

Nottingham Business School

Public Policy and Management Research Group

Annual Report

2017



NOTTINGHAM
TRENT UNIVERSITY

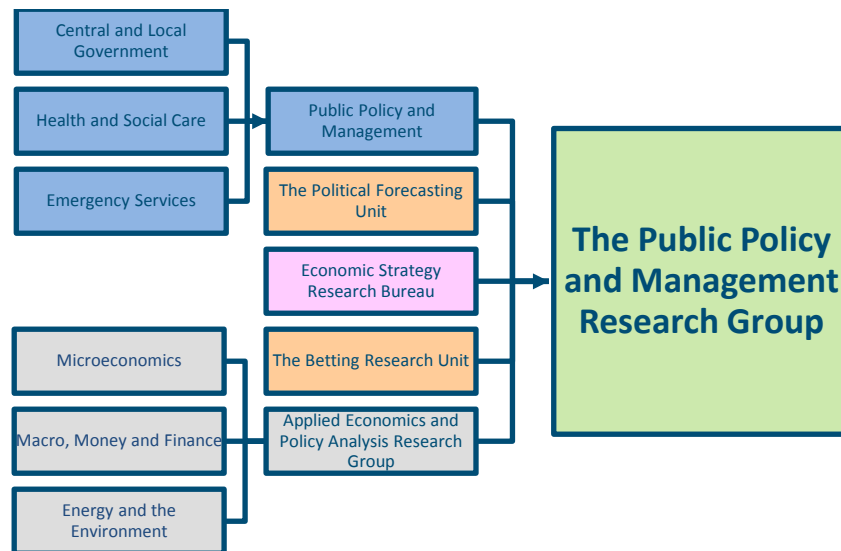
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1. Introduction

The Public Policy and Management Research Group is one of the smaller of the research centres within Nottingham Business School, with a research active core membership of 10 members of faculty. We were delighted to welcome our first full time Research Assistant Katarzyna Lakoma to the group in September 2017. Katarzyna will predominantly be working with the Emergency Services team.

This is the final report of the Research Group in its current form as the group will be merged with the Betting and Political Forecasting Units; the Economic Strategy Research Bureau and the Applied Economics and Policy Analysis Research Group in January 2018. This larger cluster of interests was recommended by the NBS Research Advisory Board, by the EQUIS Accreditation Panel and by the NTU Academic Research Leadership Team.



In May 2017, Peter Murphy was invited to become Acting Head of Research at NBS, and was promoted to Professor of Public Policy and Management in August 2017. In October he was also appointed Joint Lead (with the Associate Deans for Research in Social Science and Science and Technology), for the NTU Strategic Research Theme for Health and Wellbeing.

As a result of these and other changes in NBS research leadership, Professor Robert Ackrill will become the Director of the newly merged group. The recruitment of a new Professor for Public Management and further appointments to the group in terms of a Research Fellow and a Senior Research Fellow are on-going. The interim leadership arrangements for the new group are:-

Director: Professor Rob Ackrill

Secretary: Professor Pete Murphy

Early Career Co-ordinator: Professor Alan Collins

Impact Case Studies: Associate Professor Will Rossiter

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 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 initiatives by **Professor Ileana Steccolini** from Newcastle University, and by **Professor Joyce Liddle** of the University of Aix-Marseilles. 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 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 'core' members of the group in 2017 were:-

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

Mr Will Rossiter, Director Economic Strategy Research Bureau.

Dr Russ Glennon, Strategic Management Division

Dr Michael Hewitt, Economics Division.

Dr Sarah Pass, Human Resource Management Division.

Dr Phil Considine, Strategic Management Division.

Dr Rupert Matthews, Marketing Division.

Katarzyna Lakoma, Research Assistant Emergency Services

The group's activity was restructured in 2013 to help facilitate the Business Schools submission for the 2014 Research Excellence Framework and in 2015 it was reviewed 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).

