

**Nottingham Business School**

# **Public Policy and Management Research Group**

**A research group within**

**The Centre for Economics, Policy and Public Management**

## **Annual Report 2020**



**NOTTINGHAM**  
TRENT UNIVERSITY

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## 1. Introduction

The Public Policy and Management Research Group is a research group within the Centre for Economics, Policy and Public Management Research (CEPPM) in Nottingham Business School. CEPPM, is led by Professor Robert Ackrill and is one of the three major research centres within the business school, although the Business School is anticipating that three of its research groups will formally be launched as research centres in early 2021 having developed their capacity and capabilities to reach the critical mass to meet the Business School’s criteria.

The Public Policy and Management Group within CEPPM is led by Professor Pete Murphy and in 2020 had an active core membership of 15 members of faculty. Both CEPPM and the Public Policy and Management Group research group are shown on the current Research Structure Map of the business school below (Figure 1). Membership of a particular research group is not exclusive, and individuals are free to be part of more than one research centre or group within the business school. The group have members from all five of the business school five disciplinary based departments.



**Figure 1. NBS Research Centres and Groups**

The PPM research group continues to work 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 policy and practice of public service delivery internationally, nationally and locally.

As in recent years, the group has been greatly assisted in their efforts to develop the international dimension to their work by **Professor Ileana Steccolini** from Essex University (formerly of Newcastle and Bocconi Universities), and by **Professor Joyce Liddle** of Northumbria University. **Professor David Buchanan** and **Visiting Fellows Simone Jordan** and **Rebecca Larder** have continued to contribute hugely to our Health and Social care projects. This year we have been delighted to welcome **Professor Greg Bamber** of Monash University Melbourne to the group.

Professor Steccolini is Professor of Accounting and founder and chair of the Accounting and Accountability Special Interest Group of the International Research Society for Public Management. Professor Liddle is the former Honorary Chair of Joint University Council in the UK and previously was the chair of the Public Policy and Management Research Group when she was at NTU. Professor Greg Bamber is the Director, International Consortium for Research in Employment & Work, Centre for Global Business, Monash Business School and a member of the NBS External Research Advisory Board.

This year NBS were unable to attend what would have been the fourth joint annual symposium with Sichuan University, because of the COVID-19 pandemic. Immediately before the pandemic in March, however NBS was able to host a visit from CIPFA Japan President, Professor Toshihiko Ishihara from Kwansei Gakuin University in Japan and four of his colleagues from Osaka City University; Fukuchiyama City University; Tokoha University and Fukuyama University. We anticipate this developing into a long-term collaborative programme of research and knowledge exchange.

Last year Dr Peter Eckersley our Senior Research Fellow accepted an invitation to become a part-time research fellow for two years at the Leibniz Institute for Research on Society and Space in Erkner (near Berlin), where he studies climate policy in German cities. We hope to continue to benefit from Dr Peter Eckersley's joint appointment which continues until September 2021.

The 'core' members of the group in 2020 were: -

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

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

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

**Dr Peter Eckersley**, Senior Research Fellow – (Public Policy and Management)

**Dr Zara Whysall** Department of Human Resource Management.

**Dr Michael Hewitt**, Economics Department.

**Dr David Candon**, Economics Department.

**Dr Rupert Matthews**, Marketing Department.

**Dr Sarah Pass**, Department of Human Resource Management.

**Dr Diana Frost** Department of Management

**Derek Watling**, Department of Human Resource Management.

**Dr Shaun Gordon** Department of Management

**Dr Yu-Ling Liu-Smith**, Research Fellow Health and Social Care)

**Katarzyna Lakoma**, Research Associate and Doctoral Candidate (Emergency Services)

**Bernard Kofi Dom**, Associate Lecturer and Doctoral candidate (Accounting and Finance).

The group's structure and its activities have continually evolved to meet the interest of its members and to help facilitate the Business Schools submissions to the forthcoming 2021 Research Excellence Framework and its international accreditations from the Association to Advance Collegiate Schools of Business (AACSB) and EQUIS, the European Foundation for Management Development (EFMD) accredited scheme for business Schools.

