

Nottingham Business School
Public Policy and Management Research Group

A research group within
The Centre for Economics, Policy and Public Management

Annual Report
2022



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Introduction

The Public Policy and Management Research Group is a research group within the Centre for Economics, Policy and Public Management Research (CEPPM) in Nottingham Business School. CEPPM, is led by Professor Robert Ackrill and is currently one of the eight major research centres within the business school with two new research groups approved as research centres in 2022.

The Public Policy and Management Group within CEPPM is led by Professor Peter Murphy and Dr Peter Eckersley and in 2022 had an active core membership of 14 members (10.15 FTE) of faculty. Both CEPPM and the Public Policy and Management Group are shown in the dark blue boxes on the current Research Structure Map of the business school below (Figure 1). Membership of a particular research group is not exclusive, and individuals are free to be part of more than one research centre or group within the business school. The group have members from all five of the business school disciplinary based departments. Membership has remained relatively stable, although this year Professor Murphy reduced his commitment and assumed a part-time role from August 2022. Dr Peter Eckersley will assume sole leadership of the centre in 2023.

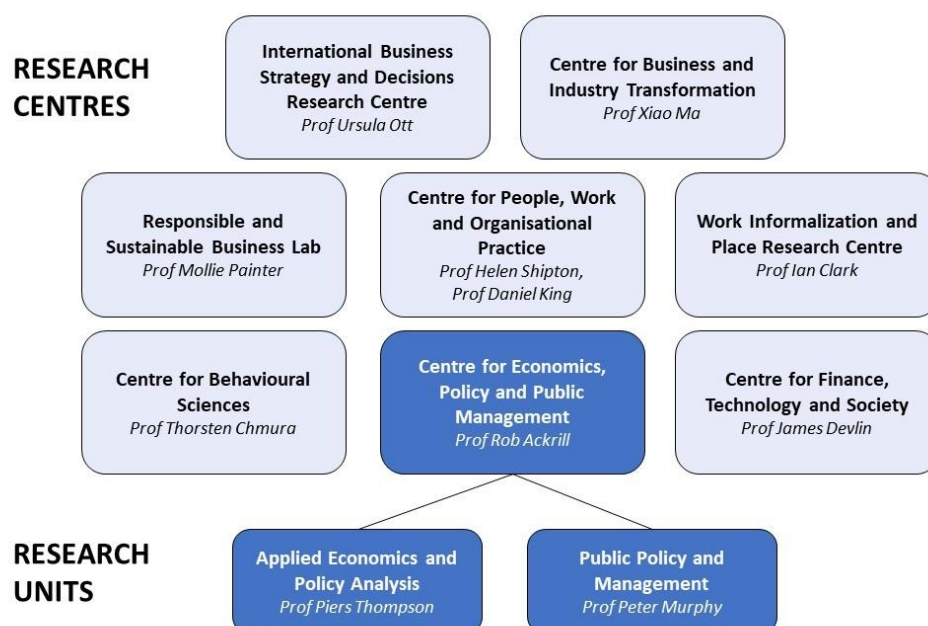


Figure 1. NBS Research Centres and Research Units

Despite the challenges of the COVID-19 pandemic, the PPM research group continues to work with an extensive network of associates, visiting scholars and collaborators both within NTU and in the wider academic and practitioner communities (Appendix A). These associates contributed hugely to the group's outputs and to its influence in both academia and to the policy and practice of public service delivery internationally, nationally, and locally.

As in recent years, the group has been greatly assisted in their efforts to develop the international dimensions to their work by **Professor Ileana Steccolini** from Essex University (formerly of Newcastle and Bocconi Universities), by **Professor Joyce Liddle** of Northumbria University by **Professor Greg Bamber** of Monash Business School in Melbourne and more recently by **Professor Toshi Ishihara** of Kwansei Gakuin University in Japan.

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

In December 2021, Dr Peter Eckersley, our Senior Research Fellow completed an extended two-year part-time (0.5 FTE) research fellowship at the Leibniz Institute for Research on Society and Space in Erkner (near Berlin), where he had been researching climate policy in German cities. This year, the team at Leibniz won funding for a further 2-year project which has included Dr Eckersley (0.25 FTE) and we have therefore continued to benefit from Dr Peter Eckersley's joint appointment. In August, Dr Martin Jones visited Kwansei Gakuin University in Japan. Kwansei Gakuin are the lead partner of a Joint Research Project investigating whether the (former) Audit Commissions Performance Management Regime for Local Authorities in England has lessons for the performance management regime for local authorities in Japan. Dr Jones was appointed as a Visiting Professor at Kwansei Gakuin University.

