

Nottingham Business School

Public Policy and Management Research Group

A research group within

The Centre for Economics, Policy and Public Management

Annual Report

2024



NOTTINGHAM
TRENT UNIVERSITY 

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1. Introduction

The Public Policy and Management Research Group is a research group within the Centre for Economics, Policy and Public Management Research (CEPPM) in Nottingham Business School. CEPPM, has been led by Professor Piers Thompson who took over from Professor Robert Ackrill in the autumn of 2024 when Professor Ackrill retired from the university. It is anticipated that Professor William Rossiter will assume leadership in 2025 as Professor Thompson has been appointed Head of the Economics Department. CEPPM is currently one of the nine major research centres within the business school. The nine research centres are currently undergoing a major review by NTU/NBS. Although the scope and nature of CEPPM is likely to remain similar to the previous centre, we expect the name, the objectives and the leadership to be redefined as we look to future research interests and challenges rather than those of the last 5 years.

The Public Policy and Management Group within CEPPM has been led by Professor Peter Murphy and Associate Professor Peter Eckersley and in 2024 had an active core membership of 14 members (11.6 FTE) of faculty, which was similar to 2023. 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 Professor Murphy reduced his commitment and assumed a part-time role as from August 2022 and is due to retire formally at the end of September 2025. It is anticipated that Dr Peter Eckersley will assume leadership of the group in 2025.



Figure 1. NBS Research Centres and Research Units

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 and Bologna Universities, by **Professor Emeritus Joyce Liddle** of Durham University by **Professor Greg Bamber** of Monash Business School in Melbourne and by **Professor Toshihiko 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. Professor Toshihiko Ishihara of Kwansei Gakuin University in Japan is the Chair of CIPFA (Japan) and Honorary Professor at Edinburgh, Kent, and Birmingham Universities.

Between September 2019 and February 2024, Dr Peter Eckersley, held a research fellowship at the Leibniz Institute for Research on Society and Space in Erkner (near Berlin), where he researched climate policy in German cities. The PPM research group have greatly benefited from Dr Peter Eckersley's joint appointment. This year Professor Toshihiko Ishihara and colleagues from Kwansei Gakuin visited NBS on three occasions (in April, July, and December) to progress joint projects. In August 2022, Dr Martin Jones visited Kwansei Gakuin University in Japan and Professor Murphy has been invited to visit in Spring 2025. 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.

This year, because of budget restrictions within NTU and NBS, our attendance at national and international conferences has unfortunately been more limited and is likely to be for the foreseeable future, despite the fact that there was a partial return to face-to-face conferences in 2023, and we are now experiencing a full return in 2024.

The 'core' members of the group in 2024 were:

Professor Peter Murphy, Director of the PPM Research Group.

Associate Professor Peter Eckersley, Deputy Director of the PPM Research Group

Professor Will Rossiter, Professor of Regional Policy and Development.

Associate Professor Zara Whysall Department of Human Resource Management.

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

Dr Sarah Pass, 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, PPM Research Fellow (Health and Social Care)

Dr Catriona Logue, Economics Department.

Dr Katarzyna Lakoma, PPM Research Fellow (Emergency Services)

Dr Bernard Kofi Dom, Lecturer, 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 School's 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 2023, NBS had an EQUIS visit in November which resulted in accreditation.

Although, the next section outlines the NBS strategic plans for the future, and the group's purpose and structure, this annual report is primarily concerned with reporting the activity of the group in the past year 2024, which are documented in Sections 5 and 6.

2. NBS Research and Innovation Plan 2021-2025.

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 five 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 plan was effectively rolled over for 2024 and 2025. 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. The 2021 – 2025 NBS Research & Innovation Plans were set within this longer-term strategy which itself reflected the Business Schools strategic plan to 2025. It builds on the strategic objectives as detailed in the REF 2021 environment statement.