During 2020 the outbreak of the COVID-19 pandemic resulted in the rescheduling of the EQUIS re-accreditation visit (from March to November/December) and the reprofiling of the REF2021 submission timetable, with final submission now being due on 31<sup>st</sup> March 2021.

Although, the next section, outlines the NBS strategic plans for the future, and the group's purpose and structure, this annual report is primarily concerned with the activity of the group in the past year 2020.

## **2. NBS Research and Innovation Plan 2020.**

In January 2020 the Deputy VC (Research and Innovations) announced a new title, format and timescale for the School Research Plans which during 2020/2021 would be entitled School Research and Innovation Plans. The plans would still be accompanied by an annual investment bid. The 2020/2021 plans would have to align with the intended submissions for REF2021 and reflect the university's adoption of three career pathways (Teaching & Practice, Teaching & Research and Teaching & Scholarship).

In June 2019, the Business School and the University had approved the latest version of the NBS Research Plan 2019-23. This articulated the School's intention to continue to make a significant step change in the quality and quantity of research outputs and to increase the level of research capacity and capability of the school during this period. It sought to build on

the success of REF2014, and the first successful AACSB and EQUIS accreditations as well prepare for REF2021 and the re-accreditation in 2020 and 2021 of EQUIS and AACSB respectively. The 2020 NBS Research & Innovation Plan was set within this longer-term strategy which itself reflected the Business Schools strategic plan to 2025.

### **The NBS School Research & Innovation Plan - 2019/20**

In August 2017, the business school adopted two new overarching Strategic Objectives that closely reflect the NTU strategic vision for research since 2015 but remain appropriate following the more recent update of the university's mission in the ongoing 'University Reimagined' review.

#### **Strategic Objective 1. Overall Research Objective**

To continuously improve and facilitate NBS research excellence and scholarship in the fields of business, economics and management;

- to develop our individual and collective research capacity and capability to internationally excellent and world leading levels so as to meet all four international business school accreditations by 2025.
- to investigate and research both nationally and internationally, and to nurture and develop future generations of researchers in both our business and management research disciplinary and interdisciplinary research.

#### **Strategic Objective 2. NBS Contribution to NTU Strategic Research Themes**

The university has identified and invested in the development of inter-disciplinary research under 5 Strategic Research themes. These are

- Health and Wellbeing
- Medical Technologies and Advanced Materials
- Safety and Security of Citizens and Society
- Sustainable Futures, and
- Global Heritage: Science, Management and Development

NBS and the PPMRG are committed to developing interdisciplinary research and to developing its contribution to the NTU strategic themes. It has significant contributions, an existing research footprint and is part of the cross-university leadership of two themes (Health and Wellbeing and Sustainable Futures). It has a small but important contribution to the Safety and Security of Citizens and Society, through its work on the leadership and management of the emergency services.

#### **Strategic Objective 3. The 2021 REF outcome.**

NBS objective is to be in the top 30<sup>th</sup> percentile of business schools covered in the REF2021 results for Unit of Assessment C17 (Business and Management). In order to do this this strategy includes sub-objectives relating to the three sub-categories by which our REF score will be determined.

- Individual Research Outputs – where we will have approximately 125 research active colleagues and NBS will submit 144 individual outputs from 64 independent researchers at an anticipated grade average (GPA) of 3.2 as calculated by the University’s review process.
- Impact Case Studies – this is dependent on the numbers of individuals submitted to REF. As NBS will be submitting 144 outputs this will require the submission of five impact case studies in Unit of Assessment C17 and the anticipated GPA is calculated at 3.3.
- To significantly improve the NBS research environment, research support and research infrastructure so as to develop our research centers and groups and improve our research environment score to the 50<sup>th</sup> percentile level for REF2021, at a grade average of over 3.00.

