P.,** 2016. A trade-level DEA model to evaluate relative performance of investment fund managers. *European Journal of Operational Research*, 255 (3), pp. 903-910. ISSN 0377-2217

**MURPHY, P. and JONES, M.,** 2016. Building the next model for intervention and turnaround in poorly performing local authorities in England. *Local Government Studies*, 42 (5), pp. 698-716. ISSN 0300-3930

**MURPHY, P., ECKERSLEY, P. and FERRY, L.,** 2016. Accountability and transparency: Police forces in England and Wales. *Public Policy and Administration*. ISSN 0952-0767

**ROSSITER, W.,** 2016. A tale of two cities: rescaling economic strategy in the North Midlands. *Local Economy*. ISSN 0269-0942

**TSE, Y.K., MATTHEWS, R.L., TAN, K.H., SATO, Y. and PONGPANICH, C.,** 2016. Unlocking supply chain disruption risk within the Thai beverage industry. *Industrial Management & Data Systems*, 116 (1), pp. 21-42. ISSN 0263-5577

**WEST, D., and MURPHY, P.** 2016 Managerial and Leadership implications of the retained duty system in English fire and rescue services: an exploratory study. *International Journal of Emergency Services* DOI

### Professional Journal Articles

**MURPHY, P. and GLENNON, R.,** 2016. The devil in the detail of Brexit starts to emerge. *Public Sector Focus* (6).

**MURPHY, P. and GREENHALGH, K.,** 2016. The new fire and rescue framework for Scotland. *FIRE*, pp. 12-13. ISSN 0142-2510

**MURPHY, P., CONSIDINE, P.** and BUCHANAN, D., 2016. Something wicked this way comes: the main barrier to transformation. *Health Service Journal*. ISSN 0952-2271

**MURPHY, P.**, 2016. A very political fix: the consultation on blue light integration is deeply flawed. *FIRE*, p. 4.

**ROSSITER, W.**, 2016. Wider impacts of NET Phase Two. *Tramways and Urban Transit* (945), pp. 347-349. ISSN 1460-8324

## **Book Chapters**

OSBORNE, S., RADNOR, Z. and **GLENNON, R.**, 2016. Public management theory. In: C. ANSELL and J. TORFING, eds., *Handbook on theories of governance*. Cheltenham: Edward Elgar, pp. 46-60. ISBN 9781782548492

**BARTON, H.; MATTHEWS, R.L** and MARZEC, P. 2016. Lean Policing. In: Torbjorn Netland and Daryl John Powell, eds. *The Routledge Companion to Lean Management*. Abingdon: Routledge, 2016, Chapter. 30.

## **Reports**

**HARRADINE, D., MURPHY, P., VALERO-SILVA, N.** and PROWLE, M., 2016. An examination of the reasons that result in Emergency Department attendances, in contrast to alternative care and diagnostic options, for a defined Millennials/Generation Y population in Nottingham. Research report for Nottingham City CCG. Nottingham: Nottingham Trent University.

**MURPHY, P.** and GREENHALGH, K., 2016. Joint University Research Group response to the Scottish Government consultation: Fire and rescue framework for Scotland 2016. Research report for external body. Edinburgh: The Scottish Government.

**MURPHY, P., HARRADINE, D.** and COPE, R., 2016. Evaluation of Phase 2 of the early discharge project of the 'ASSIST' team at Mansfield District Council. Research report for Mansfield and Ashfield CCG. Nottingham: Nottingham Trent University.

**MURPHY, P.**, 2016. A briefing paper on the Governments Single Departmental Plans 2015-2020 prepared for the National Audit Office as part of the national study. Confidential report for NAO. Nottingham: Nottingham Trent University.

**MURPHY, P.** 2016 Ambulance services - a submission to the National Audit Office from the Joint Universities Emergency Research Group. Nottingham: Nottingham Trent University.

**MURPHY, P.**, 2016. International Centre for Public Service Management: Public Policy and Management Research Group. Research Strategy 2015-2020. Nottingham: Nottingham Business School, Nottingham Trent University.

