

Institution: De Montfort University
Unit of Assessment: 19 Business and Management Studies
<p>a. Overview</p> <p>The submission of 22.3 FTEs (18.6 in 2008) draws on research carried out in Leicester Business School, which is part of the Faculty of Business & Law. The three main research groups are:</p> <p><i>Human Resource Management and Organisational Behaviour (HRM/OB)</i>, led by Almond. This comprises three subgroups based within the Department of HRM: International and Comparative Human Resource Management; Organisational Behaviour and Change; and Contemporary Work and Employment Relations.</p> <p><i>Small and Ethnic Minority Business (S&EMB)</i> led by Ram. This group is centred on the work of CREME, the Centre for Research in Ethnic Minority Entrepreneurship, set up in 2004, initially as a joint venture with the former East Midlands Development Agency.</p> <p><i>Public Governance (PubGov)</i>. Led by Davies, this groups the work of researchers in the Local Governance Research Unit, as well as individuals from the inter-faculty Health Policy Research Unit and the Centre for Comparative Housing Research. PubGov was part of a submission to another UoA in RAE2008, but for reasons explained below it has now been integrated into UoA19.</p> <p>In addition to these groups (accounting for around four-fifths of the submission) the Unit includes individual scholars in Economics, Finance and Strategic Management.</p>
<p>b. Research strategy</p> <p>THE UNIT'S STRATEGIC PRIORITIES</p> <p>There has been steady progress in pursuing strategic aims for research laid down in the RAE 2008 submission and in the Faculty Research Strategy. There has been considerable stability in main strategic priorities over a number of years. These priorities include:</p> <p><i>Support for 'core' or 'niche' areas of faculty strength</i></p> <p>Three core areas of research strength were identified a decade ago: HRM/OB, Public Policy (including Public Governance) and Small and Ethnic Minority Business and Entrepreneurship. Crucially, each remains significant in the current submission. This focus on core strengths is seen as a viable strategy for maintaining sustainable high-quality research in a faculty with significant areas of high-volume, professionally oriented teaching.</p> <p>Over time, each of the core areas has developed a distinctive research 'personality'. HRM/OB has contributed to an understanding of how micro-political behaviour in organisations shapes outcomes in human resource management and employment relations. For example, ESRC-funded international comparative work on multinationals has explored the interaction between organisational politics, employment practice and the different institutional contexts in which these firms operate. Currently, the group is exploring sub-national institutional dynamics within and across business systems (see e.g. outputs of Almond, Ferner). Other work furthers our understanding of the dynamics of management–employee relationships at times of organisational pressure (e.g. Butler, Connolly, L. Glover); the way employment diversity operates in practice (Greene); the subjective experience of work and organisations (e.g. L. Glover, Ward, Kokkinidis); organisational learning (Macpherson); and the public policy and workplace practice dimensions of the skills agenda (Almond, Payne).</p> <p>S&EMB has explicitly adopted an 'engaged scholarship' stance, strongly emphasising the need to work directly with small and ethnic minority business (S&EMB), as well as intermediary agencies. It seeks to use its research to drive the agenda for S&EMB in the UK, building effective links with policy-makers both at national and regional level. It has pioneered work on under-researched, aspects such as EMB's access to capital and finance, 'supplier diversity' (i.e. access of these firms to procurement and supply chain opportunities), wages, migration policies, technology and social inclusion (Ram, T. Jones, Woldesenbet). The group has benefited from the role of</p>

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Professor Paul Edwards (University of Birmingham) who has worked with Ram since 1998 and has been a visiting professor at Leicester Business School since 2011.