This year because of the pandemic we were again unable to attend the joint annual symposium with Sichuan University and our attendance at national and international conferences has unfortunately been curtailed for a third year, although a return to face-to-face conferences is anticipated in 2023.

The 'core' members of the group in 2022 were: -

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

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

Dr Martin Jones, Head of the Department of Accounting and Finance

Will Rossiter, Director Economic Strategy Research Bureau.

Dr Sarah Pass, Department of Human Resource Management.

Dr Zara Whysall Department of Human Resource Management.

Dr Michael Hewitt, Economics Department.

Dr David Candon, Economics Department.

Dr Diana Frost Department of Management

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

Dr Catriona Logue, Economics Department.

Katarzyna Lakoma, Research Fellow and Doctoral Candidate (Emergency Services)

Bernard Kofi Dom, Accounting and Finance Department.

Charlotte Pell Doctoral Candidate (Emergency Services)

The group's structure and its activities have continually evolved to meet the interest of its members, to facilitate the Business School research agenda and to contribute to the Business Schools submissions to the Research Excellence Frameworks and its international accreditations, the Association to Advance Collegiate Schools of Business (AACSB) and EQUIS, the European Foundation for Management Development (EFMD). During 2022, the results of the 2021 Research Excellence evaluation were published in April, the rescheduled AACSB re-accreditation visit resulted in a further 5-year accreditation for the Business School. NBS retained its EQUIS accreditation in 2021.

Although, the next sections 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 2022, which are documented in Sections 4 and 6.

1. NBS Research and Innovation Plan 2019-23.

In January 2020, the Deputy VC (Research and Innovations) announced a new title, format and timescale for the School Research Plans which during the last three years have been entitled School Research and Innovation Plans. The plans are accompanied by an annual investment bid. The previous plans were required to align with the NTU submission to REF2021 and reflect the university's adoption of three career pathways (Teaching & Practice, Teaching & Research and Teaching & Scholarship).

In June 2019, the Business School and the University had approved the latest version of the NBS Research Plan 2019-23. This articulated the schools' intention to continue to make a significant step change in the quality and quantity of research outputs and to increase the level of research capacity and capability of the school during this period. It sought to build on the success of REF2014, and the first successful accreditations by AACBS and EQUIS as well prepare for the re-accreditation by AACSB in 2022. The 2021 - 2023 NBS Research &

Innovation Plans were set within this longer-term strategy which itself reflected the Business Schools strategic plan to 2025.

The NBS School Research & Innovation Revised plan for 2021-23

In March 2021, NBS updated its Research and Innovation Plan and confirmed the two new overarching Strategic Objectives that were included in 2021 to reflect the NTU strategic vision following the review of the university's mission in the 'University Reimagined' initiative.

Strategic Objective 1. Overall Research Objective

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

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

Strategic Objective 2. NBS Contribution to NTU Strategic Research Themes

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

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

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

Strategic Objective 3. The 2021 REF outcome.

This strategic is currently being review following the completion of the REF 2021 exercise and the publication of the results earlier this year. It is anticipated that there will be a research submission for REF 2028 although no guidance has as yet been published by the higher Education Councils who design and implement these exercises. The university has also appointed a new Deputy Vice Chancellor (Research and Innovation) who will join the

university in January 2023. The DVC (R&I) will be expected to oversee the strategy for preparing the NTU submission for REF 2028

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

The NBS Research Leadership, infrastructure capacity and capability was required by the university to be reviewed over the year 2022/23, following the publication of the REF2021 results. This is an ongoing exercise but the new research leadership structure, has been agreed. The Associate Dean Research will continue to chair the NBS Research and Innovation Committee and be responsible overall for producing the NBS REF2028 submission. He will be assisted by three Director posts (Directors for Research Outputs for Research Impact and for Research Income. Each of these posts will formally be supported by a Deputy, and all of these appointments have been made although some posts will commence in January 2023. In 2023 there will be formal reviews of the Research Center's and the research infrastructure with the intention of having the new arrangements in place by the start of the academic year 2023/24.

Strategic Objective 5. NBS Research Centers.