**MURPHY, P.**, 2016. Public Policy and Management Research Group. Annual Report 2015. Nottingham: Nottingham Business School, Nottingham Trent University.

**ROSSITER, W.**, **BICKERTON, C.**, **CANAVAN, R.**, **LAWTON, C.** and **MURPHY, P.**, 2016. NET Phase Two local economic evaluation: report 2: impact evaluation findings: final report. Research report for Tramlink. Nottingham: Tramlink Nottingham.

### **Conference proceedings**

**BARTON, H.** Can the Citizens of Europe Trust their Police. 'Trust' Conference. 14 March, 2016. University of Warwick, UK.

**BARTON, H.** Understanding Knowledge Creation as an Integral Process to "Lean" Policing in England and Wales, UK.' The International Conference on Organization and Management (ICOM), 20-21 November, 2016. Abu Dhabi, UAE.

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**BARTON, H** and **MATTHEWS, R.** An Assessment of the Impact of Lean Interventions within the UK Police Service. Production and Operations Management Society Annual Conference. 4-6 May, 2016. Orlando, Florida. Proceedings ISBN-13; 978-1-945072-01-7

**BARTON, H.** and **MATTHEWS, R.**, 2016. An assessment of the impact of lean interventions within the UK police service. In: Proceedings of the Production and Operations Management Society Annual Conference, Orlando, Florida, 4-6 May 2016. UNSPECIFIED. ISBN 9781945072017

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**CLARK, C.** and **MURPHY, P.**, 2016. A case study of the amalgamation of the Specialist Rescue Team back into station activities within Nottinghamshire Fire and Rescue Services. In:

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**HEWITT, M.** and **MURPHY, P.**, 2016. Public assurance of locally delivered public services and the development of the Centre for Public Scrutiny. In: Annual Conference of the Journal of Finance and management in Public Services, Nottingham Trent University, Nottingham, 16 September 2016.

LIDDLE, J., **MURPHY, P.**, **JONES, M.** and BOWDEN, A., 2016. Initial driving forces leading to local reform strategies in UK local government, and a tentative examination on whether or not they might contribute to better policies and services. In: European Group for Public Administration (EGPA) Annual Conference, Utrecht, Netherlands, 22-23 August 2016.

MARZEC, P.E., JOHNSON, D. and **MATTHEWS, R.L.**, 2016. Want to be entrepreneurial, you need to be APRIC: a sand cone model of entrepreneurial orientation. In: 76th Annual Meeting of the Academy of Management, Anaheim, California, 5-9 August 2016.

MILLS, J. and **MURPHY, P.**, 2016. Barriers to collaborative investigations for the East Midlands Fire and Rescue Services. In: Annual Conference on Fire Related Research and Development 2016 (RE16), West Midlands Fire Service HQ, Birmingham, 15 November 2016.

**MURPHY, P.** and **ROSSITER, W.**, 2016. The development of the Midlands Engine proposals for the East and West Midlands. In: Public Administration Conference, Manchester Metropolitan University, Manchester, 7 September 2016.

**MURPHY, P.**, TAYLOR, L. and GREENHALGH, K., 2016. Public assurance and value for money in the 3 'blue light' emergency services 2010-2015: the coalition government's scoresheet. In: IRSPM 20th Annual Conference, City University of Hong Kong and The Polytechnic University of Hong Kong, Hong Kong, China, 13-15 April 2016.

**MURPHY, P.**, 2016. A progress report on proposals for greater collaboration between blue light emergency services and the involvement of Police and Crime Commissioners in the governance of fire and rescue services in England. In: Leading Change in Public Services, Queen Margaret University, Edinburgh, Scotland, 13 May 2016.

**MURPHY, P.**, 2016. An appraisal of the single department plans for 2015-2020 for the UK: a case of two steps forward and one back or one step forward and two back in terms of strategic government? In: European Group for Public Administration (EGPA) Annual Conference, Utrecht, Netherlands, 22-23 August 2016.

