

Nottingham Business School

Public Policy and Management Research Group

Annual Report

2018



NOTTINGHAM
TRENT UNIVERSITY

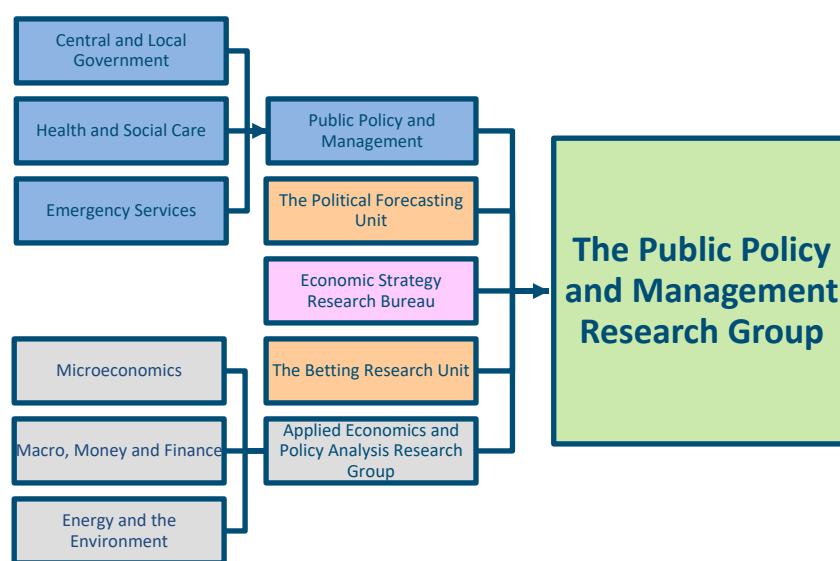
CONTENTS

| | Page |
|--|------|
| 1. Introduction | 3 |
| 2. NBS Research Plan 2018-22 | 5 |
| 3. Purpose and Objectives | 6 |
| 4. Group Structure and Interests | 7 |
| 5. Review of Activity 2018 | 8 |
| <ul style="list-style-type: none">• Central and Local Government Unit• Health and Social Care Unit• Emergency Services Unit• Interdisciplinary | |
| 6. Outputs | 14 |
| <ul style="list-style-type: none">• Academic Journal Articles• Editorials• Books• Book Chapters• Conference proceedings• Reports• Professional Journal Articles• Websites and media | |
| Appendices | 20 |
| A. Associates, Visiting Scholars and Research Collaborators | |
| B. External Scholarly and Professional Contributions in 2016 | |
| C. Conferences Seminars and Symposiums supported in 2016 | |

1. Introduction

The Public Policy and Management Research Group is a growing research group within Nottingham Business School. It has an active core membership of 12 members of faculty. In April 2018 we were delighted to welcome our first full time Senior Research Fellow Dr Peter Eckersley. Dr Eckersley brings considerable research experience from previous posts at Newcastle, York and Sheffield Universities. A political scientist by background, Peter has been working across our areas of research interests but will predominantly be working with the Local and Central Government Team.

Over the last year the group has been merged with the Betting and Political Forecasting Units; the Economic Strategy Research Bureau and the Applied Economics and Policy Analysis Research Group to form a much bigger group with the aim of establishing a Research Centre based upon its range of activities in 2019. This larger cluster of interests will be called the Centre for Economics, Policy and Public Management, this report relates only to the work of subgroup over the last year and compliments previous annual reports from 2013-2017.



Between the start of the year until September 2018, Peter Murphy continued to act as the Associate Dean Research and Head of Research at NBS, having been promoted to Professor of Public Policy and Management in August 2017. In October 2017 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 became the Director of the larger merged group, while Peter Murphy leads the smaller unit within it. The recruitment of a new Professor for Public Management and further appointments to the group in terms of a Senior researcher in Health and Wellbeing and a Research Fellow are on-going.

The group works with an extensive network of associates, visiting scholars and collaborators both within NTU and in the wider academic and practitioner community, (Appendix A). We are delighted that this network has further expanded this year. These associates contributed hugely to the group's outputs and to its influence in both academia and to the 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 (formerly of 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 research group when she was at NTU

The 'core' members of the group in 2018 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 (until Sept 2018).

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 Rupert Matthews, Marketing Division.

Dr Sarah Pass, Human Resource Management Division.

Dr Phil Considine, Strategic Management Division.