The next phase of NBS's research and innovation strategy to 2025 will extend and deepen its existing approach, sustaining its material shift in research performance over the medium term to deliver a trajectory that will consolidate NBS's reputation as an important international force amongst research-focused international Business Schools by 2025. The future strategy has four components:

1. To continue investing in distinctive capability-building for high-quality research, expanding the depth and breadth of our current Centres via further recruitment of research talent at all levels, whilst investing in the development and promotion of current staff. This investment is combined with and builds on an accelerating trajectory of success in generating external research funding from DfID, ESRC, AHRC and other bodies, as detailed in 3.2 below.
2. To further develop close collaborations and partnerships with top-flight international research institutions with shared research agendas with the aim of extending the international reach and reputation of NBS's distinctive research and accelerating the emergence of new centres. This builds on fertile existing collaborations which include Copenhagen Business School, WU Vienna, University of New South Wales and others.
3. To deepen research impact through developing strategic partnerships in research with major companies and organisations with shared research agendas. This approach will develop existing collaboration with organisations such as Refinitiv and Blenheim Chalcot in Finance, Boots in Human Resource Management, and Fujitsu in sustainability towards more sustained longer-term relationships, including potential sponsorships of Research Centres.
4. To establish three new self-sustaining Research Centres of international standing, through direct investment, in fields that further develop our emerging strengths such as Marketing and Consumer Studies and Fin Tech as well as new fields such as the New Economy, to address the business and societal challenges of the future.

The post-REF 2021, plan included the establishment of three new research centres; two of which (CFTS and CBIT) had university strategic investment funding:

- Marketing and Consumer Studies Research Centre (MACS)
- Centre for Finance, Technology and Society (CFTS)

- Centre for Business and Industry Transformation (CBIT)

3. The PPM Research Unit: 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 School's aims and objectives for research. Although there has been a review, the group's purpose for 2025 has remained the same as in the previous two years which was to:

- Provide a focus for the scholarly activities and a distinctive research identity for public, leadership, management and governance research within the Business School.
- Provide a catalyst for organisational, staff and curriculum development in public policy, public 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, and our 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 and international 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.

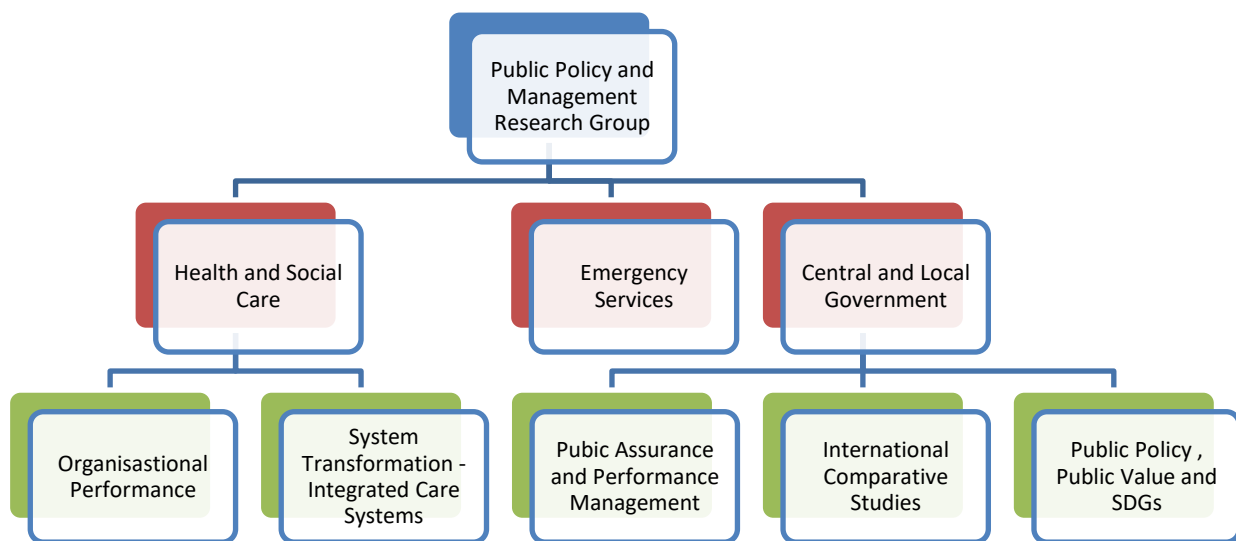
The latest **objectives** of the group acknowledge and embrace the Strategic Objectives of the NBS Research Strategy which are articulated in the Research and Innovation Strategy. The current objectives for PPMRG have remained broadly consistent for the last seven years but will be reviewed again after the current exercise that is reviewing all NBS research centres and will also take account of existing and forthcoming guidance for REF2029.