As mentioned above and identified on Figure 1. 'NBS Research Centres and Research Units' above, two new centres were established in 2022 and the current of centres and their leaders are listed below. All of these centres will be subject to a formal review process by the university in 2023.

- Responsible and Sustainable Business Lab led by Prof Mollie Painter
- Centre for People, Work and Organisational Practice led by Prof Helen Shipton, and Prof Daniel King
- Work Informalization and Place Research Centre led by Prof Ian Clark
- International Business Strategy and Decisions Research Centre led by Prof Ursula Ott
- Centre for Behavioural Sciences led by Prof Thorsten Chmura
- Centre for Economics, Policy and Public Management led by Prof Rob Ackrill
- Centre for Finance, Technology and Society led by Prof James Devlin
- Centre for Business and Industry Transformation led by Prof Xiao Ma

As shown on Figure 1 in the introduction to this report the Centre for Economics, Policy and Public Management led by Prof Rob Ackrill has two Research Units

- Applied Economics and Policy Analysis led by Prof Piers Thompson, and
- Public Policy and Management led by Prof Peter Murphy and Dr Peter Eckersley

Strategic Objective 6. Investment strategy

The investment strategy for research at NBS focuses upon building research leadership capacity and capability through the school wide strategic leadership of the Research and Innovation Committee and its sub-groups, working with and through the NBS research centers and groups. As well as developing school wide leadership and infrastructure, investment over the last four years has been focused and directed into developing robust and

enduring research infrastructure and research support for all research centers and groups. For 2022/2023 NBS has received £485k from NTU to fund its investment strategy.

2. Purpose and Objectives.

The Public Policy and Management Research Group reviews its purpose and objectives annually in order to remain current and relevant to the schools' aims and objectives for research. Although there was a review, the group's **purpose** for 2022 remained the same which was to:

- Provide a focus for the scholarly activities and a distinctive research identity for public, management and governance research within the Business School.
- Provide a catalyst for organisational, staff and curriculum development in public policy, management and service delivery.
- Generate interest and financial support for research and other scholarly activity in public policy and management.
- Promote, disseminate and support the research of members of the group, their collaborators and associates.
- Facilitate the creation of public value and optimise the social impact and influence of the research and activities of its members.
- Facilitate interdisciplinary collaborations, within Nottingham Business School, across Nottingham Trent University and in the wider academic community interested in the theory and practice of public policy and management.

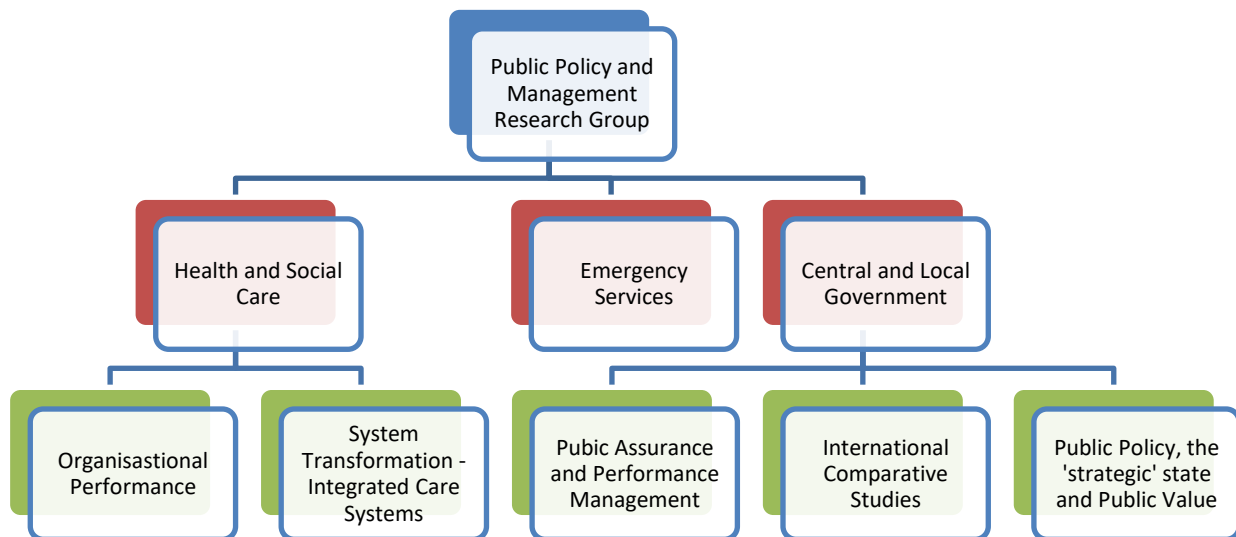
The latest **objectives** of the group acknowledge and embrace the Strategic Objectives of the NBS Research Strategy which have been reflected in the Research and Innovation Strategy for 2022/23. The current objectives for PPMRG have remained consistent for the last five years of the REF period are:

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

We anticipate a fundamental review of the groups' strategy in 2023 following the results and feedback from REF2021 and the re-accreditation report from AACSB, and the introduction of formal research centre reviews across NTU in 2023.

3. Group Structure and Interests

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



Two of the programmes 'Health, and Social Care', and 'Central and Local Government' have developed two and three complementary work streams respectively: while 'Emergency Services', which previously had two, was merged into a single generic work stream following the retirement of Professor Harry Barton in 2017. This structure was then maintained for the duration of the REF2021 period. It too will be reviewed and revised as part of the CEPPM Centre's review schedule for 2023.

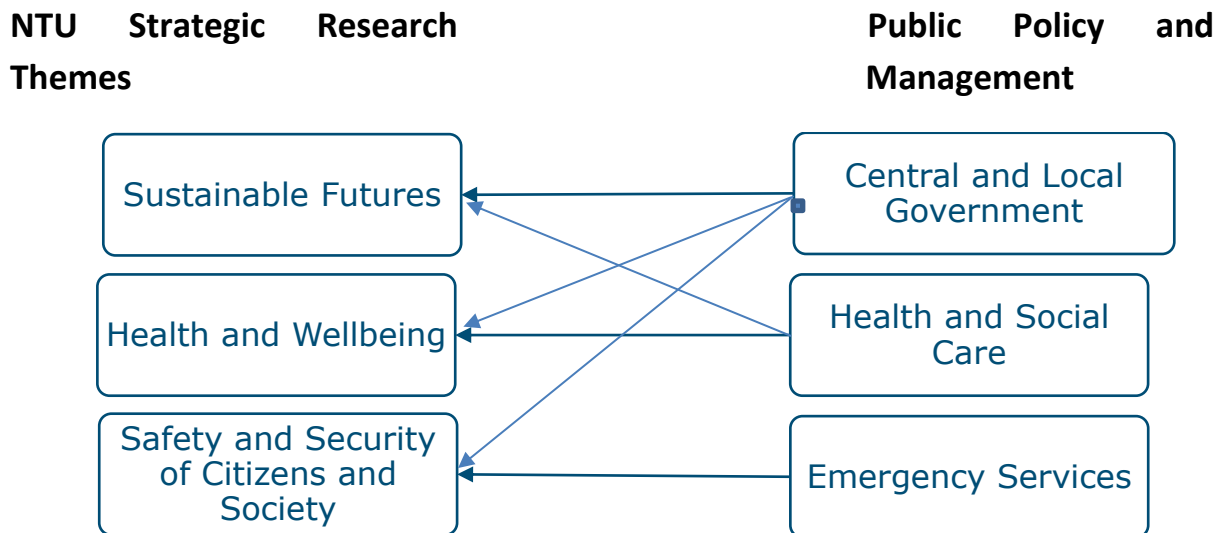
The group are also actively involved in a number of projects that fall under other research groups within NBS most notably the Applied Economics and Policy group within the CEPPM, but also the Centre for People Work and Organisational Practice, the Accounting and Finance Research Group, and the Responsible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

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

NTU has also designated five Strategic Research Themes which are intended to promote and support interdisciplinary research across the university. As mentioned above, PPMRG actively contributes to contribute to three of these themes; Sustainable Futures, Health and Wellbeing and the Safety and Security of Citizens and Society. PPMRG are however keen to

collaborate and develop projects across the strategic research themes and/or to assist individual projects from across NTU.

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



4. Review of Activity in 2022.

The group has seen an improved year in terms of publications and scholastic outputs (see section 7 below) but has still been adversely affected by the disruption caused by the COVID-19 pandemic, and the need to reschedule both the 2021 REF submission and the Business School's AACSB reaccreditation.

The focus as far as it could be maintained in the abnormal circumstances 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.