**Strategic Objective 4. Research Leadership, Infrastructure, Capacity and Capability.**

**Strategic Objective 5. NBS Research Centers and Research Groups.**

The NBS research centers and research groups were reviewed and restructured again this year in preparation for REF 2021. There are now 3 research centers and 6 research groups.

- Responsible and Sustainable Business Lab led by Professor Mollie Painter-Morland.
- Centre for People, Work and Organisational Practice jointly led by Professor Helen Shipton and Professor Daniel King.
- Centre for Economics, Policy and Public Management led by Professor Robert Ackrill
- Innovation, Digitization, Entrepreneurship & Operations led by Professor George Kuk
- Marketing and Consumer Studies led by Professor Dorina-Maria Buda
- Accountancy and Finance Led by Dr Yan Wang
- International Business and Strategy and decisions led by Professor Ursula Ott
- Work Informalization and Place led by Professor Ian Clark
- Behavioral Sciences led by Professor Thorsten Chmura.

Profiles of each of these centers/groups, including their objectives and interests, membership, key projects and outputs are available on the NTU website.

**Strategic Objective 6. Investment strategy**

The investment strategy for research at NBS focuses upon building research leadership capacity and capability through the school wide strategic leadership of the RSG and its sub-groups, working with and through the NBS research centers and groups. As well as developing school wide leadership and infrastructure, investment over the last three years has been focused and directed into developing robust and enduring research infrastructure and research support for all nine research centers/groups.

Prior to the outbreak of the pandemic NBS had developed an investment strategy for 2020/21 based around an increased allocation of approximately £615K. Unfortunately, the outbreak of the pandemic eventually resulted in £275k being available for 2020/21.

### 3. Purpose and Objectives.

As stated earlier the Public Policy and Management Research Group reviews its purpose and objectives annually in order to remain current and relevant to the Schools aims and objectives for research. The group's **purpose** for 2020 was to:

- Provide a focus for the scholarly activities and a distinctive research identity for public, management and governance research within the 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.

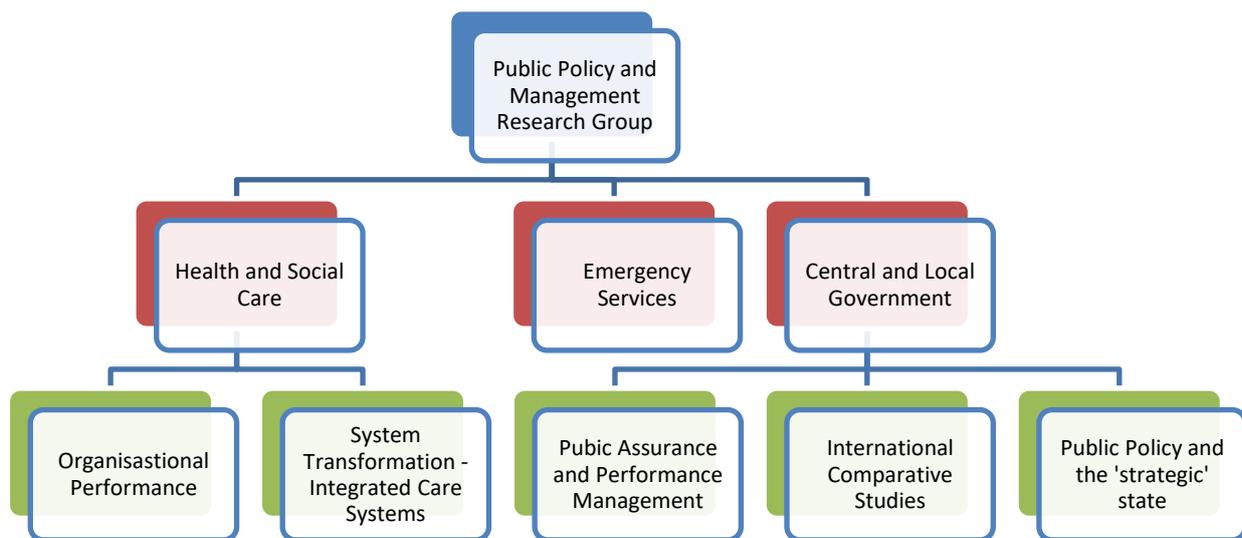
The latest **objectives** of the group acknowledge and embrace the Strategic Objectives of the NBS Research Strategy which have been reflected in the Research and Innovation Strategy for 2020/21. The current objectives (which have remained consistent for the last three years of the REF period) are: -