The focus of the **PubGov** group is on issues of leadership and management in the delivery of public services in local government, housing and health, and the engagement of public service stakeholders. PubGov is strongly committed to new methods of engaged policy research. It draws on a range of approaches, including interpretive and discourse policy analysis (e.g. **Griggs**) and coproduction of research (e.g. **Hamalainen, Roberts**), working with stakeholders from central government, public interest groups, local authorities and neighbourhood organisations. Researchers adopt critical approaches to public governance, examining network governance, community politics and participation. The critical policy-oriented perspective has been applied to governance theory (e.g. **Davies, Griggs**). Empirically, researchers have investigated: local political institutions, particularly in relation to local political leadership, the role of elected representatives (**Copus, Wingfield**) and community engagement (**Hamalainen, Roberts**); aviation policy (**Griggs**); housing policy (**Oxley**); health consumer groups (**K. Jones**); and fair trade (**Pflaeger**). In September 2013, **Davies**, in collaboration with the universities of Barcelona and Melbourne won funding from the Urban Studies Foundation to hold a three-day international conference on 'Interrogating the Urban Crisis', held at DMU; this helped reinforce the UoA's research networks investigating the impacts of austerity.

Beyond the core groups, researchers are drawn from the disciplines of strategic management (**Herbane**), economics (**Rodionova**) and finance (**Andrikopoulos**).

Encouragement of inter-disciplinary collaboration between researchers

Over the review period, there has been more intensive dialogue between disciplines, most notably between researchers in HRM and in public governance. This has been enhanced by the faculty's flagship new Hugh Aston building, opened in October 2010, permitting closer physical proximity. Joint workshops of the two groups identified a common interest in institutionalist theory, notably in the work of the International and Comparative HRM sub-group and of the Local Governance Research Unit. Dialogue culminated in a successful ESRC large grant application (RES-062-23-1886, 2009–12, PI **Almond**) with investigators from both groups. The research examines the interaction of foreign multinationals with local 'governance actors' such as development agencies and local authorities. Researchers from HRM/OB and PubGov have worked together as supervisory teams for doctoral students, e.g. in the area of organisational resilience, and on multinationals and local governance. Cross-group working has also been facilitated by a common concern with the implications of research for practice (see below, and Impact Statement), and a joint workshop was held in September 2013 on cross-national policy transfer.

Further strengthening of user engagement and 'research into practice'

UoA 19 exemplifies the University's strong tradition of practice-based and community-engaged research. Such research has become one of DMU's strategic priority areas for support. CREME has as its mission to transform perceptions of ethnic minority business (EMB) and to work with policy-makers to engage with a sector of the economy that contributes about £40bn annually to GDP; PubGov regards collaboration with practitioners as fundamental to its research programme across local governance, housing and health. In recent years the 'research into practice' strand of our strategy has been strengthened, as described in detail in the Impact statement. Here we note that researchers have:

- strengthened public and practitioner engagement in their research through the use of blogs; through ESRC-funded seminar series on Policy as Practice, Third Party Government and Sustainable Aviation; and through practice-centred events such as CREME's annual conference on EMB and its seminar series on SMEs
- engaged with local 'stakeholders', as evidenced by CREME's 'Selling to the Public Sector' initiative for female, disabled and ethnic-minority-owned firms, supported by Leicester City Council; or by PubGov's funded research collaborations with Leicester City Council and Leicestershire County Council on strategic commissioning and political leadership
- provided advice to policy-makers and government: e.g. Copus' work with the Select Committee for Political and Constitutional Reform on central–local government relations,

and the Under Secretary of State for Communities and Local Government on directly elected mayors; Oxley has advised UN Habitat on housing finance, the World Bank on rental housing, and the government of Flanders on housing research funding

- sought to 'vertically integrate' research with advice and support to practitioners; e.g., PubGov researchers worked with the Association for Public Service Excellence (APSE) over two years through an ESRC KTP to develop practical tools to enable APSE to offer specialist services to local government and develop the model of the 'ensuring council'; CREME established the Enterprise and Diversity Alliance to provide research-informed leadership for EMBs on access to finance and markets; with ESRC funding, it pioneered a new model of EMB support, based on 'peer-to-peer' networks.

The research of the UoA feeds directly into teaching at both undergraduate and postgraduate levels. At Masters level, for example, findings from current research form the basis of detailed class exercises and extended case studies, and active research experience informs the teaching of research methods modules.