Dr Peter Eckersley, Senior Research Fellow - Central and local government (from April 2018)

Katarzyna Lakoma, Research Assistant (Emergency Services)

Bernard Dom Kofi, Postgraduate Research Student.

The group's activity was restructured in 2013 to help facilitate the Business Schools submission for the 2014 Research Excellence Framework and reviewed again in 2015 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, sought EQUIS accreditation. The public management group's scope, purpose and objectives were revisited although only minor modifications were made 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 2018-22 and prepares in the long term for the next Research Excellence Framework. The group have been conscious of the REF2021 guidelines issued in November 2017, and July 2018 and are aware further guidance will be issued in January 2019. We have been working 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 2018.

2. NBS Research Plan 2018-22.

In June 2018, the Business School and the University approved the latest version of the NBS Research Plan 2018-22. 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. This seeks to build on the success of REF2014, and the recent AACSB and EQUIS accreditations as NTU and NBS prepare for REF2021.

The NBS School Research & Innovation Plan - 2018/19

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 is 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 potential contribution to the Safety and Security of Citizens and Society, through its work on the leadership and management of the emergency services. Over the current plan period our objective is to consolidate and develop the NBS contribution to these three Strategic Themes while encouraging interest and potential contributions to all five themes.

Strategic Objective 3. The 2021 REF outcome.

NBS objective is to be in the 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 60 at a GPA grade average of 3.00
- Impact Case Studies – although dependent on the numbers of individuals submitted to REF, NBS currently expects to submit between five and seven impact case studies in Unit of Assessment C17.
- 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

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 will be

- Responsible and Sustainable Business led by Professor Mollie Painter-Morland.
- People, Innovation and Performance (new name to be confirmed) led by Professor Helen Shipton.
- Public Policy and Management led by Professor Robert Ackrill
- Entrepreneurship, Innovation (name to be confirmed by Professor Kuk/ A Prof Ramanathan
- Accountancy and Finance (leadership to be confirmed)
- Management Learning/Pedagogy (leadership to be confirmed)

Profiles of each of these centers/groups, including their objectives and interests, membership, key projects and outputs are provided in appendices A-F to this document.

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 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 Strategic Objectives of the NBS Research Strategy 2017-2021 which have been rolled forward in the Research and Innovation Strategy 2018-2022. The current objectives (which remain the same as last year) are:-

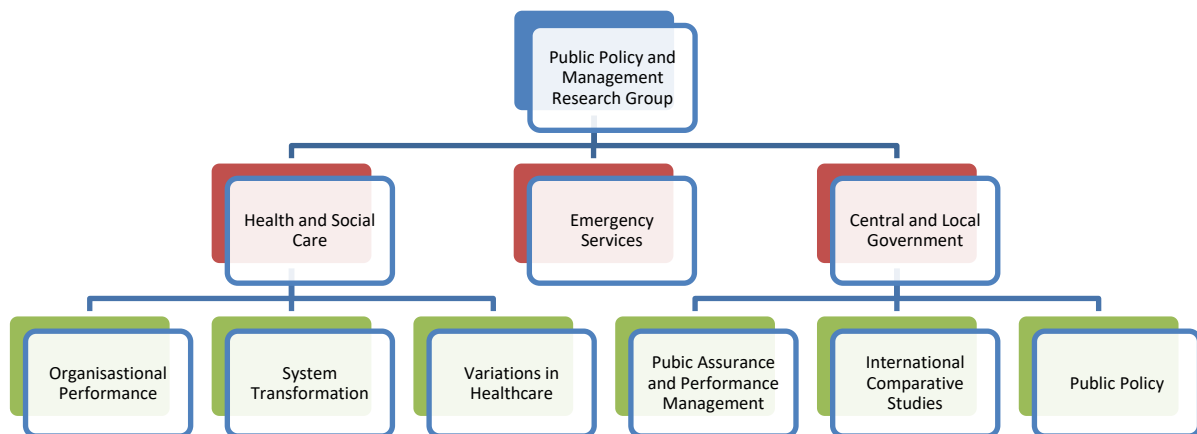
- To facilitate the creation of public value and optimise the social, economic and environmental impact of our research on the teaching, theory and practice of public management inside and outside of NBS.
- To maintain and develop the current applied and operational research focus without inhibiting 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 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 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 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.