- To facilitate the creation of public value and optimise the social, economic and environmental impact of our research on the teaching, theory and practice of public management inside and outside of NBS.
- To maintain and develop the current applied and operational research focus without inhibiting new initiatives or missing significant opportunities.
- Implement the PPMRG's annually reviewed strategy for the development of research into public policy, administration and management.
- To maintain and develop the external profile of the group and maintain interdisciplinary and international collaborations with identified individuals and institutions.
- To make an appropriate contribution to meeting the ambitions of the NBS Research Plan, the NTU Strategic Research Themes and the NBS submission to the 2021 REF.
- To expand research capacity through grant-related activity, consultancy contracts and engagement with funding providers.

Following the changes to the research groups in NBS, and the annual audit of activity in 2017, a new research strategy was produced to guide the new groups' activities in the period up to the 2021 REF. This was published as a separate document in 2018.

#### 4. Group Structure and Interests

The Public Policy and Management Research Group has been structured for the last four years around three broad areas of interest, which are shown on the diagram below.



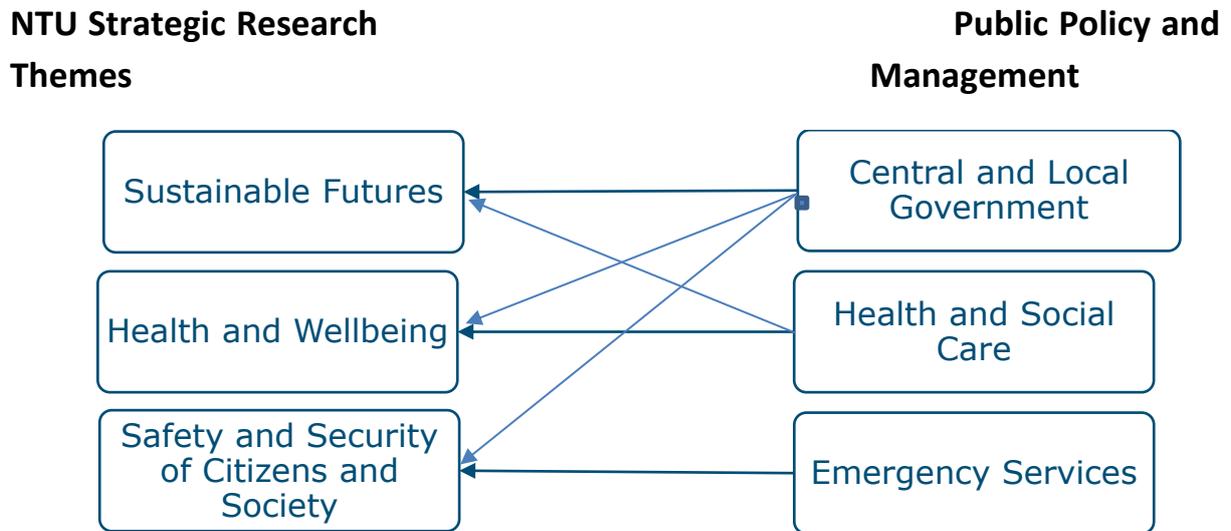
Two of the programmes 'Health, and Social Care', and 'Central and Local Government' have developed two and three complementary work streams respectively: while 'Emergency Services', which previously had two, was merged into a single work stream following the retirement of Professor Harry Barton in 2017.

The group are also actively involved in a number of projects that fall under other research groups within NBS most notably the other groups within the Centre of Economics Public Policy and Management, but also the Centre for People Work and Organisational Practice, the Accounting and Finance Research Group, and the Responsible and Sustainable Business Lab.