Over the previous five years the group have been preparing four potential Impact Case Studies for the REF2021, as well as assisting other impact case studies elsewhere in the business school and across the university. Two of these four case studies were part of the final submission of five case studies by NBS to the Business and Management sub-panel of the REF.

This year the team have started to develop projects that could potentially form the basis for Impact Case Studies for REF2028. As of December 2022, the business school has a portfolio of 18 emerging impact case studies of which 7 are based within the PPM group (see Appendix

. Some of these case studies are being developed in parallel with preparations for the 2028 REF exercise while others are developing along a longer-term impact trajectory.

- Local economic development research with impacts on policy and practice (Rossiter)
- Transforming business through culture change (Whysall)
- Engage for Success: Improving workplace and employee engagement (Pass)
- The policy delivery and performance management of Local Authority services (Murphy/Eckersley/Jones)
- Improving policy, service delivery and public assurance in the reform of Fire and Rescue Services in England (Murphy/Eckersley).
- Health and Social Care: the employment prospects of carers and the development of the Nottingham and Nottinghamshire Integrated Social Care (Murphy)
- Early Childhood Development in Nottingham and Children missing from education (Liu-Smith)

To facilitate our strategy for development and impact, and to contribute to the NBS research environment, in previous years the group has attempted to help host, organise and/or support a number of national and international academic and practitioner conferences. Amongst other initiatives we have supported (virtual or traditional) conferences or panels relating to public management, public accountability, and performance management. These have again been disrupted this year as many conferences have continued to be delivered using online delivery platforms, or in hybridized formats, although this form of delivery continues to mean the size and number of contributions has been reduced. Nevertheless, group members, individually or collectively, have been actively involved in organising online conference programmes, panels, delivering papers, and organising debates, although not to the same extent as in pre-pandemic years.

Wherever possible, and subject to the constraints of the peer review assessment process, members attending conferences try and provide multiple contributions in terms of papers and presentations at the conferences they do attend. Group members also provided papers and presentations at professional practitioner conferences and have published in professional and institutional publications, as we look to increase the practical and societal impact of our work.

The group runs an annual series of internal research seminars, which is integrated with the Accountancy and Finance Departments seminar series co-ordinated by Dr Stephanie Giamporcaro. This monthly seminar series was interrupted by the pandemic but has been re-established on a hybrid-virtual basis during the last academic year.

The new NBS Research and Innovation Strategy, the EQUIS re-accreditation and the REF2021 submission previously had a considerable influence on the groups' activity. This year the group had to spend a considerable amount of time in undertaking primary fieldwork for new projects, and building the research foundations of potential impact case studies for the school

to consider for the 2028 REF. All three sub-units within the group have continued to organise their activity to meet these challenges and continue to develop potential impact case studies from their work, as well as strengthening our contribution to the NTU/NBS research environment.

The impact of the pandemic can be illustrated by the following table which provides the number and types of publication the group have published since 1st January 2018. In every year since the team was reconfigured in 2015 the number of outputs increased, until the last three years, although there has been a welcome upturn over the last two years.

	2018	2019	2020	2021	2022
Peer Reviewed Academic Journal Articles	14	13	12	8	12
Professional Journal Articles	4	5	3	4	2
Books and Book Chapters	14	11	7	3	5
Reports for External Commissioners	11	11	8	10	19
Conference Presentations	27	43	12	24	26
Working Papers	4	3	0	2	1
Other Publications	0	8	3	3	3
Totals	74	94	45	54	68

5. Published Outputs 2022

Academic Journal Articles

BREITSOHL, H., PATEL, C., RESTUBOG, S.L.D., RUHLE, S.A., SCHILPZAND, P., ROSEN, C.C., CHEN, H., **WHYSALL, Z.** and ZÖHRER, L., 2022. [Theoretical and empirical advancements in presenteeism research](#). *Academy of Management Proceedings*, 2022 (1). ISSN 0065-0668

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ECKERSLEY, P. and **LAKOMA, K.**, 2022. [Straddling multiple streams: focusing events, policy entrepreneurs and problem brokers in the governance of English fire and rescue services](#). *Policy Studies*, 43 (5), pp. 1001-1020. ISSN 0144-2872

ECKERSLEY, P., HARRISON, O. and POBEREZHSKAYA, M., 2022. [A new framework to understand the drivers of policy mixes in multilevel contexts: the case of urban air pollution](#). *Environmental Policy and Governance*. ISSN 1756-932X