Consolidation of international research networks

International collaborative research is integral to the work of the Unit's researchers. Further details are given in the section below on 'Collaboration and Contribution to the Discipline'.

PLANS FOR THE NEXT FIVE YEARS

In line with the long-term continuity of strategy, over the next five years the Unit aims to:

Continue to build on linkages between core areas, especially PubGov and HRM/OB. This is promoted by appointments at senior level, e.g. bringing in a public policy professor (**Davies**) with an interest in the effect of austerity on relationships between the state, citizens and corporations; his work engages with that of colleagues in the area of management and organisation as well as in health, housing and other facets of public policy. Another new senior appointment in HRM/OB (**Payne**) has a strong track record of research at the intersection of skills and training with public policy; he is developing links with PubGov colleagues as well as cementing collaboration with HRM/OB in the field of multinationals and their skills agenda. **Greene** and **Copus** are exploring collaboration on how local councillors balance work, life, family and community pressures.

Develop international collaborative research. While substantial areas of work already harness international networks for comparative research, extending international comparative work to areas that have been primarily UK-focused in the past is seen as key for broadening both theoretical and practice-oriented contributions. Recent appointments which have brought in established and early career researchers with strong cross-national links (e.g. **Payne** in Scandinavia; **Connolly** in France and Germany; **Davies** in Norway, Spain and US).

Build on the 'research into practice' theme through systematic evaluation of practice implications of core research. The UoA aims to ensure that a substantial body of research is focused on making a difference in business, management and public policy, while retaining academic rigour and credibility. In order to promote this, the Unit will look to expand external funding to support engagement with stakeholders, e.g. through KTPs and ESRC KE programmes. Increasingly it will look to establish active networks of researchers and practitioners around practical objectives, on the model of CREME's initiative on the Enterprise and Diversity Alliance (see impact case studies). This agenda will be one of the key strategic priorities of the incoming head of research (**Griggs**).

In terms of substantive areas of research, it is hoped to continue work on existing themes, such as the nature of employment relationships in multinationals, workforce diversity, the development of ethnic minority entrepreneurship, and the evolution of public governance at the local level. It is expected that a major cross-cutting theme will be the impact of austerity on these areas of policy and practice, explored from an international-comparative perspective. A recent doctoral bursary has been awarded on the comparative politics of austerity in education policy.

Coordination of research strategy is in the hands of a Research Committee of the faculty in which UoA19 sits. The committee is chaired by the faculty head of research. More detailed oversight is through periodic reporting against research plans to the University's Research, Business and

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Innovation Directorate (RBI). An annual 'research monitoring exercise' collects details of outputs and other research information on a standard template from all research-active members of staff. The head of research then holds detailed discussions with heads of department and research group coordinators. Outcomes are fed into staff appraisal systems to inform research objectives and development plans for individuals. Research coordinators also provide research leadership, advice and mentoring for staff in their groups.

c. People, including:**i. Staffing strategy and staff development**

The overwhelming emphasis of appointments in core research areas has been on retaining critical mass in research. As with any institution, there have been cycles of high turnover/retirement, driven significantly by the attractiveness of the Unit's research staff to other institutions, i.e. 'pull' rather than 'push' factors. The success of the policy has been shown in the ability to replace staff leaving. Thus while the HRM/OB group lost several key research active staff (Tregaskis, Marlow, Carter) over a period of 18 months, the group attracted strong replacements who are a good fit for the collegial research culture of the group (Greene, Payne, Connolly, Ward). Tregaskis remains a visiting professor, collaborating closely on three ongoing projects with HRM/OB researchers (Almond, Butler, Ferner, Glover). The arrival of Payne neatly complements the current work of HRM/OB and helps consolidate its interest in skills and local competitiveness while also strengthening links to PubGov research. Similarly, in the PubGov group, the loss of researchers like Pratchett, Lowndes, Lankina and Durose was compensated by strong recruitment of staff (Griggs, Copus, Davies, Pflaeger) with similar concern for governance issues and the active engagement of researchers with practitioners and policy-makers.