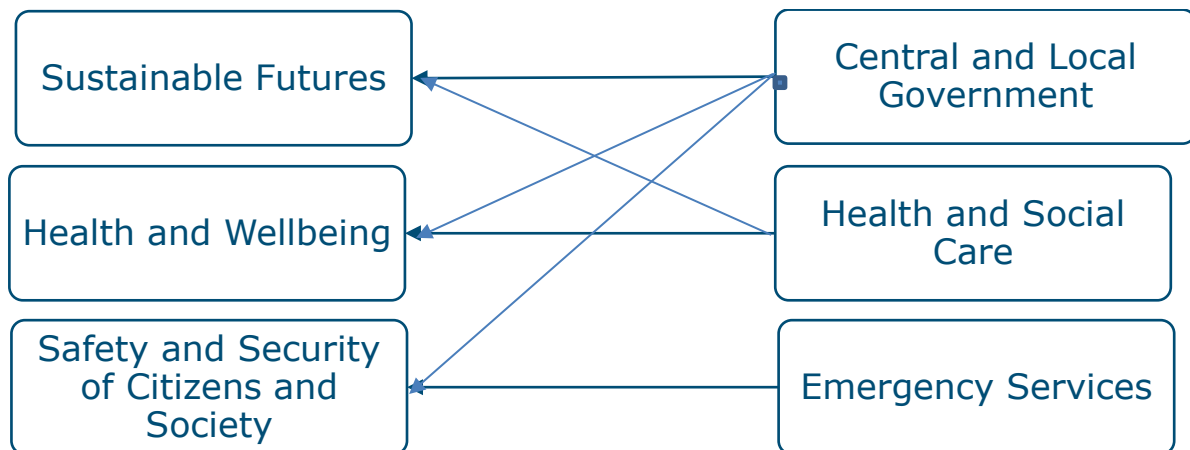
The research activity of PPMRG is articulated on the groups' dedicated pages on the NTU Research website with the home page being accessed via the following link

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 2018.

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 links as we attempt to strengthen the schools international profile in advance of 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, 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 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 2018;
- 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 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 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 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 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 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 2018.

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 coordinated through the IRSPM Special Interest Group for Accounting and Finance which holds an annual conference and an annual workshop. In 2018 the annual conference was in Edinburgh and the annual workshop was in Glasgow.

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.

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 2016/2017/2018 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 (now known as **Integrated Health Systems IHS**). A team led by Dr Phil, Considine working with Visiting Professors Buchanan, 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.

As delays in Hospital discharges, inappropriate attendances in Accident and Emergency departments (a previous project from the team) and the response through the IHSs 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, although the HIS project is in its early stages and it might more probably for the basis for an Impact Case Study in the next REF.

Emergency Services Research Unit

Up to the end of 2017 this project has had two overlapping groups and communities of interest, which have 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 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 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 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 report, submitted in May was on the state of public assurance and value for money in the fire and rescue services. A subsequent report on the same subject submitted in July 2015, formed the basis of the NAO report published in November 2015. In 2016, the NAO report formed the basis of a Public Accounts Committee inquiry. 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 group had campaigned for over the previous five years would be included in the emerging legislation. 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.

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. 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 2018.

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, to review the 'Statements of Assurance' produced by the Fire and Rescue Services in England. This was completed and published in 2018. It has been followed by further 'seedcorn' projects on the new Inspectorate, and the Integrated Risk Management Planning process.

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

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 2018

Academic Journal Articles

BATEMAN, N., RADNOR, Z. and **GLENNON, R.**, 2018. Editorial: The landscape of Lean across public services. *Public Money & Management*, 38 (1). ISSN 0954-0962

BURNS, C., **ECKERSLEY, P.** and TOBIN, P., 2018. EU environmental policy in times of crisis. *Journal of European Public Policy*. ISSN 1350-1763

DISNEY, J., ROSSITER, W. and **SMITH, D.J.**, 2018. Nottingham Express Transit: the role of green innovation in the drive for sustainable mobility through improved public transport. *The International Journal of Entrepreneurship and Innovation*, 19 (1), pp. 56-68.

