

<p><b>Institution:</b> Glasgow Caledonian University</p>
<p><b>Unit of Assessment:</b> Business and Management (UoA19)</p>
<p><b>a. Context</b></p> <p>The UoA is located in the Glasgow School for Business and Society (GSBS) and the research environment of the Institute for Society and Social Justice (ISSJ). As such the UoA's strategy, consistent with the mission of GSBS, is to promote public good and social responsibility in business. This strategy builds upon the research strength of public policy and public management as identified by RAE2008. Thus the context of the UoA is to provide organisations with the research evidence base to improve public policy processes, organisational practices and services for the public good. Indeed, the University's vision is a strong commitment to the common good. The UoA has therefore impacted upon public policies, organisational practices and public service delivery.</p>
<p><b>b. Approach to impact</b></p> <p>The main approach of the UoA has been to engage with the devolved Scottish polity through commissioned research by public agencies and professional bodies. This engagement primarily involves researchers providing evidence for improving public policy, organisational and sector practices with regards to employment and labour market relations.</p> <p>The principal beneficiaries and organisations, which often commissioned the research, involved mostly public sector and professional organisations such as the Scottish Government, Equal Opportunities Commission, NHS, Royal College of Physicians and Surgeons, the further and higher education sector, police, fire services, local authorities and voluntary sector organisations. The researchers conducted the research within these organisations and the findings were often used to improve an awareness and understanding of organisational and sector practices which affect equality in employment. The main aim of the researchers in the UoA was to impact public policies and organisational performance in addressing gender inequalities in the workplace, sector and labour market. The research for example informed the Scottish Government in the formulation of gender equality policy. Evidence of this is the Ministerial guidance and priorities as published by the Scottish Government (2010) 'Reporting on Progress Towards Equality of Opportunity for Women and Men made by Public Authorities in Scotland: Ministerial Priorities for Gender Equality: Tackling Occupational Segregation: A Review of Key Evidence and National Policies'. The impact of the research by the UoA has been the Scottish Government prioritising policies to address occupational gender segregation in the labour market. Furthermore, the Scottish Government has developed, based on the research, a national strategy to address occupational gender segregation and established a working group to address this issue in the labour market.</p> <p>The researchers of the UoA have benefitted from the research by, for example, being invited to participate as experts in various policy forums such as the Ministerial Governance Group, Scottish Centre of Public Policy and Glasgow Council for Voluntary Service, and participating in research consortiums such as ESRC funded seminar programmes and exchange activities such as the Scottish Government Policy Seminars.</p>
<p><b>c. Strategy and plans</b></p> <p>The strategy of the UoA is to build on – and diversify - the trajectory of impact and engagement from established rapport with public policy practitioners and communities, and organisational and individual beneficiaries within the public sector.</p> <p>As such, GSBS has since RAE2008, increased its investment and thereby diversified from its core area of research excellence; public policy and public management. GSBS has recruited established academics and early career researchers with research interests in the areas of human resource management, finance, marketing and enterprise. These academics' research interests complement the UoA's core research strengths in public policy and public management. For example, De Ruyter's research on human resource management in the public sector; Teasdale's research on social enterprises and public policy; and Whittam's research on public policy in relation to the small and medium enterprise sector are corollary research to the public policy and public</p>

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management research of the UoA. GSBS has therefore invested in research areas to extend the UoA's impact, beyond this research assessment exercise, by improving the organisational and service delivery practices of social enterprises, small and medium enterprises (SME) and private sector organisations. To this regard, with the support of GSBS and ISSJ, researchers within the UoA, in collaboration with 14 researchers across Europe, have applied for European funding to research public, private and social enterprise partnerships which innovatively provide public services that address inequalities (see FP7 Cooperation Work Programme, Area 8.3.2, SSH2013.3.2-1, Project: Social Innovation Towards Empowering People and Society).

GSBS and ISSJ infrastructure, facilities and administrative support will continue to assist the UoA in grant applications, sabbaticals, 'pump priming' for research, visiting professorships and research studentships to impact upon the public policy process and public sector organisational practices and service delivery. For example, Asenova and Hood recently secured funding from the Joseph Rowntree Foundation, with the assistance of GSBS and ISSJ, to investigate the impact of public sector expenditure cuts on disadvantaged population groups. Moreover, the strategy of the UoA is to extend the impact of academic's research to social enterprises, SMEs and private sector organisations. For example, academics within the marketing research area are conducting research on: the enterprise of farmers' markets and the contribution to the sustainability of rural economies; and public policies and regulation of ethical branding. Academics within the human resource and employment relations research area are conducting research on: enforcement and regulatory policies of decent work; the management of talent towards the sustainability of organisations; and corporate social responsibility towards employees. And academics in the finance area of the UoA are conducting research on: improving financial decision making to reduce risk; public-private finance initiatives; and the effects of public expenditure cuts. Through the support of the GSBS and ISSJ, the UoA has and will continue to provide a research evidence base and moving forward beyond REF2014, the UoA's strategy and planned approach to impact will be to improve:

- public and private sector organisational practices in the management of resources through the finance, marketing and human resource research of the UoA;
- effectiveness in the workplace and employment relations through human resource and employment relations research of the UoA;
- business development for the public good through the social enterprise, SME and public policy research of the UoA; and
- policy made by government to inform the policy debate and improve the understanding of issues for the public good through public policy and public management research of the UoA.