- 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.
- To 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 Research Excellent Framework.

- To expand research capacity through grant-related activity, consultancy contracts and engagement with funding providers.

4. Group Structure and Interests

The Public Policy and Management Research Group has been structured for the last six 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’, was merged into a single generic work stream in 2017. This structure was then maintained for the duration of the REF2021 period, reviewed updated and revised as part of the CEPPM Centre’s 2023 and 2024 reviews.

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, the Centre for Finance, Technology and Society, the Responsible and Sustainable Business Lab, and the Centre for People, Work and Organisational Practice.

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. In addition, we have established links with Research Groups sharing our interests across the university particularly research groups in the School of Social Sciences.

NTU has also re-designated its Strategic Research Themes which are intended to promote and support interdisciplinary research across the university. PPMRG actively contributes to these 3 themes; Health Innovation, Safety and Sustainability, and Digital, Technology and Creative.

5. Review of Activity in 2024.

Although the group has seen a deterioration in terms of publications and scholastic outputs at the beginning of the decade (see section 7 below), we have shown a steady increase in these metrics every year since 2020 (see table below). This sudden shock was due to the disruption caused by the COVID-19 pandemic, the need to reschedule both the 2021 REF submission and the Business School's AACSB and EQUIS reaccreditations. More recently budget constraints and restrictions on conference attendance pose an additional challenge, particularly given that all of our regular domestic and international conferences, symposia and workshops have returned to normal face to face operations for 2024/2025.

The focus 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. Section 6 provides a detailed list of these outputs, and the table below shows how the group's activity in this area has evolved on an annual basis since 2016.

Over the last two years, the team started to develop projects that could potentially form the basis for Impact Case Studies for REF2029. As of December 2024, the business school and the REF2029 Planning Group have reduced the NBS portfolio of emerging impact case studies to 9 case studies to be targeted at REF2029, of which 5 have leaders from within the PPM group (see Appendix B). In addition, we have 3 case studies being developed in parallel with preparations for the 2029 REF exercise but 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)
- Improving policy, service delivery and public assurance in the reform of Fire and Rescue Services in England (Murphy).
- 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 some 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 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 Yan Wang. This monthly seminar series was re-established in 2022 on a hybrid-virtual basis.

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 and last the group has 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 2029 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 four years, when the Covid-19 pandemic coincided with end of the last REF period, although there has been a welcome upturn over the last three years.

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Peer Reviewed Journal Articles	6	13	14	13	12	8	12	18	15

Book Chapters (of which Books)	2	13 (2)	14 (2)	11 (2)	7 (1)	3 (0)	5 (0)	6 (1)	2 (0)
Professional Journal Articles	5	3	4	5	3	4	2	6	5
Reports for External Bodies	8	3	11	11	8	10	19	9	10
Conference Presentations	30	19	27	43	12	24	26	30	31
Working Papers	0	1	4	3	0	2	1	3	8
Other Publications	2	0	0	8	3	3	3	9	14
Totals	53	52	74	94	45	54	68	81	85

6. Published Outputs 2024

Academic Journal Articles

AVELLANEDA, C., BEL, G., DUROSE, C., **ECKERSLEY, P.**, ESTEVE, M. and LEE, S., 2024. Fifty years of Local Government Studies: evolution, internationalization, and the future of the field. *Local Government Studies*. ISSN 0300-3930

BARBERA, C., **DOM, B.K.**, DU BOYS, C., KORAC, S., SALITERER, I. and STECCOLINI, I., 2024. Insights from local government managers: navigating crises through organizational capacities and perceptions. *Public Administration Review*. ISSN 0033-3352

BUZÁSI, A., SIMOES, S.G., SALVIA, M., **ECKERSLEY, P.**, GENELETTI, D., PIETRAPERTOSA, F., OLAZABAL, M., WEIS, A., DE GREGORIO HURTADO, S., SPYRIDAKI, N.-A., CSETE, M.S., TORRES, E.F., RIZNAR, K., HEIDRICH, O., GRAFAKOS, S. and RECKIEN, D., 2024. European patterns of local adaptation planning - a regional analysis. *Regional Environmental Change*, 24: 59. ISSN 1436-3798