In 2016 the Business School having achieved AACSB accreditation, decided to seek EQUIS accreditation. The public management group's scope, purpose and objectives were revisited although only minor modifications were needed to keep at that time. The successful outcome of the EQUIS accreditation was announced on 13th December 2017.

As a result of the EQUIS report and; the University and the Business School's review of their strategic research ambitions, the group has reviewed its' ambitions and objectives, as it

prepares for REF2021, implements the latest NBS Research Plan 2017-21 and prepares in the long term for REF2026. The group have been conscious of the REF2021 guidelines issued in November 2017, and although aware that further guidance will be issued in 2018 and 2019 have been preparing to ensure we are able to maximise our contribution to REF2021

Although, the next section, outlines the NBS strategic plans for the future, and the groups purpose and structure, this annual report is primarily concerned with the activity of the group in the past year 2017. The new groups' research audit and the research strategy for 2017-2021 are primarily contained in the appropriate complementary reports available from NBS.

2. NBS Research Plan 2017-21.

In June 2017, the Business School and the University approved the latest version of the NBS Research Plan 2017-21. This articulates the School's intention 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. This seeks to build on the success of REF2014, and the recent AACSB and EQUIS accreditations as NTU and NBS prepare for REF2021.

NBS Strategic Aims for Research.

In August 2017, the business school adopted two new overarching Strategic Objectives that closely reflect the NTU strategic vision for research.

Strategic Objective 1.

To expand our research excellence and scholarship in the fields of business, economics and management; to develop our capacity and capability; to investigate and research both nationally and internationally, and to nurture future generations of researchers in both our disciplinary and our interdisciplinary scholarship and research. NBS will also play a full part in contributing to the development of the cross-university strategic research themes and the strategic collaborations and partnership compacts currently developing across the university.

Strategic Objective 2.

Between 2017 and 2021 our ambition for the REF2021 exercise is to:-

- Improve our submission of individual researcher active faculty to 45+ (based on a GPA of 3.0) with an additional Research Engaged Faculty of 70+ and over 50% of faculty falling within these two categories.

- To refine and focus 6-8 of the potential Impact Case Studies, developing within NBS, to support our submission to REF Unit of Assessment C17 and to support other Case Studies across the University as appropriate
- To develop the Research Environment within NBS such that its contribution to the 2021 REF supports, facilitates and promotes the ambitions of the first two categories.

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

Action 2.1: Strengthen Research Leadership within NB

Action 2.2: Increase research capacity and capability:

Action 2.3: Increase long-term capacity and capability

Action 2.4: Improve the structure, capacity and resilience of research support:

Action 2.5: Research planning and implementation

Actions 2.6: Continuing generic improvements: These include:

- Aligning the Doctoral programmes with the research group's research
- Meet established thresholds for research outputs from Professors, and Associated Professors, which are enshrined within research group/centres objectives.
- Integrate IRR output expectations to the annual PDCR process for all research faculty.

The plan also makes provision for the introduction of an annual NBS research event to celebrate research achievements.

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 groups **purpose** for 2018 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.

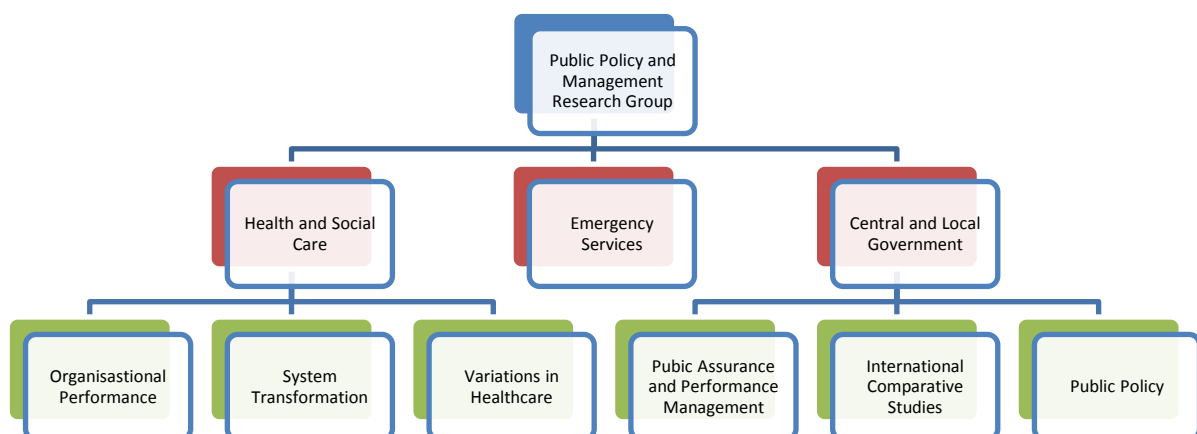
The latest **objectives** of the group therefore acknowledge and embrace the new Strategic Objectives of the NBS Research Strategy 2017-2021. The current objectives are:-