NBS and PPMRG actively encourage all members of the research groups to also become members of another research group and this has greatly facilitated and promoted inter-disciplinary research over the last four years.

NTU has also designated five Strategic Research Themes which are intended to promote and support interdisciplinary research across the university. As mentioned above, the research group actively contributes to three of these themes; Sustainable Futures, Health and Wellbeing and the Safety and Security of Citizens and Society. PPMRG are however keen to collaborate and develop projects across the strategic research themes and/or to assist individual projects from across NTU.

The key contributions to the NTU strategic research themes are illustrated on the diagram below.



## 5. Review of Activity in 2020.

The group has seen a disappointing year in terms of publications and scholastic outputs (see section 7 below), as a result of the disruption caused by the COVID-19 pandemic, the reduction of proposed investment and the need to reschedule both the 2021 REF submission and the Business School’s EQUIS reaccreditation.

The focus as far as it could be maintained in such abnormal has been on publishing outputs which will facilitate our external ‘impact’ with communities of practice as well as building further research capacity and collaborations, developing new researchers and building on our international links as we attempt to strengthen the schools international profile in advance of REF2021 and the AACSB and EQUIS re-accreditations. The group have been particularly conscious of the increased emphasis on research impact in the university’s recently adopted mission and the requirements of REF2021.

Over the last four years the group have been preparing 3 potential Impact Case Studies for the REF2021, as well as assisting other impact case studies elsewhere in the business school and across the university. At the start of 2020 these three were among a long list of 10 potential case studies being considered for submission. This long list was progressively reduced to a short list of 6 from which 5 will be chosen. Four out of the shortlist of 6 are from CEPPM, 2 of which are from Public Policy and Management.

The teams have also begun to prepare projects that could potentially form the basis for Impact case Studies in the next REF exercise expected around 2027. The business school has a portfolio of 10 emerging impact case studies for REF2027 of which 4 are based within the group.

In order to facilitate our strategy for development and impact, and our contribution to the NBS research environment, in the recent years the group has attempted to help host, organise and/or support a number of national and international academic and practitioner conferences. We have, although not exclusively, supported conferences or panels relating to public management, public accountability and performance management. This has inevitably been disrupted this year as conferences both national and international have either been cancelled (the initial response) or have gradually moved to online delivery platforms, although this form of delivery inevitably means the size and number of contributions has to be reduced for online events.

Group members, individually or collectively, have been actively involved in organising online conference programmes, panels, delivering papers, and organising debates but not to the same extent as in previous years. The key academic conference we were engaged in this year included: -

- British Academy of Management (BAM) conference – where NBS provided a pre-conference workshop, a debate at the conference itself and the Public Management Special Interest Group panel all based around a post covid-19 Liminal Policy Landscape.
- International Research Society for Public Management Conference where the annual conference was postponed but the Accounting and Accountability Special Interest Group held its annual autumn workshop.

Wherever possible, and subject to the constraints of the peer review assessment process, members attending conferences try and provide multiple contributions in terms of papers and presentations, particularly to the conferences mentioned above. Group members also provided papers and presentations at professional practitioner conferences and have increasingly published in professional and institutional publications, as we look to increase the practical and societal 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 co-ordinated by Dr Stephanie Giamporcaro. This monthly seminar series was interrupted by the pandemic but has been re-established on a virtual basis since the start of the new academic year.

The new NBS Research and Innovation Strategy, the EQUIS accreditation and the forthcoming REF2021 have had a considerable influence on the groups' activity. In addition to producing individual research outputs, the group have continued to spend a considerable amount of time this year in primary fieldwork, introducing colleagues to research consultancies and building the research foundations of potential impact case studies for the School to consider during preparations for the 2021 REF. All three sub-units within the group have continued to organise their activity so as to face these challenges and continue to develop potential impact

case studies from their work, as well as strengthening our contribution to the NBS research environment.