**MURPHY, P.**, 2016. Fire and rescue services: a comparison between England and Scotland since Scottish devolution. In: Alternative Futures Conference, Nottingham Trent University, Nottingham, 24 February 2016.

**MURPHY, P.**, 2016. Greater collaboration and the role of Police and Crime Commissioners in emergency services. In: Public Administration Annual Conference, Manchester Metropolitan University, Manchester, 7 September 2016

**MURPHY, P.**, 2016. Public assurance and financial sustainability of the 3 'blue light' emergency services under the coalition government 2010-2015. In: Alternative Futures Conference, Nottingham Trent University, Nottingham, 24 February 2016.

**MURPHY, P.**, 2016. An appraisal of the current proposals for increased collaboration in non-response services between the 3 blue light emergency services, and the proposed roles for Police and Crime Commissioners in the governance and management of Fire and Rescue Services. In: Annual Conference on Fire Related Research and Development 2016 (RE16), West Midlands Fire Service HQ, Birmingham, 15 November 2016.

**MURPHY, P.**, 2016. The impact of government proposals for Fire and Rescue service delivery transfer to Police and Crime Commissioners. Public Policy Exchange Conference. Strand Palace Hotel, London. 8<sup>th</sup> December 2016

**ROSSITER, W.**, 2016. Major transport infrastructure improvement projects: the expansion of the Nottingham's tram network: lessons from the NET Phase 2 project. In: Transport-Led Development in the Midlands 2016 Conference, Birmingham, 19 October 2016.

SMITH, D., **ROSSITER, W.**, MCDONALD-JUNOR, D. and EHRET, M., 2016. Adaptive capability and path creation in the post-industrial city: the case of Nottingham's biotechnology sector. In: Cities in Transformation: Processes, Problems and Policies, St Catharine's College, University of Cambridge, Cambridge, 14-15 July 2016.

SMITH, D., **ROSSITER, W.** and MCDONALD-JUNOR, D., 2016. Actors, adaptive capability and new path creation: urban leadership in the post-industrial city. In: Leadership in Urban and Regional Development: a Regional Studies Association International Research Network Seminar in association with IMPGT/CERGAM, Aix-Marseille Université, Aix-en-Provence, France, 20-21 October 2016.

SMITH, D., **ROSSITER, W.**, MCDONALD-JUNOR, D. and EHRET, M., 2016. Developing adaptive capability: the case of Nottingham's nascent biotechnology sector. In: RSA Annual Conference 2016: Building Bridges: Cities and Regions in a Transnational World, Karl-Franzens-Universität Graz, Graz, Austria, 3-6 April 2016.

SPENCER, T., HAYDEN, J. and **MURPHY, P.**, 2016. How adequate are the Statements of Assurance for Fire and Rescue Services? In: Annual Conference of the Journal of Finance and

management in Public Services, Nottingham Trent University, Nottingham, 16 September 2016.

TAYLOR, L., GREENHALGH, K. and **MURPHY, P.**, 2016. Understanding performance and financial resilience in fire and rescue services in a continuing era of austerity: a comparative study of England and Scotland. In: IRSPM 20th Annual Conference, City University of Hong Kong and The Polytechnic University of Hong Kong, Hong Kong, China, 13-15 April 2016.

TAYLOR, L., **MURPHY, P.**, and GREENHALGH, K. 2016. Centralism and Localism: Changing performance management regimes and accountability arrangements in UK Fire and Rescue Services. In: Management Accounting Research Group 30th Annual Conference, Aston University, Birmingham, England. November 2016.

WEST, D. and **MURPHY, P.**, 2016. An appraisal of the current and future use of the Retained Duty System in Fire and Rescue Services in England. In: Annual Conference on Fire Related Research and Development 2016 (RE16), West Midlands Fire Service HQ, Birmingham, 15 November 2016.

