

Nottingham Business School

Public Policy and Management Research Group

Annual Report 2019



NOTTINGHAM
TRENT UNIVERSITY

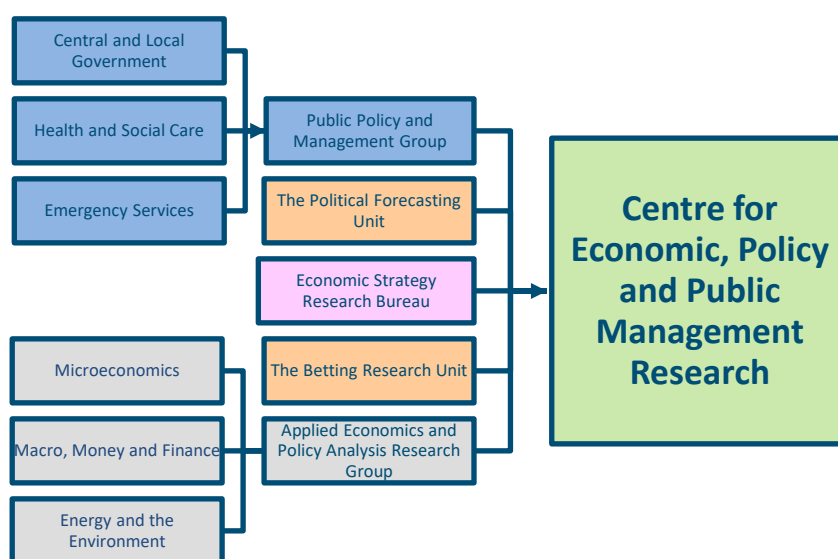
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1. Introduction

The Public Policy and Management Research Group is a growing research group within the Centre for Economics, Policy and Public Management Research (EPPM) in Nottingham Business School. EPPM, which is led by Professor Robert Ackrill is one of the three major research centres within the business school. The Public Policy and Management Group which is within EPPM continues to be led by Professor Pete Murphy and currently has an active core membership of 11 members of faculty.

In April 2019, Dr Phil Considine was promoted to the post of Director of Executive Development at Strathclyde University and in July 2019 Dr Russ Glennon was promoted to the post of Reader in Public Management and Strategy at Manchester Metropolitan University. Both however remain close collaborators with the group. In September 2019, Dr Peter Eckersley our Senior Research Fellow was also appointed to the post of Research Associate at the Leibniz Institute for Research on Society and Space, in Erkner, Germany. This is a two-year appointment with Peter's time shared between the two institutions and is an exciting new initiative for the Business School. Dr David Candon, from Edinburgh University and Derek Watling and Shaun Gordon from NBS also joined the team this year.



The 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 both nationally and locally.

As in recent years, the group has been greatly assisted in their efforts to develop an international dimension to their work by **Professor Ileana Steccolini** from Essex University (formerly of Newcastle and Bocconi), and by **Professor Joyce Liddle** of Northumbria University. Professor Steccolini is the leader of the Accounting and Finance Special Interest

Group of the International Research Society for Public Management. Professor Liddle is the former Honorary Chair of Joint University Council and former Professor of Public Management at Université d'Aix-Marseille. She is now at Newcastle Business School within Northumbria University having been appointed in May 2018. Professor Liddle was the chair of the Public Policy and Management research group when she was at NTU.

This year NBS hosted the third annual symposium with Sichuan University, and the return visit from CIPFA Japan President, Professor Toshihiko Ishihara from Kwansai Gakuin University in Japan. NBS will be visiting Sichuan in July 2020 and hosting a visit from Kwansai Gakuin in March. We also hope to capitalise on Peter Eckersley's joint appointment in Germany. The 'core' members of the group in 2019 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 Russ Glennon, Department of Management (until July 2019)

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.

Derek Watling, Department of Human Resource Management.

Dr Phil Considine, Department of Management (until April 2019).

Dr Shaun Gordon Department of Management

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

Katarzyna Lakoma, Research Associate (Emergency Services)

Bernard Kofi Dom, Associate Lecturer (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 2020 Research Excellence Framework and its international accreditations from the Association to Advance Collegiate Schools of Business (AACSB) and EQUIS the EFMD accredited scheme.