- 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 inter-disciplinary 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 has been produced to guide the new groups’ activities in period up to the 2021 REF. This is published as a separate document to this annual report.

4. Group Structure and Interests

The Public Policy and Management Research Group has been structured for the last two 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 three complementary work streams: while ‘Emergency Services’, which

previously had two these have been merged into a single work stream on the retirement of Professor Harry Barton.

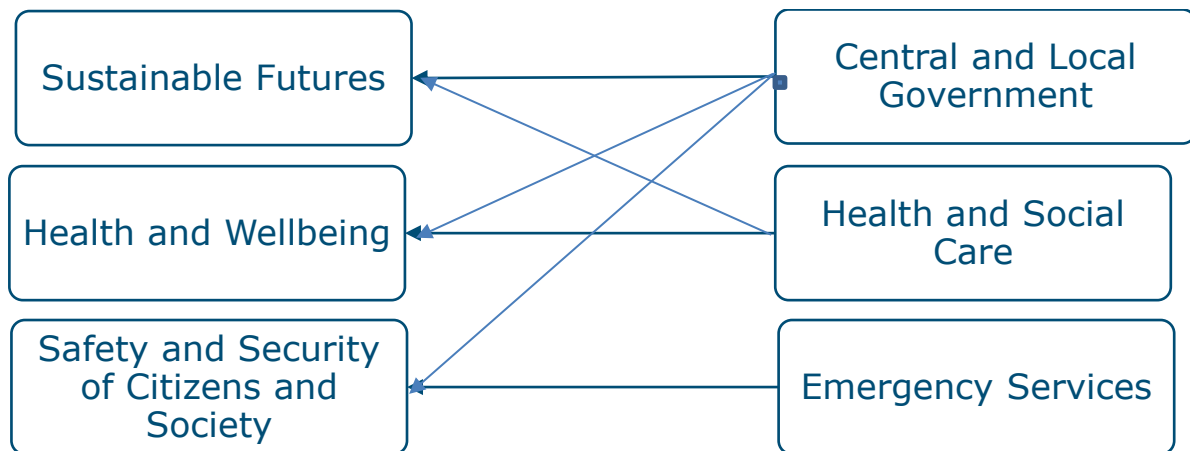
The group are also actively involved in a number of projects that fall under other research groups most notably the Economic Strategy Research Bureau (ESRB) led by Will Rossiter. Will has been a member of the PPMRG as well as being the leader of ESRB. Details of ESRB initiatives are available from ESRB annual reports.

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

NTU has also designated five Strategic Research Themes which are intended to promote and support interdisciplinary research across the university. The research group actively contributes to three of these themes, and Pete Murphy is the Joint Director of the Health and Wellbeing Theme with the Associate Deans Research of Science and Social Science.

NTU Strategic Research Themes

Public Policy and Management



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 REF2021 laid in 2015 and 2016.

The focus this 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 collaborations as we attempt to strengthen the schools international profile in advance of EQUIS and

REF2021. 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 REF2021.