## **Central and Local Government Unit**

Since 2016 there have been three inter-related work streams investigating these policy delivery and assurance issues, in central and local government. This year as a result of the COVID-19 pandemic, the government through the Parliamentary System of Select Committee inquiries has issued a series of calls for evidence on subjects of particular concern to the government. The group have responded to these calls for evidence primarily co-ordinated through the Central and Local Government team.

### **Work stream 1. International comparisons of local authority financial and organisational resilience.**

Following the economic recession, the election of the coalition government and the appointment of Visiting Professor Ileana Steccolini in 2013, a series of 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. This work has been given added traction as the concepts of personal, organisational, financial and community resilience and vulnerability have come to the fore as a result of the COVID-19 pandemic.

The work of the group is integrated and co-ordinated through the IRSPM Special Interest Group for Accounting and Finance which holds an annual conference and an annual workshop referred to above. It is the Accounting and Accountability Special Interest Group of the IRSPM that have been the leading academic group pioneering research in the concepts of financial resilience and financial vulnerability in both theory and practice.

### **Work stream 2. Public assurance, financial sustainability and performance management regimes for locally delivered public services.**

Between 2001 and 2010, a centralized system of performance management and strategic intervention for local government was developed in England. Between 2010 and 2016/17, this has been replaced by a self-regulated peer review system until its inadequacies became apparent and the government reinstated a series of changes largely based on the principles and procedures of the previous system. The second work stream is investigating the performance of the alternative systems before 2010, between 2010 and 2016 and from 2016 onward both in England, and internationally. The workstream has also been examining the experiences of the local government regime with that of other sectors such as Health, Criminal Justice and Emergency Services as well as the experiences of systems internationally.

In 2020 the group have also been investigating the development and application of the concepts of financial sustainability and financial resilience as applied to local authorities. They

have provided evidence to the NAO to the Independent Redmond Review of Local authority financial reporting and external audit and to various Select Committees of the House of Commons.

### **Work stream 3. The development of the ‘Strategic’ State at local regional and national levels.**

This project investigates performance improvement and infrastructural support arrangements for locally delivered public services. Originally 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.

In March 2020 NBS hosted a delegation of visiting scholars led by CIPFA Japan President, Professor Toshihiko Ishihara from Kwansai Gakuin University in Japan with four of his colleagues from Osaka City University; Fukuchiyama City University; Tokoha University and Fukuyama University. The delegation also visited Oxford, Cardiff and Birmingham Universities in the UK. The visit was part of the proposed consortium’s project to explore the development and potential implementation of a performance management regime for local authorities in Japan based upon the comprehensive performance assessments carried coordinated by the former Audit Commission in the UK under previous New Labour administrations. The project is funded by the Government of Japan and is intended to be implemented over a 6-year period.

From these interrelated work streams, and as mentioned above the group developed a potential impact case study for REF2021 and is continuing to develop a potential impact case studies for the subsequent REF anticipated in 2027. During 2020 the NTU REF Planning Group decided in July that the impact case study entitle *Improving Public assurance and the effective delivery of central and local delivered public services* would not be included in the formal submission despite the case study meeting the NTU benchmark for inclusion.

In addition to these impact case studies one long-term member of the PPM research group Will Rossiter who is primarily based in the Applied Economics and Policy Analysis Group has been developing an expanding portfolio of local and regional economic development projects together with an impact case study for REF2021 entitled *Local economic research with impacts on policy and practice*. His teams work is also anticipated to generate a further impact case study for the 2027 REF.

Will (together with Paul Mizen of the University of Nottingham and Konstantinos Karagounis of the NTU Local and Economic Engagement have also been undertaking ongoing work on

monitoring and measuring the economic impacts of Covid-19 at local and regional level. This will contribute to recovery planning by a variety of organisations as and when the pandemic subsides. To-date 11 monitoring reports a Business Register and Employment Survey together with all the background research has been published on the Midlands Engine website with the most recent output being a discussion paper on the estimates of actual and potential impacts on private sector employment, sales and investment.