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 2019.

2. NBS Research Plan and Innovation 2019-23.

In June 2019, the Business School and the University approved the latest version of the NBS Research Plan 2019-23. This articulates 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 seeks to build on the success of REF2014, and the recent AACSB and EQUIS accreditations as NTU and NBS prepare for REF2021 and the re-accreditation in 2020 and 2021.

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.

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 2022/23.
- 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. The PPMRG contributes to all three of the strategic themes supported by NBS.

Strategic Objective 3. The 2021 REF outcome.

NBS objective is to be in the top 30th percentile of business schools covered in the REF2021 results. 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 120 eligible research active colleagues and will submit 62-64 at a GPA grade average of over 3.00
- Impact Case Studies – although dependent on the numbers of individuals submitted to REF, NBS currently expects to submit between five and six impact case studies in Unit of Assessment C17 at a grade average of over 3.00.
- 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 50th 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 this year in preparation for REF 2021. There are now 3 research centers and 6 research groups.

- Responsible and Sustainable Business 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
- Accountancy and Finance Led by Dr Nuch Tantisantiwong
- International Business and Strategy led by Professor Ursula Ott
- Work Information 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 will shortly be available on the NTU website.

Strategic Objective 6. Investment strategy

The investment strategy for research at NBS will focus on 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 will be focused and directed into developing robust and enduring research infrastructure and research support for all six research centers/groups.

3. Purpose and Objectives.

As stated earlier the Public Policy and Management Research Group reviews its purpose and objectives annually so as to remain current and relevant to the Schools aims and objectives for research. The group's **purpose** for 2019 are 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.

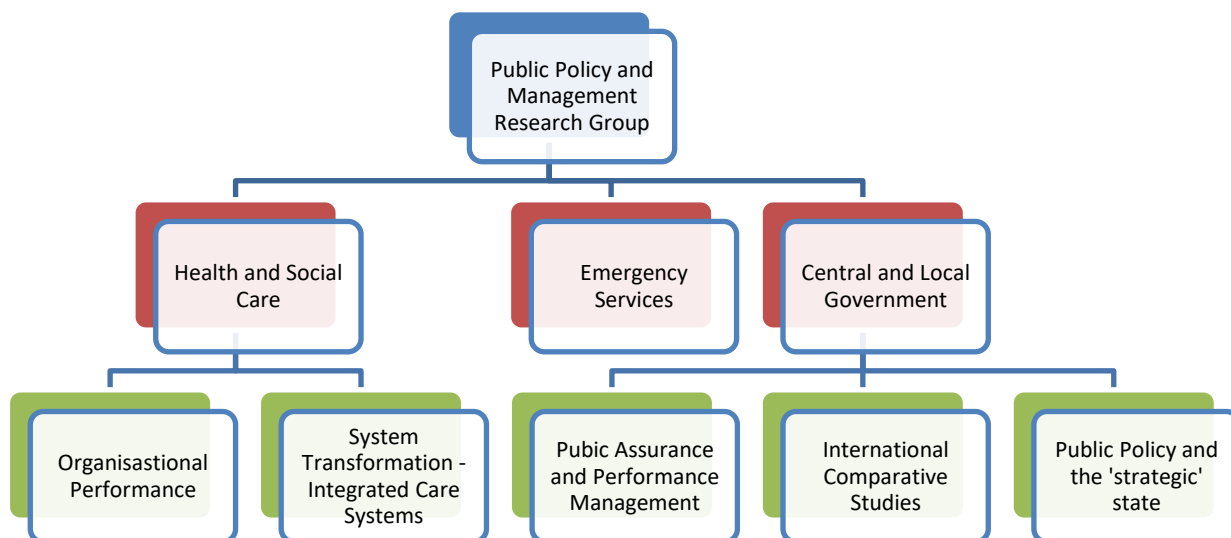
The latest **objectives** of the group therefore acknowledge and embrace the Strategic Objectives of the NBS Research Strategy 2017-2021 which have been rolled forward in the Research and Innovation Strategy 2019-2023. The current objectives (which remain the same as last two years) are:-

- 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 agreed changes to the research groups in NBS, the annual audit of activity in 2017, a new research strategy was produced to guide the new groups' activities in 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 three 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, were merged into a single work stream following the retirement of Professor Harry Barton in 2017. The detailed activity of the individual research units is described in the next section.