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 and practitioner 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 also been actively involved in organising conference programmes, panels, delivering papers, and organising debates. The key conferences we were engaged in this year include:-

- JUC Public Administration Committee annual conference (PAC) which the Public Management Group hosted; organised panels and presented papers in September 2017;
- British Academy of Management (BAM) conference – where Glennon and Murphy organised the Public Management Special Interest Group and Murphy the Emergency Services ;
- International Research Society for Public Management Conference where Jones jointly organised the Accounting and Finance Special Interest Group panels and Murphy the Emergency Services panel;

The full list of conferences supported by core members of the group are 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 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 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 co-ordinated by Don Harradine. This maintained the number of seminars (10) from previous years and helped to increase attendance and interest at the seminars.

The new NBS Research Strategy and the forthcoming REF2021 have had a considerable influence on the groups' activity. In addition to individual research outputs, the group have spent 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 shape their activity to face these challenges and continued 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 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.

In 2016 there were three inter-related work streams investigating these issues, from which the group also developed a potential impact case study relating to Public Assurance and Value for Money in locally delivered public services for the 2021 REF.

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, 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. The work of the group is integrated and co-ordinated through the International Research Society Special Interest Group for Accounting and Finance which hold an annual conference and an annual workshop. In 2016 the annual conference was in Budapest and the annual workshop was in Freiburg. In addition a launch event , sponsored by the universities of Newcastle and Durham, was arranged in London to mark the launch of the groups book edited by Ileana, Martin and Iris Saliterer.

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 continue to examine 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 project.

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, Pete Murphy was 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 2015 and 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 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.

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.

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 following which a third multi agency evaluation was commissioned. In 2017 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. We have also advised a number of other areas and councils in their ambitions to establish similar schemes to the ASSIST project.

The first of two 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 investigating STPs with senior leaders within the NHS. A memorandum of understanding is being negotiated to agree projects with the Greater Nottingham and Mid-Nottinghamshire STPs between 2018-2019.

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 and a progress report was presented at the Health and Social Care Symposium at NBS in December 2016.

As delays in Hospital discharges, inappropriate attendances in Accident and Emergency departments (a previous project from the team) and the response through the STPs 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 2021 REF.

Emergency Services Research Unit

Up to the end of 2017 this project has had two overlapping groups and communities of interest, which have recently (and coincidentally) been brought together in 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 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 team also shares 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 took over responsibility for overseeing local policing policy and scrutiny from the former Police Authorities. 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 2017 Policing and Crime Act 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.

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. A subsequent 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. 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 a Fire inspectorate that the group had campaigned for over the previous 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. It also provided one of the chapters for the book 'Fire and Rescue Services: Leadership and Management Perspectives' published in October 2017.

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. This has been completed and has been followed by further seedcorn projects on the new Inspectorate and the intervention process for FRS.

On 14th June Pete was chairing a Fire Service Conference in London on the day of the Grenfell Tower disaster. The Fire Sector Federation, of which the team has corporate membership are an invited contributor to both the Grenfell Public Inquiry and the Dame Judith Hackitt investigation into the adequacies of the Building Regulations. The team have been helping prepare FSF evidence to both investigations.

Interdisciplinary or ad hoc initiatives in 2017

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.

6. Published Outputs 2016

Academic Journal Articles

BARBERA, C., **JONES, M.**, KORAC, S., SALITERER, I. and STECCOLINI, I., 2017. Governmental financial resilience under austerity in Austria, England and Italy: how do local governments cope with financial shocks? *Public Administration*.

BARTON, H. and **MATTHEWS, R.**, 2017. An assessment of the impact of lean interventions within the UK police service. *American Journal of Management*, 17 (2), pp. 9-22.

FERRY, L. and **MURPHY, P.**, 2017. What about financial sustainability of local government!— A critical review of accountability, transparency, and public assurance arrangements in England during austerity. *International Journal of Public Administration*.

GLENNON, R., HANNIBAL, C. and MEEHAN, J., 2017. The impact of a changing financial climate on a UK local charitable sector: voices from the front line. *Public Money & Management*, 37 (3), pp. 197-204.