This research will continue to be supported through investment in early career researchers, research studentships, sabbaticals, secondments, knowledge exchanges and community engagements. For example, Miller is on sabbatical conducting research on the partnerships between public, private and voluntary sector organisations which leads to innovations in public service delivery.

**d. Relationship to case studies**

The wider context of the UoA's impact has and will be to improve processes and practices of public sector organisations. Academics within the UoA will continue to impact upon public policies by providing an evidence base to improve the formulation and implementation of public policy and through policy engagement, public debate and awareness-raising. To this regard the two impact case studies submitted for this research assessment exercise, 'Occupational Segregation and the Scottish Modern Apprenticeship Programme' and 'Improving and Influencing Gender Equality in the Public Sector' demonstrates the impact upon public policy and public management.

The research for these case studies for example saw government organisations developing a higher level of gender equality awareness by collecting and publishing gender disaggregated data; and preparing for the implementation of the Gender Equality Duty by integrating the data collection and analysis of the levels of female representation in public sector organisations within strategy documents. Moreover, the research informed various public policy processes from ministerial guidance, government reports, to working groups advising the Scottish Government and various

**Impact template (REF3a)**

public and professional bodies such as the Equal Opportunities Commission and Office for the Commissioner of Public Appointments. For example the researchers were involved in the establishment of a national strategy for tackling occupational segregation in training and work, and advised government on occupational gender segregation in apprenticeships and more broadly in the labour market. Scottish Ministers, as an outcome of the research, identified occupational gender segregation as a priority area for the advancement of equality of opportunity between men and women. The research of the impact case studies gained traction within the public policy and public sector context to the extent that:

- various organisations within the public sector have adopted some of the recommendations (e.g. the Leadership Foundation for Higher Education Diversity Strategy);
- government has formulated public policy based on the recommendations of the research (e.g. Scottish Government Cross-Directorate Occupational Segregation Working Group and Reporting on Progress Towards Equality of Opportunity for Women and Men made by Public Authorities in Scotland: Ministerial Priorities for Gender Equality: Tackling Occupational Segregation: A Review of Key Evidence and National Policies)
- partnerships have been developed to further the research (e.g. ESRC Knowledge Exchange Opportunity Grant with Close the Gap);
- mainstream media have publicised the research generating awareness of gender inequality in the public sector (e.g. see <http://www.timeshighereducation.co.uk/407585.article> and <http://www.gcu.ac.uk/issjr/newsevents/news/article.php?id=56988>); and
- future research funding has been secured from the Joseph Rowntree Foundation to investigate the impact of public expenditure cuts on vulnerable population groups such as women (see <http://www.gcu.ac.uk/mrsc/>).

The research changed perceptions and created awareness of factors which contribute to gender inequality in public sector organisations and the labour market more generally. The research evidence created awareness and informed public policy of the Scottish Government, assisted public sector organisations in understanding the organisational dynamics which contribute to gender inequality and economic implications for the labour market.

The aim of the UoA in terms of impact is for the research to be adopted by government and for the research to appear in various policy documents and government reports. For example, Whittam, McTavish and Miller's research have impacted upon improving the understanding of factors which enable and obstruct equality in the labour market, skill development, enterprise development and public service delivery. Similarly public finance research by Asenova and Hood has provided government with an evidence base on the risks of private finance initiatives, public-private sector partnerships and the effects of public sector expenditure cuts on disadvantaged communities. Building on this research, the researchers will collaborate with early career researchers and through collaborative research, within and beyond GCU, to conduct further research in this area and impact upon government policy and decision making. The UoA continues to and will conduct research to improve organisational and sector practices for the common good. The research will impact upon improving processes and decision making within organisations. GSBS, ISSJ and the UoA will continue to support the research on improving: human resources practices within organisations (e.g. Illes and De Ruyter), public finance decision making (Asenova and Hood), financial decision making and risk (e.g. Lucey and Sanjukta), marketing practices (e.g. Shukla and Kotzab), enterprise development (e.g. Whittam and Teasdale) and public policy and public management processes (e.g. Miller and McTavish). Collectively, the research of the UoA has drawn upon the experience and networks which have been established through the research of the two impact case studies to further impact upon public policy and organisational decision making. Future research by the UoA, such as social enterprise, SME and private sectors, will draw upon these networks and extend the impact to other levels of government, public and private sector organisations and partnerships, professional bodies and the voluntary sector within Scotland and beyond.