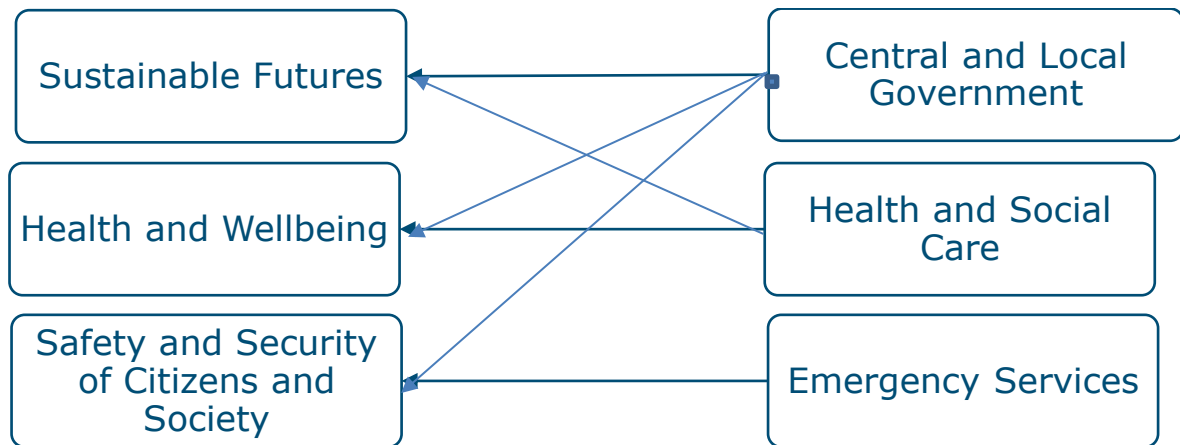
The group are also actively involved in a number of projects that fall under other research groups within NBS most notably the Accounting and Finance Research Group, the Applied Economics and Policy Analysis Research Group and the Responsible and Sustainable Business Lab. NBS and PPMRG actively encourage 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 three 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. Pete Murphy has been the Joint Director of the Health and Wellbeing Theme together with the Associate Deans Research of Science and Social Science. 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.

NTU Strategic Research Themes

Public Policy and Management



5. Review of Activity in 2019.

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 REF2021 laid over the last four years.

The focus this year (as it was last year), 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.

In order to facilitate our strategy for development and impact, 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 and practitioner conferences. We have in particular, although not exclusively, supported conferences or panels relating to public management, public accountability and performance management.

Group members, individually or collectively, have also been actively involved in organising conference programmes, panels, delivering papers, and organising debates. The key academic conferences we were engaged in this year include: -

- JUC Public Administration Committee annual conference (PAC) which this year was held at Northumbria University the Public Management Group organised panels and presented papers in September 2019;

- British Academy of Management (BAM) conference – where Russ Glennon organised the Public Management Special Interest Group and Pete Murphy organised the Emergency Services panel.
- International Research Society for Public Management Conference where Martin Jones jointly organised the Accounting and Finance Special Interest Group panels and Pete Murphy the Emergency Services panel;

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 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 full list of conferences supported by core members of the group, which includes practitioner conferences as well as academic conferences is included as Appendix B.

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 maintained the number of seminars (10) from previous years and helped to increase attendance and interest at the seminars.

The new NBS Research and Innovation Strategy and the forthcoming REF2021 have had a considerable influence on the groups' activity. In addition to 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

The Central and Local Government team led by Martin Jones and Pete Murphy 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.

Since 2016 there have been three inter-related work streams investigating these issues, from which the group started to develop a potential impact case study relating to Public Assurance and Value for Money in locally delivered public services for the 2021 REF. This has continued to be developed throughout 2019 and has been reviewed by the NTU REF Planning Group.

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 in 2013 of Visiting Professor Ileana Steccolini, 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. 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. In 2019 the annual conference was in Wellington, New Zealand and the annual workshop was in Sienna, Italy.