HODGKINSON, I.R., HUGHES, P., HUGHES, M. and **GLENNON, R.**, 2017. Does ownership matter for service delivery value? an examination of citizens' service satisfaction. *Public Management Review*, 19 (8), pp. 1206-1220.

GLENNON, R., HODGKINSON, I., KNOWLES, J., RADNOR, Z. and BATEMAN, N., 2017. Public sector 'modernisation': examining the impact of a change agenda on local government employees in England. *Australian Journal of Public Administration*.

HEWITT, M., DINGWALL, R. and TURKMENDAG, I., 2017. More than research intermediaries: a descriptive study of the impact and value of learned societies in the UK social sciences. *Science and Public Policy*.

MATTHEWS, R.L., MACCARTHY, B.L. and BRAZIOTIS, C., 2017. Organisational learning in SMEs: a process improvement perspective. *International Journal of Operations and Production Management*, 37 (7).

MURPHY, P., ECKERSLEY, P. and FERRY, L., 2017. Accountability and transparency: police forces in England and Wales. *Public Policy and Administration*, 32 (3), pp. 197-213. ISSN 0952-0767

ROSSITER, W., 2017. Prospects and challenges for city region devolution in Nottingham and the East Midlands. *Discussion Papers in Economics* (2017/5). ISSN 1478-9396

ROSSITER, W. and **SMITH, D.J.**, 2017. Institutions, place leadership and public entrepreneurship: reinterpreting the economic development of Nottingham. *Local Economy*, 32 (4), pp. 374-392.

SMITH, D.J., ROSSITER, W. and **MCDONALD-JUNOR, D.**, 2017. Adaptive capability and path creation in the post-industrial city: the case of Nottingham's biotechnology sector. *Cambridge Journal of Regions, Economy and Society*, 10 (3), pp. 491-508. ISSN 1752-1378

WHYSALL, Z., BOWDEN, J. and **HEWITT, M.**, 2017. Sickness presenteeism: measurement and management challenges. *Ergonomics*.

Professional Journal Articles

HEWITT, M., DINGWALL, R. and TURKMENDAG, I., 2017. Squeeze on academics poses threats to learned societies. *Research Fortnight*, p. 23.

MURPHY, P., 2017. Independent inspectorate in danger of becoming Home Office handmaiden. *FIRE*, 112 (1398), pp. 9-11.

MURPHY, P., and **GLENNON, R.** 2017 Leadership and Management in Fire and Rescue Services. *Public Sector Focus* November/December 2017 pp. 74-75.

Books and Book Chapters

FERRY, L. and **MURPHY, P.**, 2017. Local government Under austerity, narrowing the accountability landscape in England. In: A. FARAZMAND, ed., *Global encyclopedia of public administration, public policy, and governance*. Cham: Springer International Publishing, pp. 1-7.

JONES, M., 2017. English resilience in the face of austerity. In: I. STECCOLINI, M. JONES and I. SALITERER, eds., *Governmental financial resilience: international perspectives on how local governments face austerity*. Public policy and governance, 27. Bingley: Emerald.

MURPHY, P. and GREENHALGH, K., 2017. Editors Fire and rescue services: leadership and management perspectives. *Leadership and management in emergency services*. London: Springer.

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TAYLOR, L., **MURPHY, P.** and GREENHALGH, K., 2018. Scottish fire and rescue services reform 2010–2015. In: P. MURPHY and K. GREENHALGH, eds., *Fire and rescue services: leadership and management perspectives*. London: Springer, pp. 191-205.

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BLACK, P., SCHIFFERES, J. and **ROSSITER, W., 2017.** Refreshing the D2N2 Strategic Economic Plan: the case for inclusive growth. Research report for external body. Nottingham: Nottingham Civic Exchange, Nottingham Trent University.

FERRY, L., GEBREITER, F. and **MURPHY, P., 2017.** Written evidence submitted to the Public Accounts Committee on Financial Sustainability of the NHS. Research report for external body. London: House of Commons.