Will and Professor Daniel King from the Centre for People, Work and Organisational Practice have also been responsible for developing the Voluntary and Community Sector 'barometer' survey dashboard that is now being widely used by Department of Culture Media and Sport and by No. 10 Downing Street helping to understand the impacts of the Pandemic on the voluntary sector.

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

Since 2014, this Unit has been involved in two overlapping groups and communities of interest. The first (originally under the 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 Social Care.

The team investigated two of the largest financial challenges to the NHS namely inappropriate attendances in the Accident and Emergency Departments (based on a case study at the Queens Medical Centre in Nottingham); and avoidable delays in hospital discharges, from the Kings Mill hospital in Mansfield.

A second work stream emerged around the promotion and delivery of Health and Wellbeing following the implementation of the 2012 Health and Social Care Act and later the emergency of Integrated Care Systems under the NHS Long-Term Plan. Between 2016 and 2019 the allocation of QR funding by the university allowed the team to develop the latter via a case study of the emergence of Strategic Transformation Partnerships in Nottingham and Nottinghamshire which is currently being developed into the emerging Integrated Care Systems across health and social care.

From these two related projects and as mentioned above the group developed a potential impact case study for REF2021. During 2020 the NTU REF Planning Group decided in October that the impact case study entitled *Healthcare: Ensuring patients are treated in the most appropriate clinical and care settings* would be included in the formal submission.

As Strategic Transformation Partnerships were developed into Integrated Care Systems as a result of the NHS Long Term Plan, a potential impact case study emerged in parallel with this development, and Dr Michael Hewitt, Dr Yu-Ling Liu-Smith and Dr David Candon have joined the research team. In 2020 this has also led to the development of new projects with Nottingham and Nottinghamshire Healthwatch and a project focussing on the employment circumstances and prospects of people who care for others whether providing full or part-

time care. During 2020, the NTU REF Planning Group decided in April that this project was going to be more appropriate for development as part of an impact case study for the 2027REF.

The team have also been able to contribute to some of the multiple projects that Dr Sarah Pass leads around *Engage for Success*. Primarily based in the Centre for People Work and Organisational Practice, *Engage for Success* is a voluntary movement promoting employee engagement as a better way to work, and one that benefits individual employees, teams and whole organisations. Similarly Dr Zara Whysall who researches, leadership development, talent management, diversity management and organisational culture change, has this year developed multiple projects based around the increasingly common concept of ‘presenteeism’ which coincidentally is an issue that is very prevalent in the Healthcare sector generally but particularly pertinent to the COVID-19 pandemic. Finally this year we were delighted to welcome Dr Diane Frost to the group who (with Dr Mahmud) brings a welcome international interest to our research on healthcare.

### **Emergency Services Research Unit**

Prior to 2016, this project had two overlapping groups and communities of interest, which came together to have a closer common interest as a result of the 2017 Policing and Crime Act. Prior to the act the Police and Criminal Justice team was under the direction of Professor Harry Barton, while the Fire and Rescue Services team was led by Pete Murphy. Both teams were interested in the policy, governance and delivery of individual emergency services although they shared a joint interest in the interoperability of the emergency services and national and local resilience arrangements.

The team also shared many collaborative partners with research interests across the emergency services, both within NTU, and internationally. Prior to his retirement 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.

Police and Crime Commissioners and Police Panels were introduced in 2013, and these new arrangements took over responsibility for overseeing local policing policy and scrutiny from the former Police Authorities. More recently, the government has extended PCC powers to enable them to oversee local Fire and Rescue Services. This change together with proposals for greater collaboration between the three main emergency services and the establishment of a new joint Inspectorate for the Police and Fire and Rescue Services was enshrined in the 2017 Policing and Crime Act.