ECKERSLEY, P., 2018. Who shapes local climate policy? Unpicking governance arrangements in English and German cities. *Environmental Politics*, 27 (1), pp. 139-160. ISSN 0964-4016

ECKERSLEY, P., ENGLAND, K. and FERRY, L., 2018. Sustainable development in cities: collaborating to improve urban climate resilience and develop the business case for adaptation. *Public Money & Management*, 38 (5), pp. 335-344. ISSN 0954-0962

FERRY, L. and **ECKERSLEY, P.**, 2018. Hybridizing the institutional logics of performance improvement and budgetary stewardship in English and Welsh local government. *Public Policy and Administration*. ISSN 0952-0767

FERRY, L. and **ECKERSLEY, P.**, 2018. Debate: Brexit and local government in England - the challenges ahead. *Public Money & Management*, 38 (3), pp. 163-166. 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*. ISSN 0144-7394 (Forthcoming)

GLENNON, R., HODGKINSON, I., KNOWLES, J., RADNOR, Z. and BATEMAN, N., 2018. Public sector 'modernisation': examining the impact of a change agenda on local government employees in England. *Australian Journal of Public Administration*, 77 (2), pp. 203-221. ISSN 0313-6647

HEWITT, M., MOLTHAN-HILL, P., LOMAX, R. and BADDLEY, J., 2018. Supporting the UN's Sustainable Development Goals: reconceptualising a 'sustainable development assessment tool' for the health and care system in England. *Perspectives in Public Health*. ISSN 1757-9139

HODGKINSON, I.R., HUGHES, P., RADNOR, Z. and **GLENNON, R.**, 2018. Affective commitment within the public sector: antecedents and performance outcomes between ownership types. *Public Management Review*. ISSN 1471-9037

ROSSITER, W. and **SMITH, D.J.**, 2018. Green innovation and the development of sustainable communities: the case of Blueprint Regeneration's Trent Basin Development. *International Journal of Entrepreneurship and Innovation*, 19 (1), pp. 21-32. ISSN 1465-7503

SPENCER, T., HAYDEN, J., **MURPHY, P.** and **GLENNON, R.**, 2018. Stating the obvious: evaluating the state of public assurance in fire and rescue authorities in England. *International Journal of Emergency Services*. ISSN 2047-0894

WHYSALL, Z., BOWDEN, J. and **HEWITT, M.**, 2018. Sickness presenteeism: measurement and management challenges. *Ergonomics*, 61 (3), pp. 341-354. ISSN 0014-0139

Professional Journal Articles

GLENNON, R. and **MURPHY, P.**, 2018. Have we forgotten what accountability means? *Public Sector Focus* (17), pp. 46-47.

MURPHY, P. and **GLENNON, R.**, 2018. Why not take the time to get the fire framework right? *FIRE*, pp. 21-23. ISSN 0142-2510

MURPHY, P. and **GLENNON, R.**, 2018. Governance reforms go off the boil. *FIRE*, Feb, pp. 31-33. ISSN 0142-2510

SMITH, D.J., **ROSSITER, W.** and **MCDONALD-JUNOR, D.**, 2018. The rise of biotechnology: how biotechnology is contributing to regional development. *Bioscience Today* (13), pp. 52-54.

Books and Book Chapters

ECKERSLEY, P., 2018. Power and capacity in urban climate governance: Germany and England compared. Oxford: Peter Lang.

ECKERSLEY, P. and **FERRY, L.**, 2017. Accountable to whom? Data transparency, depoliticisation and the myth of the market in English local government. In: B. CUADRADO-BALLESTEROS and I.M. GARCÍA-SÁNCHEZ, eds., *Local governments in the digital era: looking for accountability*. Hauppauge, New York: Nova Science Publishers.

FERRY, L., MURPHY, P. and **GLENNON, R.**, 2018. Health and social care. In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 75-90. ISBN 9783319933849

FERRY, L., GLENNON, R. and **MURPHY, P.**, 2018. Local government. In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 47-73. ISBN 9783319933849

GLENNON, R., FERRY, L., MURPHY, P. and **GREENHALGH, K.**, 2018. But what is accountability? In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 1-25. ISBN 9783319933849

GLENNON, R., FERRY, L. and **MURPHY, P.**, 2018. Our evaluative model. In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 75-90. ISBN 9783319933849

MURPHY, P. and **FERRY, L.**, 2018. Another turn of the screw: fire and rescue under the Coalition Government of 2010–2015. In: P. MURPHY and K. GREENHALGH, eds., *Fire and rescue services: leadership and management perspectives*. London: Springer, pp. 45-59.