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HARRADINE, D., PROWLE, M., MURPHY, P. and VALERO-SILVA, N., 2017. An examination of the reasons for ED attendances by a prescribed Millennials/Generation Y cohort in Nottingham. In: PAC Annual Conference 2017, Nottingham Conference Centre Nottingham Trent University, 12-14 September 2017.

FERRY, L., GEBREITER, F. and **MURPHY, P., 2017.** Mirror images! - accountability and blame avoidance in England's NHS. In: Public Services and Charities: Accounting, Accountability and Governance at a Time of Change, Queen's Management School, Queen's University, Belfast, 18-19 January 2017.

GLENNON, R., 2017. English local government performance and improvement approaches in austerity: six case studies. In: Japan Foundation/CIPFA Japan Symposium on Public Services Reform: Innovation Leadership and Governance, Kwansai Gakuin University, Osaka, Japan, 10-11 November 2017.

GLENNON, R., 2017. Rethinking accountability and assurance in public services. In: School of Public Administration of Sichuan University and Nottingham Business School Research Symposium: 'Public governance and public policy in local government', Nottingham Conference Centre, Nottingham Trent University, Nottingham, 27-28 July 2017.

GLENNON, R., HODGKINSON, I., KNOWLES, J., RADNOR, Z. and BATEMAN, N., 2017. The aftermath of modernization: examining the impact of a change agenda on local government employees in the UK. In: 21st International Research Society for Public Management (IRSPM) Conference, Corvinus University of Budapest, Budapest, Hungary, 19-21 April 2017.

GLENNON, R., RADNOR, Z., BATEMAN, N. and BARTON, H., 2017. The price of austerity: reconceptualising value for money in English local authorities. In: 21st International Research Society for Public Management (IRSPM) Conference, Corvinus University of Budapest, Budapest, Hungary, 19-21 April 2017.

LIDDLE, J. and **ROSSITER, W.,** 2017. The changing nature of accountability and governance for economic development and 'deal making' in England. In: Joint University Council Public Administration Committee Conference, Nottingham Trent University, Nottingham, 13-14 September 2017.

MURPHY, P., 2017. Health and social care rationing - who decides what is funded? In: 11th International Conference of the Society for Acute Medicine, International Convention Centre (ICC), Birmingham, 11-12 September 2017.

MURPHY, P., 2017. The development of impact case studies for REF2021 at Nottingham Business School. In: PAC Annual Conference 2017, Nottingham Conference Centre Nottingham Trent University, 12-14 September 2017.

MURPHY, P., 2017. Fire and rescue services: governance, performance management and service configuration in Scotland and England since devolution in 2010. In: School of Public Administration of Sichuan University and Nottingham Business School Research Symposium: 'Public governance and public policy in local government', Nottingham Conference Centre, Nottingham Trent University, Nottingham, 27-28 July 2017.

MURPHY, P., 2017. Have we returned to government by fiat? An evaluation of proposals for Police and Crime Commissioners to assume responsibility for the governance of Fire and Rescue Services in England. In: International Research Society for Public Service Management. Panel E1: Emergency Services Management, Corvinus University, Budapest, Hungary, 18-21 April 2017.

MURPHY, P. and GLENNON, R., 2017. Rethinking accountability and assurance in public services. In: Political Studies Association (PSA) 67th Annual International Conference 2017, University of Strathclyde, Glasgow, 10-12 April 2017.

MURPHY, P. and GLENNON, R., 2017. Still waiting... Updating the government's Single Departmental Plans in England. In: International Research Society of Public Management. Panel G1: Accounting and Accountability, Corvinus University, Budapest, Hungary, 18-21 April 2017.

MURPHY, P. and GLENNON, R., 2017. A critical review of accountability, transparency and public assurance arrangements in England during austerity 2010-2015 in place based accountability in a post Brexit world. In: Durham University/Centre for Public Scrutiny Workshop, London, 27 March 2017.