CANDON, D., HEWITT, M., LIU-SMITH, Y.-L. and **MURPHY, P.**, 2024. Do carer tasks predict carer employment? Evidence from the Survey of Adult Carers in England. *Social Policy and Administration*, 58 (1), 122`-140. ISSN 0144-5596

ECKERSLEY, P., 2024. Financial precarity in English local government: causes, potential solutions and future challenges. *Progressive Review*, 31 (2), pp. 89-94. ISSN 2573-2323

ECKERSLEY, P., LAKOMA, K., MURPHY, P., CAYGILL, T. and PELL, C., 2024. Accountability as a function of power relationships in public governance networks. *Public Administration*. ISSN 0033-3298

ECKERSLEY, P. and OLAZABAL, M., 2024. Adapting to climate change: the ultimate challenge for the next half-century of local government? *Local Government Studies*. ISSN 0300-3930

EDWARDS, M., RIDGWAY, M., CHEN, G., COOPER, E. and **PASS, S., 2024.** (In)visible working mama drama: from excellent to 'good enough' academia and (m)others. *British Journal of Management*. ISSN 1045-3172

HAUPT, W., LAUG, L. and **ECKERSLEY, P., 2024.** Structure, agency and local climate governance: how do individual actors exploit local contexts to shape policymaking in smaller cities and towns? *Regional Studies*. ISSN 0034-3404

HEATH, G., WANKHADE, P. and **MURPHY, P., 2024.** Exploring the wellbeing of ambulance staff using the 'public value' perspective: opportunities and challenges for research. *Public Money and Management*, 44 (2), pp. 141-151. ISSN 0954-0962

KERN, K., **ECKERSLEY, P., KOCHSKÄMPER, E. and HAUPT, W., 2024.** Unpacking polycentric climate governance: tracing the evolution of transnational municipal networks over time. *Global Environmental Politics*, 24 (3), pp. 121-143. ISSN 1526-3800

LAKOMA, K., 2024. A comparative study of governance changes on the perceptions of accountability in Fire and Rescue Services in England. *Public Administration*, 102 (1), pp. 3-20. ISSN 0033-3298

LAKOMA, K. and LIU-SMITH, Y.-L., 2024. Debate: lessons learned from the emergency services' response to the Covid 19 pandemic. *Public Money and Management*, 44 (2), pp. 98-99. ISSN 0954-0962

LAKOMA, K., MURPHY, P. and TOOTHILL, A., 2024. External auditing arrangements of smaller authorities in England. *International Journal of Auditing*, 28 (4), pp. 792-805. ISSN 1090-6738

WANKHADE, P. and **MURPHY, P., 2024.** Resilience and wellbeing—the persistent challenges for our emergency services. *Public Money and Management*, 44 (2), pp. 95-97. ISSN 0954-0962

Books and Book Chapters

ECKERSLEY, P., 2024. Balancing cooperative federalism with local autonomy: subnational governments and governance in Germany. In: C.N. AVELLANEDA and R.A. BELLO-GÓMEZ, eds., *Handbook on subnational governments and governance*. Elgar Handbooks in Public

Administration and Management. Cheltenham: Edward Elgar, pp. 299-311. ISBN 9781803925363

WHYSALL, Z., CHEN, H., KARANIKA-MURRAY, M. and **HEWITT, M.**, 2024. Biases in presenteeism decision-making: is working whilst unwell the default option? In: *BAM2024 proceedings*. London: British Academy of Management.

Professional Journal Articles

MURPHY, P. 2024. Research has long shown institutional misogyny and racism within the UK's fire services. *Emergency Services Times*.

MURPHY, P. 2024. The importance of good governance. *FIRE Magazine* December 2024/January 2025.

PASS, S., and COURT-SMITH J. (2024) Prioritising People Issues is Essential for Fostering Employee Engagement, *Engage Magazine*, Engage Business Media Ltd, May, pp 20-22.

PASS, S., LUI-SMITH, Y-L., RIDGWAY, M., and KOUGIANNOU, N. (2004) Sustaining workplace success through employee engagement, *NBS Research Magazine*.

PASS, S., LUI-SMITH, Y-L., RIDGWAY, M., and KOUGIANNOU, N. (2004) Sustaining workplace success through employee engagement, *NBS Research Magazine*.