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. The 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, NBS was commissioned 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. Since 2015 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 Planning system.

Work stream 3. The development of the 'Strategic' State.

This project continues to investigate performance improvement and infrastructural support arrangements for 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. The NAO report on the Single Departmental Spending Plan system also utilised this conceptualisation. This year the group provided both written and oral evidence to the HDCLG Select Committee considering Local Government Finance and the 2019 Spending Review, and written submissions to the Redmond Review of Public Audit.

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**. It 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.

The second work stream, emerged around the promotion and delivery of Health and Wellbeing following the implementation of the 2012 Health and Social Care Act. Between 2016 and 2019 the allocation of QR funding by the university allowed the team to develop a further interrelated areas of enquiry around the emergence of Strategic Transformation Partnerships which developed into the emerging Integrated Care Systems across local health and social care delivery systems.

In 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, Don Harradine and Michael Hewitt to evaluate the **ASSIST** collaborative venture in Mansfield. 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 following which a third multi agency evaluation was commissioned in 2017. In that year the project won the National Institute for Health and Social Care Excellence (NICE) Shared Learning Award at the annual conference in Liverpool and features as good practise on NHS and local government websites.

The second project which has been supported through the NTU QR fund, relates to System Transformation in the NHS (now known as **Integrated Care Systems (ICS)**). A team originally led by Dr Phil, Considine, working with Pete Murphy and Visiting Professor David Buchanan, and Visiting Fellow Simone Jordan investigated the establishment of Sustainable Transformation Partnerships (STPs) with senior leaders within the NHS. As STPs reformed into Integrated Care Systems as a result of the NHS Long Term Plan the case study evolved in parallel with this development, and Michael Hewitt and David Candon have joined the research team.

As delays in Hospital discharges, inappropriate attendances in Accident and Emergency departments and the response through the ICSs are among the biggest challenges facing the NHS and the wider health and social care systems in England a potential impact case study for the 2021 REF, has been developed from these projects although the ICS project is in its

infancy and might more appropriately form the basis for an Impact Case Study in the next REF.

Emergency Services Research Unit

Up until 2018, this project has had two overlapping groups and communities of interest, which had 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 and they shared a joint interest in the interoperability of the emergency services and national and local resilience arrangements.

The team also shares 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.

In 2012, **Police and Crime Commissioners** and Police Panels were established 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. Since 2015, NBS have been commissioned to provide further evidence for a series of investigations and reports that the NAO and other national bodies have undertaken. In her last speech as Home Secretary, Theresa May announced changes to the evidence base for Fire Services and the re-establishment of a Fire inspectorate that the research group had campaigned for since 2010. In 2017 the Policing and Crime Act was implemented and in 2018 the National Framework for Fire and Rescue Services was published to replace the obsolete 2012 framework that had been consistently challenged by the NTU research.

This continuing research and evaluation forms the basis for another potential Impact Case Study being developed for REF 2021.

Interdisciplinary or ad hoc initiatives in 2019

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.

Impact Case Studies for REF 2021

Members of the PPMRG are responsible for developing four Impact Case Studies for possible inclusion in the University's submission for sub-panel C17 (Business and Management) of REF 2021. These are

- Local economic research with impacts on policy and practice
- Public assurance and effective delivery of public services
- Healthcare: Ensuring patients are treated in the most appropriate clinical and care settings:
- Improving policy, service delivery and public assurance in Fire and Rescue Services

The group is also in the early stages of developing further Case Studies for the subsequent REF exercise.

a) Local economic research with impacts on policy and practice

Over the last decade the economic development landscape in England has been transformed. The Great Recession was followed by a prolonged period of stagnant economic growth, a fall in real earnings, public sector austerity and restructuring. There was a significant erosion in the capacity of local/regional organisations to undertake the research needed to inform sound economic planning and policy development. NBS research has helped to fill crucial gaps in strategic capability arising from these changes – demonstrating the contribution that Universities as anchor institutions can make in their localities – to the direct benefit of both communities and businesses. This research has:

- Shaped the content of economic development strategies at local, sub-national and regional scales; and
- Informed business planning in private organisations and the creation of a new Bio-science business incubation facility, currently employing some 150 people in Newcastle.