MURPHY, P. and GLENNON, R., 2017. Strategic financial planning, formal scrutiny and performance management in central government resource allocation: the case of Single Departmental Plans in England. In: Public Management and Governance Panel. British Academy of Management Annual Conference, University of Warwick, Coventry, 5-7 September 2017.

MURPHY, P. and GREENHALGH, K., 2017. The future of UK Fire and Rescue Services. In: Inside Government Conference, London, 14 June 2017.

MURPHY, P. and HARRADINE, D., 2017. Better Together: the ASSIST hospital discharge scheme. In: National Institute for Health and Care Excellence (NICE) Conference, Liverpool Arena, Liverpool, 18th-19th May 2017.

MURPHY, P., TAYLOR, L. and GREENHALGH, K., 2017. Fire and rescue services in England and Scotland: governance, performance management and service configuration since devolution. In: PAC Annual Conference 2017, Nottingham Conference Centre Nottingham Trent University, 12-14 September 2017.

ROSSITER, W. and SMITH, D.J., 2017. Institutions, place leadership and public entrepreneurship: reinterpreting the economic development of Nottingham. In: The Great Regional Awakening: New Directions, RSA Annual Conference 2017, Dublin, Ireland, 4-7 June 2017.

Working Paper

MURPHY, P., 2017. Working Paper 1. The implications of the Crime and Policing Act 2017 for fire and rescue services. Working Paper. Fire Sector Federation.

Appendix A.

Associates, Visiting Scholars and Research Collaborators

Professor Joyce Liddle (Aix-Marseilles and Northumbria)

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)

Professor Laurence Ferry (Durham)

Associate Professor Kirsten Greenhalgh (Nottingham)

Dr Julian Clarke (Edgehill)

Dr Nikola Bateman (Loughborough)

Dr Jo Meehan (Liverpool)

Visiting Fellow Roger Latham (Past President CIPFA)

Visiting Fellow Glyn Lowth (Past President CIMA)

Visiting Fellow Simone Jordan

NBS Alumni Dr Phil DaSilva

Visiting Fellow Rebecca Larder

Appendix B.

Scholarly and Professional Contributions.

Mr Russ Glennon

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

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

External Examiner: Post Graduate Courses, Edge Hill University

Appendix C.

Conferences, Seminars and Symposiums supported in 2016

Public Services and Charities: Accounting, Accountability and Governance at a Time of Change, Queen's Management School, Queen's University, Belfast, 18-19 January 2017.

Alternative Futures Conference Nottingham Trent University, February 2017.

21st International Research Society for Public Management (IRSPM) Conference, Corvinus University of Budapest, Budapest, Hungary, 19-21 April 2017.

Political Studies Association (PSA) 67th Annual International Conference 2017, University of Strathclyde, Glasgow, 10-12 April 2017.

National Institute for Health and Social Care Excellence (NICE) annual Shared Learning Conference, Liverpool, 18-19th May, 2017.

The future of UK Fire and Rescue Services. Inside Government Conference, London, 14 June 2017

RSA Annual Conference 2017 The Great Regional Reawakening, Dublin. 4-7th June 2017.

JUC Public Administration Committee Annual Conference 2017, Nottingham Conference Centre Nottingham Trent University, 12-14 September 2017.

Public Management and Governance Panel. British Academy of Management Annual Conference, University of Warwick, Coventry, 5-7 September 2017.

11th International Conference of the Society for Acute Medicine, International Convention Centre (ICC), Birmingham, 11-12 September 2017.

International Research Society for Public Management (IRSPM) – Accounting and Finance SIG Seminar, Freiburg. October 2017.

Durham University/Centre for Public Scrutiny Workshop, London, 27 March 2017.

Japan Foundation/CIPFA Japan Symposium on Public Services Reform: Innovation Leadership and Governance, Kwansai Gakuin University, Osaka, Japan, 10-11 November 2017.

Newcastle University/Durham University Launch of *Governmental financial resilience: international perspectives on how local governments face austerity*. London 22nd November

Edge Hill University Preparing Impact Case Studies for the 2021 REF Ormskirk 7th December.