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MCCANN, M. and HEWITT, M., 2022. [Academic performance and work placements: does academic performance influence the decision to complete a work placement?](#) *Higher Education, Skills and Work-Based Learning*. ISSN 2042-3896

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MURPHY, P. and LAKOMA, K., 2022. [How did fire and rescue services in England respond to the COVID-19 pandemic?](#) *International Journal of Emergency Services*. ISSN 2047-0894 (Forthcoming)

PASS, S. and RIDGWAY, M., 2022. [An informed discussion on the impact of COVID-19 and 'enforced' remote working on employee engagement.](#) *Human Resource Development International*. ISSN 1367-8868

WHYSALL, Z. and BRUCE, A., 2022. [Changing the C-Suite: opportunities and threats for leadership diversity and equality.](#) *Management Decision*. ISSN 0025-1747

WHYSALL, Z. and FOLEY, E., 2022. [Backlash and false progress: exploring gender diversity management in the engineering industry.](#) *Interdisciplinary Perspectives on Equality and Diversity*. ISSN 2396-8532

Professional Journal Articles

WHYSALL, Z., 2022. [To work or not to work when sick: how do employees decide?](#) *HR Zone*.

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Book Chapters

ECKERSLEY, P., KERN, K., HAUPT, W. and MÜLLER, H., 2022. [Climate governance and federalism: the case of Germany.](#) In: S. JODOIN, J. SETZER and A. FENNA, eds., *Climate change and federal governance*. Cambridge: Cambridge University Press. (Forthcoming)

HAUPT, W., IRMISCH, J., ECKERSLEY, P., MÜLLER, H. and KERN, K., 2022. [Fridays für Future auf lokaler Ebene: Aktivität und Stärke der Ortsgruppen in deutschen Städten.](#) In: J. POLLEX

and A. SOSSDORF, eds., *Fridays for Future. Einordnung, Rezeption und Wirkung der neuen Klimabewegung*. Wiesbaden: Springer. (Forthcoming)

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Appendix A.

Associates, Visiting Scholars and Research Collaborators

Professor Joyce Liddle (Northumbria)

Professor Ileana Steccolini (Newcastle)

Professor Toshi Ishihara (Kwansei Gakuin)

Professor Iris Saliterer (Freiburg)

Professor Malcolm Prowle (Gloucestershire)

Professor David Buchanan (Cranfield)

Professor Paresh Wankhade (Edge Hill)

Professor Laurence Ferry (Durham)

Professor Ian Hodgkinson (Loughborough)

Professor Greg Bamber (Monash)

Professor Anthony Zito (Newcastle)

Professor Charlotte Burns (Sheffield)

Professor Kristine Kern (Leibniz Institute)

Dr. Wolfgang Haupt (Leibniz Institute)

Dr. Paul Tobin (Manchester)

Dr. Anthony Flynn (Cardiff)

Associate Professor Kirsten Greenhalgh (Nottingham)

Associate Professor Russ Glennon (Manchester Metropolitan)

Visiting Fellow Roger Latham (Past President CIPFA)

Visiting Fellow Glyn Lowth (Past President CIMA)

Visiting Fellow Simone Jordan (NHS)

Visiting Fellow Rebecca Larder (NHS)

Appendix B.

1. Local and regional economic development and regeneration

Team: Will Rossiter, David Smith, Daniel McDonald Junor, Craig Bickerton and Konstantinos Karagounis.

2. Fire and Rescue Services

Team: Pete Murphy, Peter Eckersley Michael Hewitt, Katarzyna Lakoma, Charlotte Pell and Florian Biermann.

3. Engage for Success

Team: Sarah Pass, Nadia Kougiannou, Maranda Ridgway and Yu-Ling Liu-Smith.

4. Transforming business through culture change

Team: Zara Whysall, Ishan Jalan, Maria Karanika-Murray and Aquila Yeong.

5. Health and Social Care

Team: Pete Murphy, Michael Hewitt, David Candon and Yu-Ling Liu-Smith.

6. Local and Central Government

Team: Pete Murphy, Peter Eckersley, Martin Jones, Katarzyna Lakoma and Bernard Kofi Dom.

7. Early Childhood and Children missing from education.

Team: Yu-Ling Liu-Smith, Catriona Logue and Pete Murphy.