## **Websites and other media publications**

**MURPHY, P.**, 2016. If PCCs are to take over fire services, they need to prove these six things. The Guardian. ISSN 0261-3077

**MURPHY, P.**, 2016. The civil service must keep calm and carry on with Brexit – but can it? The Conversation.

## **Appendix A.**

### **Associates, Visiting Scholars and Research Collaborators**

Professor Joyce Liddle (Aix-Marseilles)

Professor Ileana Steccolini (Bocconi and Newcastle)

Professor Iris Saliterer (Freiburg)

Professor Malcolm Prowle (Gloucestershire)

Professor David Buchanan (Cranfield)

Professor Gerry McSorley

Professor Paresh Wankhade (Edgehill)

Professor Zoe Radnor (Leicester)

Professor Claire Hannibal (Wolverhampton)

Associate Professor Laurence Ferry (Durham)

Assistant Professor Kirsten Greenhalgh (Nottingham)

Dr Julian Clarke (Edgehill)

Dr Nikola Bateman (Loughborough)

Dr Jo Meehan (Liverpool)

Visiting Fellow Roger Latham

Visiting Fellow Glyn Lowth

Visiting Fellow Simone Jordan

Dr Phil DaSilva

Rebecca Larder

## **Appendix B.**

### **Scholarly and Professional Contributions.**

#### **Professor Harry Barton**

Chair Public Management and Governance Special Interest Group of the British Academy of Management (up until September 2016)

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

Associate Editor for 'Personnel Review'

#### **Mr Russ Glennon**

Chair Public Management and Governance Special Interest Group of the British Academy of Management (from September 2016)

#### **Dr Donald Harradine**

Member Editorial Board 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.

#### **Mr Peter Murphy**

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

Vice Chairman: Learned Society for Public Administration

Advisory Board: Centre for Public Scrutiny.

Vice Chair Joint University Council: Centenary Celebration Organising Committee

Member: Editorial Board International Journal of Emergency Management

## Appendix c.

### Conferences, Seminars and Symposiums supported in 2015

Alternative Futures Conference Nottingham Trent University (Social Sciences), February 2016.

'Trust' Conference. 14<sup>th</sup> March, 2016. University of Warwick, UK.

International Research Society for Public Management (IRSPM), Conference Hong Kong March/ April 2015.

RSA Annual Conference 2016: Building Bridges: Cities and Regions in a Transnational World, Karl-Franzens-Universität Graz, Graz, Austria, 3-6 April 2016.

International Production and Operations Management Society Annual Conference, Orlando, Florida, May 2016

JUC Public Administration Committee workshop - Leading Change in Public Services, 2016 Queen Margaret University Edinburgh, May 2016.

European Academy of Management (EURAM) Annual Conference, Paris, France, June 2016

Cities in Transformation: Processes, Problems and Policies, St Catharine's College, University of Cambridge, Cambridge, 14-15 July 2016.

European Group – Public Administration (EGPA), Conference Utrecht Netherlands August 2016.

76th Annual Meeting of the Academy of Management, Anaheim, California, August 2016

JUC Public Administration Committee Conference Manchester Metropolitan University September 2016.

Journal of Finance and Management of Public Services (JFMPS), Conference Nottingham September 2016.

British Academy of Management (BAM), Conference Newcastle September 2016.

Leadership in Urban and Regional Development: a Regional Studies Association International Research Network Seminar in association with IMPGT/CERGAM, Aix-Marseille Université, Aix-en-Provence, France, 20-21 October 2016.

International Research Society for Public Management (IRSPM) – Accounting and Finance SIG Seminar, Venice, Italy. November 2016.

Fire Related Research and Development conference (Re16) West Midlands FRS Birmingham November 2016.

Fire and Rescue Service National Congress - Imagining the future of Fire and Rescue Services West Midlands FRS Birmingham November 2016.

Management Accounting Research Group 30th Annual Conference, Aston University, Birmingham, England. November 2016.

The International Conference on Organization and Management (ICOM), 20-21 November, 2016. Abu Dhabi, UAE

Transforming Healthcare – A symposium Nottingham Conference Centre Nottingham Trent University December 2016.