Teaching loads for research-active staff are significantly reduced through a system of 'research allowances' against research plans. Research allowances operate in bands of remission from the standard contractual 550 teaching hours: active researchers in core groups would typically be teaching around half the standard hours, or less. A number of other schemes also allow individuals small teaching buy-outs to devote time to research. The following are in operation:

Core group funding: this allocates each core group an annual sum (currently £6,000) for small-scale buyouts, fieldwork expenses, transcription, paper-giving at prestigious subject conferences, etc.; the money aims to pump-prime larger-scale research and is distributed by the group research coordinator, with awards typically around £400–1000; more routine funding of conference attendance is supported by staff development budgets at teaching group level.

Research seedcorn fund: this is available to all Unit staff, including those beyond the core groups, to enable individuals to pursue small-scale research; it supports similar activities to core group funding; average awards are in the £400–£800 range.

Early Career Researcher Fellowship: this scheme, introduced by the faculty in 2009, offers between one and three annual fellowships to junior researchers to allow them to develop their research career by carrying out pilot projects, drafting external funding bids, preparing research outputs, etc. under the guidance of a mentor; its main contribution is through the buyout of teaching responsibilities, typically around 100–140 hours p.a. Of researchers submitted in this Unit, Butler, Rodionova, Ward have benefited from ECR fellowships since 2009.

Core and seedcorn funding is also open to staff on fractional or fixed-term contracts. A number of part-time staff are included in the submission. The University fully subscribes to the principles of the Concordat to Support the Career Development of Researchers. The principles are implemented in the Unit through mechanisms to enhance careers, e.g. the ECR fellowship scheme, the university-wide schemes described below, one-to-one mentoring, and individual research plans (IRPs) integrated into the annual development review process. From 2014, IRPs will be implemented systematically across the university and overseen centrally to ensure transparency and equality in the treatment of researchers within and between research groups.

The submission comprises 17 men (65% of the total submission) and nine (35%) women. Six individuals (23%) are on fractional contracts. Six (23%) are early career researchers (Connolly, Kokkinidis, Pflaeger, Roberts, Rodionova, Ward). Two (8%) are from ethnic minority backgrounds.

With some senior researchers facing retirement over the next few years, the next generation of research leaders is being prepared by being given senior leadership roles, e.g. through appointment as research group coordinators, taking the lead in major funding bids with guidance from senior researchers and through participation in the University's Future Research Leaders scheme (see below).

Research quality and integrity. Mentoring of junior staff is seen as a primary way of sustaining research quality. Every junior researcher in core groups has an allocated mentor to read and comment on papers, funding bids, etc. PPG and HRM/OB both run informal 'work-in-progress' seminars in which individuals present draft papers for comment in a supportive environment. Individuals' research performance is scrutinised through the annual research monitoring exercise, referred to above. All researchers initiating research projects (internally or externally funded) have to complete an ethical approval form signed off by the head of research for the parent faculty. A faculty ethics committee discusses issues of principle and application in relation to research ethics, and draws up appropriate policy. The Unit follows University policy on data retention issues. Authorship questions are handled within project teams, where norms are established on data access and ownership, authorship rights, etc. In major international projects, such norms may be lengthy and formal; in other cases they are informal. Any disputes would be resolved through mediation by the head of department and/or the head of research.

ii. Research students

There are currently 34 full-time and 35 part-time PGR students, with 24 PhD completions since 2008. All research students are subject to the oversight and monitoring of the University's Graduate School. At faculty level, the Head of Research Students is responsible for applying procedures. All supervisors are required to obtain the University's Certificate in Research Supervision and to attend periodic 'refresher' courses to keep up with changes in regulations and procedures. Team supervision, using at least two supervisors, is the norm. Registration for a research degree requires approval of a formal programme of study. Transfer from MPhil to PhD requires students to prepare a substantial report outlining progress made since registration and setting out a timetable for completion. This is scrutinised by an independent assessor from outside the supervisory team. Each student has to undergo an annual review of progress by an independent reviewer and records of meetings are monitored centrally.