Research report for external body.

KARAGOUNIS, K., KENNEDY, H., OXBORROW, L. and **ROSSITER, W.**, 2024. Nottingham creative and digital industries initiative: summary report. Nottingham:

LINO, A, STECCOLINI, I, and **DOM, B.K.** 2024. Dataset and the income and expenditure of East of England Local Authorities to the East of England All Parliamentary Party Group in November 2024.

LIU-SMITH, Y-L, CANDON, D, LOGUE, C, and **MURPHY, P.** 2024. Children Missing from Education in Nottingham City: The Follow-up Report. Nottingham: NTU.

MURPHY, P. 2024. Formal response to the proposed HMICFRS fire and rescue services inspection programme and framework 2025–27 consultation. London: HMICFRS.

PASS, S., COURT-SMITH, J., CLARKE, N., MACLEOD, D., LIU-SMITH, Y-L., and POPESCU, S. (2024) Engage for Success UK Employee Engagement Survey 2023: Exploring the current state of employee engagement in the UK. Engage for Success,

RIDGWAY, M., DAHILL, D., MAINARD-SARDON, J., SMITH, S., **FROST, D.**, KOUGIANNOU, N., KING, D. and CHIU, B., 2024. From resistance to reflexivity: equity in funding practices. Nottingham Trent University.

WHYSALL, Z. 2024. Shift happens: strategies for organisational culture evolution. White Paper NTU.

WHYSALL, Z. 2024. UK organisational culture revealed: a spotlight on workplace values and behaviours. Nottingham: NTU.

WHYSALL, Z., JOYCE, J. and MARSH, R., 2024. Fujitsu KTP final report for Innovate UK. Nottingham: NTU.

WHYSALL, Z., YEONG, A., SMITH, L. and GODBER, S., 2024. Halo X-ray KTP final report for Innovate UK. Nottingham: NTU.

Conference contributions

CANDON, D., **HEWITT, M.**, **LIU-SMITH, Y.-L.**, and **MURPHY, P.** 2024. How Important are Carer Tasks in Determining Carer Quality of Life? Evidence from a Shapley Decomposition Approach. In: Social Policy Association Annual Conference 2024, University of Strathclyde, Glasgow, 3-5 July 2024.

CHEN, H., **WHYSALL, Z.**, KARANIKA-MURRAY, M. and **HEWITT, M.**, 2024. Discovering decision-making patterns of presenteeism behaviour through a qualitative diary study. In: 16th Conference of the European Academy of Occupational Health Psychology (EAOHP), Granada, Spain, 5-7 June 2024.

DOM, B.K., **COLLINS, A.**, **JONES, M.** and **MURPHY, P.** 2024. Delivering local authority cultural services in the era of austerity. In: International Research Society for Public Management (IRSPM), Tampere, Finland, 15-18 April 2024.

DOM, B.K., **JONES, M.**, **COLLINS, A.** and **MURPHY, P.**, 2024. Developing a local government dataset: a tool for enhanced resilience. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

DOM, B.K., **MURPHY, P.**, **JONES, M.** and **COLLINS, A.**, 2024. Local government, austerity localism, financial resilience, and perceived vulnerability in England. In: International Research Society for Public Management (IRSPM), Tampere, Finland, 15-18 April 2024.

ECKERSLEY, P., DUROSE, C., GIOVANNINI, A., MORPHET, J., RICHARDSON, L. and WILLETT, J., 2024. Roundtable: celebrating fifty years of LGS: the past, present and future of local

government studies. In: UK Political Studies Association annual conference, University of Strathclyde, Glasgow, 25-27 March 2024.

ECKERSLEY, P., HAUPT, W. and KERN, K., 2024. Assessing the impact of Fridays for Future on climate policy and policymaking in German cities. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

LAKOMA, K., 2024. Promises of accountability in the governance reforms of Fire and Rescue Services. In: IRSPM Conference 2024, Tampere, Finland, 16-18 April 2024.