This potential case study focuses on a strand of research relating to the development of the Nottingham bioscience cluster. This is applied policy relevant research which is characteristic of NBS. It is also research that has impacted on policy and practice in a number of clearly measurable ways. (Will Rossiter, David Smith, Michael Ehret, Daniel McDonald-Junor, Christopher Lawton, Craig Bickerton).

b) Public assurance and effective delivery of public services

Public services at both national and local levels have been reconfigured, re-planned and improved as a result of research at NBS, commissioned by the National Audit Office.

NBS have produced a series of reports on public expenditure as a whole and specific expenditure in the health, local government, police and fire and rescue services. This demonstrated that plans and monitoring arrangements for future national expenditure of £1,825 billion were inadequate and that the public assurance and value for money in these four locally delivered public services deteriorated significantly between 2010-2015 and was continuing to deteriorate.

This resulted in government action to improve the governments 'Single Departmental Plans' produced for the 17 largest non-devolved departments to guide policy and in the 5-year period from 2015-2020. The government also acted to improve service delivery and public assurance arrangements with significant changes in legislation, government expenditure and reconfigurations in service delivery and public assurance agencies across the four locally delivered services in Local government, Healthcare, Police and Fire and Rescue Services, (Pete Murphy, Martin Jones, Pete Eckersley, Russ Glennon).

c) Healthcare: Ensuring patients are treated in the most appropriate clinical and care settings:

Healthcare in the UK has an annual budget in excess of £130 billion. NTU tackled two of the biggest financial, clinical and operational challenges currently facing the NHS. Overcrowding in Accident and Emergency Departments (A&E) and delayed discharges from secondary care (hospitals).

Nottingham University Hospitals Trust (NUHT) is the 4th largest acute hospital in the UK and the largest outside London. People between the ages of 19-29 are intermittent users of NHS services but are among the least efficient groups of users of NHS services and represent over 17% of A&E attendances at NUHT. NTU were commissioned to investigate whether these young people were best treated at A&E or at alternative healthcare settings. They recommended a series of strategies and techniques to avoid 'unwarranted' presentations at A&E and to improve out of hospital services. This also facilitated improved capacity and greater flows of patient's genuinely needing A&E care.

NTU also helped to design and evaluate an early discharge initiative focussed upon King's Mill Hospital in Mansfield and Mansfield and Ashfield housing services. The project significantly reduced delayed discharges and had an annual multi-agency return on investment of over 300%. It won the National Institute for Health and Care Excellence award for Shared Learning for 2017 and inspired similar schemes throughout the UK, (Pete Murphy, Michael Hewitt, Don Harradine, Malcolm Prowle, David Candon).

d) Improving policy, service delivery and public assurance in Fire and Rescue Services

Research at NBS over the last 10 years has established that since 2010, the development of national and local policy, the configuration and delivery of fire and rescue services and the level of public assurance that citizens have the right to expect have been significantly deteriorating. They are sub-optimally configured, and failing in their statutory obligation to facilitate continuous improvement with reference to economy efficiency and effectiveness

In multiple publications and reports NBS has shown that national (and local) public policy was lacking assurance and credible evidence upon which to base decisions; that the services lacked strategic alignment with other emergency services and with other key stakeholders and collaborators such as local government and the NHS.

This resulted in Chapters 1-4 of the Policing and Crime Act 2017 which relate to Fire and Rescue services. The Act subsequently led to the issuing of a new National Framework for Fire and Rescue Services in 2018; in the establishment of a new national Inspectorate and inspection regime for Fire and Rescue services, and a return to evidence based policy development, and service delivery within the sector (Pete Murphy, Katarzyna Lakoma, Pete Eckersley, Russ Glennon).

6. Published Outputs 2019

Academic Journal Articles

BARBERA, C., JONES, M., KORAC, S., SALITERER, I. and STECCOLINI, I., 2019. Local government strategies in the face of shocks and crises: the role of anticipatory capacities and financial vulnerability. *International Review of Administrative Sciences*

BURNS, C., ECKERSLEY, P. and TOBIN, P., 2019. EU environmental policy in times of crisis. *Journal of European Public Policy*.