PGR students participate in obligatory training courses. The University's Graduate School provides training in generic research skills and in communication skills, teamworking, intellectual property, publishing research findings, employability and research ethics. At faculty level, PGRs learn skills appropriate to their stage of development over the course of the programme. This comprises an overarching syllabus of methods training, permitting synergies in the basic training needs of different research areas. As well as classroom sessions, there are 4-5 'Research Training Days' annually that mix lectures, workshops, round tables and seminars by both staff and students. These events expose PGR students to a variety of approaches to widen their horizons. In recent years, training days have covered such issues as discourse analysis, comparative research, publishing in journals, QCA, researching gender and working with practitioners. The events allow students a regular opportunity to network. At the individual level, training is provided through contact with supervisors who have subject expertise and can offer specific, detailed guidance to students in relation to their research projects. From September 2013, doctoral training is being carried out through an integrated **Doctoral Training Programme (DTP)**. Advanced training is delivered through intensive 1-2 day workshops on International and Comparative Research Methods, Engaging Policy-Makers and Practitioners in Research, and Advanced Quantitative Methods. In addition there are specialist training 'streams' for core disciplines with significant numbers of students, notably PubGov and HRM/OB, covering such issues as the use of employee testimony in HRM research, interpretive approaches to policy research and Q-method. The DTP is delivered through online units, timetabled classes and the Research Training Days.

PGR students can access a long-standing "doctoral support fund" to help finance a variety of research-related expenses: e.g. presenting papers at conferences, attendance at specialist methods workshops, help with fieldwork expenses, etc. Since 2008, the fund has supported approximately 8-9 UoA19 students a year with sums typically of around £300. Since 2010, PGR

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students have benefited from superior office accommodation and facilities in the new state-of-the-art Hugh Aston building. The University library has designated PGR study areas.

The University also supports a programme of full and fees-only doctoral bursaries. UoA19 has gained two of these each year on average since 2009. In 2013 the University introduced the 'High Flyers' scheme offering generous doctoral scholarships to the best DMU undergraduate and Master's students; UoA19 won one of these, in the area of ethnic minority business.

As well as providing training and administrative support for the doctoral programme, the University Graduate School, established in 2010, has taken on a more strategic role in the development of the research degree programme across the University.

d. Income, infrastructure and facilities

External research income to the Unit was ca. £2m over the period, with yearly income ranging from £104,000 to £807,000. Among external awards are several research council grants. Substantial awards include:

- A £148,000 grant from the ESRC on HRM/OB's multinationals research (PI **Almond; Ferner**, Tregaskis, Lankina)
- A £122,000 ESRC grant, led by KCL as part of the INTREPID network described below (**Ferner**, Tregaskis); this was a follow-up to an earlier ESRC grant led by DMU
- Knowledge exchange grants from the ESRC totalling over £230,000 to propagate the practical implications of CREME research (**Ram**)
- A £144,000 award jointly funded by the ESRC and Places for People on 'Boosting the supply of affordable rented housing in the UK: learning from other countries' (**Oxley**)
- Grants totalling £55,000 from the AHRC's Connected Communities programme (**Hamalainen, K Jones**, Durose)
- An AHRC award to the value of £121,000 to look at community engagement in Peterborough (**Roberts**)
- KTPs and sKTPs to the value of £281,000
- ESRC research seminar grants (**Griggs**, Durose): Policy as Practice (DMU lead institution); Third Party Government and the Politics of Sustainable Aviation

Significant grants from a range of other bodies including private firms, central and local government and regional agencies, notably:

- £338,000 from Advantage West Midlands to fund CREME's MEECOE network to support ethnic minority enterprise (**Ram**)
- £21,000 for an expansion of an earlier contract with a major engineering firm for a study of social partnership and organisational change (**Glover, Butler**, Tregaskis)
- £45,000 from the Equality and Human Rights Commission (EHRC) for a study of women's 'pathways into politics' (Durose, with University of Manchester)
- £30,000 from PREVENT partnerships in Derby, Leicester and Nottingham (**Hamalainen**, Lowndes) and £75,000 from Department of Communities and Local Government for rapid evidence assessment of PREVENT (**Hamalainen**, Lowndes, Pratchett)
- £38,000 from the Welsh Local Government Association for a study on the impact of council size on service efficiency and local democracy (**Copus**)

The link between funding and research outputs can be illustrated by journal articles in the review period that were based on externally funded projects. These include papers (not all included in the current submission) in: British Journal of Management (**Glover**); Environment and Planning A (**Ward**); Government and Policy (Environment and Planning 'C') (**Ram**); Human Relations (**Almond, Ferner**); British Journal of Industrial Relations (**Butler**); British Journal of Politics and International Relations (**Copus**); Human Resource Management Journal (**Almond, Butler, Ferner, Glover**); Industrial and Labor Relations Review (**Ferner**); International Journal of HRM (**Almond, Ferner, Glover**); International Small Business Journal (**Woldesenbet**); Local Government Studies (**Griggs, Roberts**); Management Learning (**Macpherson, Ram**); Policy & Politics (**Hamalainen**); Work, Employment and Society (**Ram, Woldesenbet**).

University investment and policies to support the research environment

Over the review period, DMU has invested heavily in central support for research. The Research Development Office (now part of the Research, Business and Innovation directorate, RBI) was created in 2009. It offers greatly enhanced professional research support for Units in the form of help with grant applications from expert advisers specialising in funding sources (4.5 FTE): research-council, EU, foundation/charity and knowledge transfer funding. The RDO also offers post-bid support with grant management (3 FTE), and it has a major role in research policy, in monitoring the institution's research activity and in helping research groups promote themselves externally e.g. through web pages and events (3.2 FTE).

This university provision is supplemented by research administrators within the faculty. A research administrator works closely with the faculty Head of Research and has a major role in the preparation of costings for research bids, the organisation of research events, the servicing of research committees and other administrative tasks. In addition, there is support at research group level; for example, public governance researchers benefit from a group research administrator.

The RBI administers several research support funds from which UoA19 researchers have benefited, notably:

- RIF, or Research Innovation Fund: this typically funds 1-2 projects annually in UoA19.
- Research leave scheme: this central competitive leave scheme frees up researchers from non-research duties for a period of time, normally a term; four UoA19 researchers have benefited from the scheme since its inception in 2011 (**Butler, Connolly, K Jones, Ward**).
- The Future Research Leaders Award: introduced in 2012, this scheme provides intensive mentoring and project development for a small number of University researchers under the guidance of Prof Tony Payne (University of Sheffield); **Butler** and **K Jones** were among the first batch of award-winners.
- The High Flyers doctoral scholarships for DMU's brightest students, described above.
- The DMU Early Career Fellowships scheme (from 2013): this provides two-year research fellowships for two external candidates annually, leading to permanent academic posts.

UoA staff also benefit from the RBI's comprehensive staff development programme aimed particularly at ECRs. This covers e.g. grant applications, writing for journals and impact.

e. Collaboration and contribution to the discipline or research base

Unit researchers have longstanding collaborations with HEIs in the UK and internationally. These collaborations have generated an extensive body of publications, several of which are represented in this submission. Examples of UK collaborations include:

- Members of the HRM/OB group (**Ferner**, Tregaskis) have had a series of ESRC awards on multinational companies, with collaborators at Warwick Business School, Birmingham and KCL; former member of the group, Olga Tregaskis, now at Norwich Business School, UEA, has been appointed Visiting Professor at DMU as she continues work on several projects with HRM/OB colleagues; **Payne** has continued his collaboration with the ESRC Centre on Skills, Knowledge and Organisational Performance at Cardiff.
- CREME, through **Ram**, has jointly held ESRC bids with Warwick, Lancaster and Birmingham; he works closely with Professor Paul Edwards, currently head of the Department of Management, University of Birmingham and a Visiting Professor in DMU's Leicester Business School since 2011; Ram's international reputation led to his involvement in the Enterprise Research Centre under the leadership of Aston and Warwick.
- Within the PubGov group, **Griggs** has collaborated with colleagues at Edinburgh, Essex and Loughborough, **Hamalainen** with the University of Nottingham, **Copus** with Bristol and Birmingham and **Davies** with Cardiff.

Broader contributions to the discipline include journal editorships, peer-reviewing, and membership of disciplinary and professional bodies and networks. For example,

- **Griggs** is founding editor and co-editor of *Critical Policy Studies*, and **Copus** was editor of *Local Government Studies* from 2003–2012. **Macpherson** is joint editor of the *International Journal of Management Reviews*.

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- Unit members are on the advisory/editorial boards of academic journals (e.g. **Ferner** is on the international advisory board of *European Journal of Industrial Relations*, and on the editorial board of *Journal of Management Studies*; **Greene** is on the editorial board of *Work, Employment & Society*; **Connolly** is associate board member of the same journal).
- Members of PubGov have strong links to bodies such as the Political Studies Association. **Copus** was convenor for the Local Politics Specialist Group of the PSA (2007–2010) and has been co-director of the European Group of Public Administration: Permanent Study Group on Local Governance and Democracy since 2006. **Davies** is a member of the Urban Affairs Association International Links Committee. Members of HRM/OB have close ties to the CIPD; Leicester Business School, of which this UoA is part, is an Approved Centre for the CIPD, and several researchers are chartered members of the Institute.

International research collaborations

Unit researchers are at the heart of major international research networks carrying out large-scale collaborative comparative research programmes, in some cases over more than a decade.

- Building on a series of major ESRC awards, HRM/OB researchers (**Almond**, **Butler**, **Ferner**, Tregaskis [until 2011]) played a leading role in creating and managing an extensive research network, INTREPID. This has carried out two large-scale programmes of cross-national research. The first was a series of national surveys of multinational companies in ten countries including the UK, Canada, Ireland and Spain, providing a unique comparative dataset. The study generated a range of papers, including a special issue of Cornell's *Industrial & Labor Relations Review* (2013). The second was a five-country study on the relationship between multinationals and regions, focusing on the importance of factors such as skills and training for 'embedding' foreign multinationals in localities. **Butler** is building on these links for a study of EU consultation provisions.
- As part of INTREPID's activities, **Almond** and **Ferner** were Visiting Fellows at the CRIMT research centre, University of Montreal and Université Laval, Québec, in 2010.
- **Copus** is co-director of the EGPA Local Government and Democracy study group, as well as member of EUROLOC European research network. He has ongoing research collaborations with the universities of Ghent, Madrid, Tilburg and Linz.
- **Oxley** has a longstanding collaboration with the OTB Research Institute for the Built Environment at Delft Technical University, the largest housing research centre in Europe; he has participated in a large number of joint research projects and has publications on governance of the housing system, housing prices and supply, and social housing.
- **Griggs** is engaged in a continuing collaboration with the University of Melbourne and the Autonomous University of Barcelona on critical local governance, organising in November 2010 an international seminar bringing together researchers from Spain, UK, Australia and India. He is a founder member of the annual Interpretive Policy Analysis international conference and has been on its advisory panel since 2008.
- **Ram** is Herbert Felix Visiting Professor in Immigrant Entrepreneurship at Lund University where he is engaged in an international benchmarking study on Policy Implementation on Immigrant Entrepreneurship.
- **Davies** is a member of an international research collaboration, led by the Norwegian Institute of Urban and Regional Research and funded by the Norwegian Research Council, studying network governance in Russia.