LAKOMA, K., ECKERSLEY, P. and MURPHY, P., 2024. Governance reforms and the dynamics of accountability in public services? In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

LIU-SMITH, Y.-L., CANDON, D., LOGUE, C. and MURPHY, P., 2024. Children missing from education in Nottingham. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

MURPHY, P. 2024. Public assurance and the efficient and effective delivery of public services by central and local government. In: NBS Annual Research Conference 2024, Nottingham Trent University, Nottingham, 11 June 2024.

MURPHY, P. 2024. How governance holds fire services to account. In: HMICFRS (His Majesty's Inspectorate of Constabulary and Fire and Rescue Services) Academic Reference Group, Online, 4 September 2024

MURPHY, P., DOM, B.K. and JONES, M. 2024. Financial failure and corporate intervention at Northamptonshire County Council: a sorry saga but not a surprise. In: BAM2024: 38th Annual British Academy of Management Conference, 2-6 September 2024

MURPHY, P. and GREENHALGH, K., 2024. Equality, diversity, inclusion and organisational cultural: a blight on fire and rescue services. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

MURPHY, P. and BIERMANN, F., 2024. Long-term knowledge exchange NBS with the fire and rescue services. In: NTU Institute for Knowledge Exchange Practice Conference 2024, Nottingham Trent University, Nottingham, 27 June 2024.

MURPHY, P. and JONES, M., 2024. How the UK government responds to financial, service, and corporate failings in local authorities: intervention and monitoring. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

MURPHY, P. and **LAKOMA, K.**, 2024. Professionalism in the English fire and rescue services. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, 12 September 2024.

MURPHY, P. and **LAKOMA, K.**, 2024. Governance and accountability in English fire and rescue services just keeps getting more complex and confusing and looks like getting worse. In: British Academy of Management Conference 2024 (BAM2024), Nottingham Trent University, Nottingham, 2-6 September 2024.

MURPHY, P., and **LAKOMA, K.** 2024. Governance and accountability in English fire and rescue services just keeps getting more complex and confusing and looks like getting worse. In: International Research Society for Public Management Conference 2024, Tampere, Finland, 16-18 April 2024.

MURPHY, P. and **JONES, M.** 2024. Intervention or monitoring: how the government responds to financial, service and corporate failings in local authorities in the UK. In: International Research Society for Public Management Conference 2024, Tampere, Finland, 16-18 April 2024.

OLDRIDGE, L., and **PASS, S.** (2024) Engaging with Gen-Z, Apprenticeship Conference, Nottingham Business School, November.

PASS, S. (2024) The role of leadership in delivering sustained employee engagement, MBA Reconnect, Nottingham Business School, November.

PASS, S. (2024) Engage for Success, IKEP Conference, Nottingham Trent University, June.

PELL, C., 2024. Preventing fires and meeting targets: tensions between transactional and relational approaches to measurement in UK fire prevention. In: Towards Relational Public Services conference, Northumbria University, Newcastle, 12 June 2024.

REX, B. and **ECKERSLEY, P.**, 2024. Museums in a context of austerity: mixing commercial imperatives and professional values. In: United Kingdom Association for Public Administration (UKAPA) Inaugural Conference 2024, University of Birmingham, Birmingham, 12-13 September 2024.

ROSSITER, W. and **GREEN, A.**, 2024. Economic development in the English Midlands: asymmetric polycentricities. In: Regional Studies Association annual conference 2024: global challenges, regional collaboration and the role of places, Florence, 11-14 June 2024.

ROSSITER, W., **SMITH, D.J.** and **MATTHEWS, R.**, 2024. Mastering cricket: the rise of South Asian producers within global value chains for sports goods. In: 50th AIB UK & Ireland Chapter Conference, Aston University, Birmingham, UK, 5-6 April 2024.

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Appendix A.

Associates, Visiting Scholars, and Research Collaborators

Professor Joyce Liddle (Northumbria)

Professor Ileana Steccolini (Newcastle)

Professor Toshihiko 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 (Loughborough)

Associate Professor Russ Glennon (Manchester Metropolitan)

Appendix B.

Impact Case Studies in Development (REF 2029)

1. Local and regional economic development and regeneration

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

2. Transforming business through culture change

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

3. Fire and Rescue Services

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

4. Local and Central Government

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

Impact Case Studies in Development (post- REF 2029)

5. Engage for Success

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

6. Health and Social Care

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

7. Early Childhood and Children missing from education.

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