CANDON, D., 2019. The joint effect of health shocks and eligibility for social security on labor supply. *European Journal of Health Economics*, 20 (7), pp. 969-988.

CHAPPLE, W., MOLTHAN-HILL, P., WELTON, R. and HEWITT, M., 2019. Lights off, spot on: carbon literacy training crossing boundaries in the television industry. *Journal of Business Ethics*.

ECKERSLEY, P. and FERRY, L., 2019. Public service outsourcing: the implications of 'known unknowns' and 'unknown unknowns' for accountability and policymaking. *Public Money & Management*. ISSN 0954-0962

ECKERSLEY, P. and TOBIN, P., 2019. The impact of austerity on policy capacity in local government. *Policy & Politics*, 47 (3), pp. 455-472. ISSN 0305-5736

FERRY, L. and **ECKERSLEY, P.**, 2019. Budgeting and governing for deficit reduction in the UK public sector: act four - risk management arrangements. *Public Money & Management*. ISSN 0954-0962

GLENNON, R., HODGKINSON, I. and KNOWLES, J., 2019. Learning to manage public service organizations better: a scenario for teaching public administration. *Teaching Public Administration*, 37 (1), pp. 31-45.

MURPHY, P., WANKHADE, P. and **LAKOMA, K.**, 2019. The strategic and operational landscape of emergency services in the UK. *International Journal of Emergency Services*.

RUHLE, S., BREITSOHL, H., ABOAGYE, E., BABA, V., BIRON, C., CORREIA-LEAL, A.C., DIETZ, C., FERREIRA, A., GERICH, J., JOHNS, G., KARANIKA-MURRAY, M., LOHAUS, D., LØKKE, A., LOPES, S.L., MARTINEZ, L.F., MIRAGLIA, M., MUSCHALLA, B., POETHKE, U., SARWAT, N., SCHADE, H., STEIDELMÜLLER, C., VINBERG, S., **WHYSALL, Z.** and YANG, T., 2019. "To work, or not to work, that is the question" – recent trends and avenues for research on presenteeism. *European Journal of Work and Organizational Psychology*.

SPENCER, T., HAYDEN, J., **MURPHY, P.** and **GLENNON, R.**, 2019. Stating the obvious: evaluating the state of public assurance in fire and rescue authorities in England. *International Journal of Emergency Services*, 8 (1), pp. 20-33.

TAYLOR, L., **MURPHY, P.** and GREENHALGH, K., 2019. Accountability for performance in English and Scottish fire and rescue services from 2010 to 2016. *Public Money & Management*.

WHYSALL, Z., OWTRAM, M. and BRITTAİN, S., 2019. The new talent management challenges of industry 4.0. *Journal of Management Development*, 38 (2), pp. 118-129.

Professional Journal Articles

MURPHY, P., 2019. Inspections reveal lack of support or investment. *FIRE*, 114 (1415), pp. 14-15.

MURPHY, P., **LAKOMA, K.** and TOOTHILL, A., 2019. Do we need to review IRMPs? *FIRE*, 114 (1419), pp. 13-16.

WHYSALL, Z., 2019. Impaired vision: unconscious bias. *Managing For Success* (85), p. 27.

WHYSALL, Z. and WEBSTER, H., 2019. How cognitive bias affects decision-making. *Recruitment International*, p. 15.

WHYSALL, Z., 2019. Organisational behaviour management. *The HR Director* (171), pp. 20-21

Books and Book Chapters

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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 Gerry McSorley (NHS)

Professor Paresh Wankhade (Edgehill)

Professor Zoe Radnor (Cass)

Professor Claire Hannibal (Manchester Metropolitan)

Professor Laurence Ferry (Durham)

Professor Ian Hodgkinson (Loughborough)

Associate Professor Kirsten Greenhalgh (Nottingham)

Dr Nikola Bateman (Leicester)

Dr Jo Meehan (Liverpool)

Visiting Fellow Roger Latham (Past President CIPFA)

Visiting Fellow Glyn Lowth (Past President CIMA)

Visiting Fellow Simone Jordan

Visiting Fellow Rebecca Larder