MURPHY, P., GREENHALGH, K., FERRY, L. and **GLENNON, R.**, 2018. Fire and rescue. In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 107-125. ISBN 9783319933849

MURPHY, P. and **GREENHALGH, K.**, 2018. 2016 and the future: changing the governance paradigm as well as the operating environment if not the financial context. In: P. MURPHY and K. GREENHALGH, eds., *Fire and rescue services: leadership and management perspectives*. London: Springer, pp. 227-233.

MURPHY, P., FERRY, L. and **GLENNON, R.**, 2018. Police. In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 91-105. ISBN 9783319933849

MURPHY, P., GLENNON, R. and **FERRY, L.**, 2018. Public service accountability - some reflections. In: P. MURPHY, L. FERRY, R. GLENNON and K. GREENHALGH, eds., *Public service accountability: rekindling a debate*. Cham, Switzerland: Palgrave Macmillan, pp. 127-140.

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MURPHY, P., 2018. Improving blue light services through integration and collaboration. In: Inside Government Conference, London, 27 February 2018.

MURPHY, P., 2018. Role of fire and rescue authorities in ensuring public safety: strengthening collaboration, driving transformation and enhancing effectiveness. Audit, assessment and inspection: locally determined, robust and risk based. In: Public Policy Exchange Symposium, London, 9 January 2018.

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MURPHY, P., 2018. Nottingham Business School's preparations for the Research Excellence Framework 2021. In: [Presentation], Edge Hill University Business School, Edge Hill University, Ormskirk, 12 July 2018.

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MURPHY, P., LAKOMA, K., HAYDEN, J. and GLENNON, R., 2018. Do the pieces of the jigsaw fit? Evaluating the national framework for fire and rescue services in England. In: Fire Related Research and Developments Conference (RE18), West Midlands Fire & Rescue Service Headquarters, Birmingham, 13 November 2018.

ROSSITER, W., 2018. Arts led regeneration in a time of austerity: cultural quarters in the East Midlands. In: The Association for Cultural Economics International (ACEI) 20th International Conference on Cultural Economics, RMIT University in Melbourne, Australia, 26-29 June 2018

SPENCER, T., HAYDON, J., LAKOMA, K., MURPHY, P. and GLENNON, R., 2018. An evaluation of proposals for the establishment of a new inspectorate to inspect both the police and the fire services - HMICFRS. In: 22nd International Research Society for Public Management Conference (IRSPM 2018), Centre for Service Excellence, University of Edinburgh Business School, Edinburgh, Scotland, 11-13 April 2018.

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MURPHY, P., GLENNON, R. and LAKOMA, K., 2018. Working paper no 2. Fire and Rescue National Framework for England: Government (Home Office) consultation. Nottingham: Nottingham Trent University.

MURPHY, P., GLENNON, R., LAKOMA, K. and SPENCER, T., 2018. Working paper no 3. Proposed fire and rescue service inspection programme and framework 2018/19: Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services consultation response. Nottingham: Nottingham Trent University.

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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

Appendix B.

Scholarly and Professional Contributions.

Dr 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.

Professor Peter Murphy

Member Criteria Panel C17 (Business and Management) Research Excellence Framework 2021

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

Katarzyna Lakoma

Editorial Assistant: International Journal of Emergency Management

Appendix C.

Conferences, Seminars and Symposiums supported in 2018

Public Policy Exchange Symposium, Role of fire and rescue authorities in ensuring public safety London, January 2018.

Inside Government Conference, Improving blue light services through integration and collaboration. London, February 2018.

68th Political Studies Association (PSA) Annual International Conference, Cardiff, March 2018.

22nd International Research Society for Public Management (IRSPM) Conference, University of Edinburgh April 2018.

Derbyshire & Nottinghamshire CIPD Branch Annual Meeting, Nottingham Belfry, Nottingham, May 2018.

Edge Hill University Business school, Preparing for REF2021 Edge Hill University, Ormskirk, July 2018.

British Academy of Management (BAM2018) Conference, Bristol Business School, University of the West of England, Bristol, September 2018.

University Association for Contemporary European Studies 48th Annual Conference, University of Bath, Bath, September 2018.

PAC (Public Administration Committee) Annual Conference 2018, Northumbria University, Newcastle upon Tyne, September 2018.

Leading Learning Conference, Kenilworth, Warwickshire, October 2018.

International Research Society for Public Management (IRSPM) – Accounting and Finance SIG Workshop Adam Smith Business School, University of Glasgow, November 2018.

Fire Related Research And Developments Conference (RE18), West Midlands Fire & Rescue Service Headquarters, Birmingham, November 2018.