

Impact template (REF3a)

<p>Institution: University of York</p>
<p>Unit of Assessment: 19, Business and Management Studies</p>
<p>a. Context</p> <p>The York Management School (TYMS) is a research-intensive management school, embedded in the wider Social Sciences, with the objective of advancing knowledge using evidence-based research that critically informs intellectual, policy, and practice agendas at local, national, and international level.</p> <p>Our impact primarily takes the form of influence on government policies and organisational practices. The main user groups are politicians, policy-makers and policy implementers, public sector organisations, businesses large and small, professional associations, and representative and lobbying bodies (e.g. Industry associations and trade unions). Within these organisations our research is targeted at both decision-makers and ‘ordinary’ employees or members, with a view to impacting upon individual knowledge and behaviour, as well as strategies, policies, and practices</p> <p>There are six discipline-based subject groups: Accounting and Finance, Human Resource Management, International Business and Strategy, Marketing, Operations Management, and Organisational Behaviour, Theory, and Technology. Staff in these groups also contribute to three research clusters: Evolution of the modern corporation and organisations, People, work, and organisations, and Alternative organisation, governance, and ownership.</p>
<p>b. Approach to impact</p> <p>Our approach to achieving impact is multi-faceted, and operates at several levels. At the core of our approach is recognition that close, long-term relationships with key research users are vital for developing high quality research with impact.</p> <p>These relationships are supported in various ways by the School including provision of time and financial resources, and promoted through our management practices. Training of staff to recognise the importance of impact has taken place at research away days whilst discussion of the impact of research is an integral part of the performance review process. Our Centre for Business Collaboration provides expertise in building and maintaining relationships with user groups, including advising staff on dissemination and brokering partnerships with businesses and professional services companies.</p> <p>Our approach to achieving impact ranges from active policies to encourage dissemination of research results through to designing and conducting research with user groups. Active targeting of potential users for research dissemination is seen as a useful first step to develop closer research relationships with user groups.</p> <p><u>Dissemination:</u> We encourage our staff, via researcher development events and training, to disseminate their research findings to potential user groups, with a view to making research findings accessible to influence policies and practices.</p> <p>For example, research findings into the role of village pubs in creating community cohesion, social capital, and economic well-being, funded by British Academy, were actively and widely disseminated to the media, resulting in articles in the <i>Yorkshire Post</i>, <i>Daily Mail</i>, and <i>Daily Mirror</i>, and an interview on BBC regional television. A direct result of this coverage was the Vintners’ Federation of Ireland (VFI) commissioning the PI (Cabras) to research the state of rural pubs in Ireland, with the results of this research being used by VFI in its campaign to lower taxation and provide rate relief for village pubs.</p> <p>Especially important target groups for research dissemination are politicians, policy-makers, and policy implementers. Research into fair trade and social enterprise was publicised to politicians: this led to an invitation to Doherty to give evidence based on his research to a House of Commons Committee on fair trade. The Committee’s report led to funding by DfID of around £150 million for</p>

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projects to develop supply chains for new Fairtrade-certified companies.

Involvement in professional and representative bodies: Our staff are encouraged to make their research findings available and accessible to organisations and groups so that research will influence the policies and practices of these bodies. Examples include:

- **Linsley**, whose main research area is risk, was appointed in 2011 to the Technical Review Committee of the Chartered Institute of Management Accountants to consider changes to risk management in organisations and provide guidance to company directors. He has also been working with the Institute of Risk Management in developing new guidance on managing risk cultures.
- **Brandl's** research on comparative industrial relations has led to his appointment to the Industrial Relations Advisory Board of the European Foundation for the Improvement of Living and Working Conditions. This body advises the Foundation (a tri-partite European Commission Agency) on priorities for industrial relations research within the EU.
- **Doherty** is a member of the Co-operative Retail Group's Responsible Retailing Advisory Board, which advises the company on ethical trading issues.

Research collaboration with user groups to generate knowledge for users: Collaborative research is viewed as generating considerable mutual benefits, and the university actively supports this activity through its Research and Enterprise Directorate. Several KTPs have operated during the period (with local SMEs and the NHS).