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 2014REF. Between 2015 and 2019 NBS were commissioned to provide further evidence for a series of

investigations and reports that the NAO, the National Fire Chiefs Council, the Fire Sector Federation and other national bodies have undertaken. In her last speech as Home Secretary, Theresa May announced changes to the national framework for Fire Services and the re-establishment of an external inspectorate that the research group had campaigned for since 2010. In 2017 the Policing and Crime Act was implemented; the 2018 National Framework was published to replace the obsolete 2012 framework and Her Majesty's Inspectorate of Constabulary and Fire & rescue services was established.

This research and the impact of NBS on the process and its outcomes forms the basis for an Impact case study. During 2020 the NTU REF Planning Group decided in October that the impact case study entitled *Improving policy, service delivery and public assurance in Fire and Rescue Services* would be included in the formal submission. This case study was also presented as the detailed case study for the EQUIS re-accreditation in November/December 2020.

In 2019 following two research and evaluation reports commissioned from NTU, the National Fire Chiefs Council has established a programme of projects to help local Fire and Rescue Services to review their Integrated Risk Management arrangements and the methodology they use for assessing community risks. This and related research is being developed as part of a potential impact case study for the 2027REF.

### **Interdisciplinary and ad hoc initiatives in 2020**

In addition to our major internal projects, the group have sought wherever possible to assist other projects across NBS and NTU. We have provided seminars and presentations to other research groups; advised, contributed and formally accessed grant applications, strategies and potential research projects and organised and facilitated support networks. 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.

## **6. Published Outputs 2020**

### **Academic Journal Articles**

BURNS, C., ECKERSLEY, P and TOBIN, P., 2020. EU environmental policy in times of crises. *Journal of European Public Policy*, 27, (1), pp1-19.

ECKERSLEY, P., and FERRY, L. 2020 Public service outsourcing: the implications of 'known unknowns and 'unknown unknowns' for accountability and policymaking. *Public Money and Management*, 40 (1), pp72-80.

FERRY, L., and **ECKERSLEY, P.** 2020. Hybridizing the institutional logistics of performance improvement and budgetary stewardship in English and Welsh local government. *Public Policy and Administration*, 35 (1) 45-64.

GREEN, W., SHAHZAD, M., WOOD, S., MARTINEZ MARTINEZ, M., BAINES, A., NAVID, A., JAY, R., **WHYSALL, Z.**, SANDARS, J. and PATEL, R., 2020. [Improving junior doctor medicine prescribing and patient safety: an intervention using personalised, structured, video-enhanced feedback and deliberate practice.](#) *British Journal of Clinical Pharmacology*, 86 (11), pp. 2234-2246.

**MURPHY, P.** and **LAKOMA, K.**, 2020. [Debate: Public audit, the Redmond review, and the use of public interest reports.](#) *Public Money & Management*. ISSN 0954-0962

**MURPHY, P.**, HARRADINE, D. and **HEWITT, M.**, 2020. [Evaluation of an early discharge from hospital scheme focussing on patients' housing needs: the ASSIST Project.](#) *Health and Social Care in the Community*. ISSN 0966-0410

**MURPHY, P.**, WANKHADE, P. and **LAKOMA, K.**, 2020. [The strategic and operational landscape of emergency services in the UK.](#) *International Journal of Emergency Services*, 9 (1), pp. 69-88. ISSN 2047-0894

**PASS, S.**, 2020. [Benefits of boredom: an 'interlopers' experience of conducting participant observation on the production line.](#) *European Management Review*.

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## **Appendix A.**

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

Professor Joyce Liddle (Northumbria)

Professor Ileana Steccolini (Newcastle)

Professor Iris Saliterer (Freiburg)

Professor Malcolm Prowle (Gloucestershire)

Professor David Buchanan (Cranfield)

Professor Paresh Wankhade (Edgehill)

Professor Laurence Ferry (Durham)

Professor Ian Hodgkinson (Loughborough)

Associate Professor Kirsten Greenhalgh (Nottingham)

Associate Professor Russ Glennon Manchester Metropolitan University

Visiting Fellow Roger Latham (Past President CIPFA)

Visiting Fellow Glyn Lowth (Past President CIMA)

Visiting Fellow Simone Jordan

Visiting Fellow Rebecca Larder