- **Fernandes** worked with NHS Connecting for Health in delivering an open source roadmap for electronic health records, supported by a KTP.
- **Beck and Toms** worked with several NHS organisations, funded by a National Institute for Health Research (NIHR) Service Delivery and Organisation (SDO) grant, to assess the role and effectiveness of public-private partnerships in the development of enhanced primary care premises and services

It is recognised that collaborations can provide resources and opportunities to support research that may not otherwise be available. For example, the research conducted by **Pendleton** with Yorkshire Building Society (YBS) on employee share schemes is enabling YBS to refine the marketing of these schemes to their 170 client companies (and approximately one million employees within them) and has also led to an ESRC Collaborative Studentship to extend the research further.

User involvement in research design: The rationale is that research that embodies user interests at the design stage is more likely to generate beneficial results outside academia. For instance, the recently-formed Building Up Resilience in Supply Chains Network – financed by the White Rose Consortium and coordinated by **Doherty** – has involved retailers such as Waitrose and manufacturers such as Cafédirect and Finlay from the outset, with some of these companies involved as 'co-producers' in developing the funding bid and research design.

c. Strategy and plans

Our primary strategic objective for impact is that researchers embed impact into their research from the outset so that relevance to potential users, whoever they may be, permeates the research. Our goal for 2020 is that all academic staff will be conducting research that involves, to varying degrees, potential user groups (however defined). Various steps are being taken to do this, which are outlined below.

Training and development of staff is central to embedding impact. We intend to build on earlier training events, such as impact sessions at research away days, with the provision of regular impact development events. The intention is to further share best practice within the school and to

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identify barriers to impact, with a view to developing means to overcome them. This training will be assisted by the university's Knowledge Transfer Manager, Social Sciences Research Development Manager, and Research Innovation Officer. Training and development amongst PhD students will be enhanced, building on the current impact development workshop provided by the University's Researcher Development team.

We will facilitate impact by providing financial resources more systematically for staff to develop research impact. There will be a dedicated budget line for impact activities within the research budget, and staff will be able to apply for money to support impact activities of all types (e.g. visits to companies, holding impact workshops etc.)

We intend to enhance the role of impact in our management processes. Discussion of research impact will play a greater role in our performance appraisal process, with staff asked to reflect on past impact and consider ways of developing impact, utilising previous experience of impact, or identifying new opportunities for impact. We have also identified impact as a key area to develop within the staff mentoring process. From this year, the School's Research Committee will conduct an annual review of the School's research impact, as part of its annual monitoring process, utilising the institutional research management information system, Pure.

Where we have developed strong relationships with external stakeholders in our research, impact has generally been more substantial. We therefore aim to further involve stakeholders in our overall management of research as well as individual research projects. The School is currently establishing an Advisory Board, chaired by Ian Cornish (formerly Chief Executive, Yorkshire Building Society), with a remit to enhance our relationships with research (and teaching) beneficiaries and develop new research opportunities. The composition of the Board reflects the current and planned strategic research focus of the School, and will include ethically-based retail (the Co-operative) and SMEs (including a Yorkshire micro-brewery and Red Cars driving school). Important regional companies such as Drax power station are also members.

We plan to expand KTP and knowledge exchange (KE) activity in the next five years, supported by the University's KTP Manager. We have just submitted two applications to the ESRC Retail Initiative drawing on our expertise in socially responsible retail and community pubs and plan to submit a final ESRC KE Opportunity (by March 2014) to further enhance our research with employee ownership companies. After this, we will utilise the University's ESRC Impact Accelerator Account to support KE activity. Finally, the department will expand numbers of collaborative doctoral studentships through the White Rose Social Science Doctoral Training Centre through seeking provision of co-funding by those user groups with whom we have strong relationships.

d. Relationship to case studies

Three case studies accompany this template. They have been selected because they exemplify a long-running programme of impact and engagement over the REF period linked to a continuing stream of research. They illustrate our view that user engagement from the earliest stages of the research enriches research objectives and process, and helps to generate research that has impact. The Measurement and Importance of the Gender Earnings Gap study shows how government department users responded to the first wave of research by funding further development of research into issues the department was especially interested in from a policy formulation perspective. The research was then well-placed to influence policy. The Public Sector Resource Management, Evaluation, and Accountability case study also highlights research that influenced government policy and public service management, and shows how close collaboration between researcher and user groups set in motion a virtuous circle of researcher-user collaboration that generated research that was of high value to the user, thereby achieving high impact. The Employee Ownership Plans: Individual Behaviour and Company Outcomes case study also shows that long-term relationships with users plays a significant role in generating research projects and findings that have impacts amongst user groups. This is especially so where the user is involved in a co-production approach to research.