

Impact template (REF3a)

Institution: Teesside University
Unit of assessment: Business and Management Studies (UoA 19)
<p>a. Context</p> <p>The Centre for Strategy & Leadership (CfSL) is a multi-disciplinary research centre within Teesside University's Social Futures Institute (SoFI). The University's Institutional Plan (2012-2015) emphasises the importance of impact and is underpinned by a strong emphasis on 'engendering an ethos of applied research and development' (p. 38). Furthermore, it is the University's view that 'any research it engages in has to provide benefit to society' (p. 47). One aspiration is to be the UK's leading University for business engagement and in 2009 the University won a <i>Times Higher Education (THE)</i> Award for Outstanding Business Engagement, and in November 2013 the 'Queen's Anniversary Prize' for our outstanding work in the field of enterprise and business engagement and the development of the digital hub DigitalCity (see b(3)(i)) – in addition to being nominated as <i>THE</i> Entrepreneurial University of the Year (to be announced on 28 November 2013). Applied and action research, therefore, underpins the work within CfSL in order to resonate with local communities, and to address interdisciplinary issues such as leadership and organizational development, change management, apprenticeship training and anti-corruption. These issues concern a wide range of stakeholders such as businesses, councils, public houses, and schools who benefit from our research, engagement and dissemination (see section b). The main impacts of CfSL's research are economic, social and cultural with application to the main non-academic beneficiaries of our research. CfSL links researchers with practitioners to provide opportunities for ongoing dialogues and relationships and to enable high quality research outputs and impact in the aforementioned key areas.</p>
<p>b. Approach to impact</p> <p>In response to significant economic global and local challenges, requiring research to facilitate leaders and entrepreneurs empowered to deliver innovative solutions, CfSL undertakes research, often in collaboration with practitioners and policymakers including three key user groups with whom we have developed links and relationships in order to facilitate economic, social, and cultural impacts: (1) organizations and practitioners; (2) public and policy makers; and (3) professional services and intermediary organizations.</p> <p>Our approach to impact is based on a virtuous circle between research, teaching and business engagement, each informing and benefitting the other in an iterative, on-going process and into a development plan that is supported by the annual research plans which enables staff to identify the support they may need or opportunities they can capture in order to apply this philosophy in practice. The University has supported CfSL's approach to impact by enabling the workload model to include 'enterprise hours' which complement its members' research allocation to provide them with dedicated time to work with businesses (e.g. through KTPs, consultancy or the delivery of bespoke learning interventions to translate their research into practice for the benefit of user groups). The University runs regular workshops and training programmes on business engagement for staff to learn how they can translate their research expertise into benefitting key user groups, as well as running events to help CfSL staff develop their potential and to act as a forum for staff to share experiences in relation to working with businesses and highlight examples of best practice. In turn, these events identify further opportunities for research and practice-based support to the beneficiaries of CfSL.</p> <p>(1) Engagement with organizations and practitioners: (i) Preece has conducted extensive research on change and restructuring in UK public house retailing (PHR), and has developed nationwide and international relationships with key stakeholders in order to carry out research and make recommendations for the Public House Retail sector. One project explored the introduction of IT into rural public houses in Dorset and Northumberland, and the extent of embeddedness of IT within the relevant local community (McLoughlin and Preece, 2010). The findings were presented to the main sponsoring body (the Countryside Agency), and a small consultancy company. The seminar prompted subsequent discussions with the Countryside Agency, recognizing the need to find ways to 'domesticate' such socio-technical ensembles.</p>

Another project has been examining the restructuring of UK PHR since the early 1990s more generally, which has involved, *inter alia*, the financialization of the large pubcos and its consequences (see **Preece**, 2008). **Preece** highlighted some of the key implications and outcomes of this change and restructuring for the UK public house estate, in particular community, and especially rural pubs, in a Radio 4 'In Business' programme transmitted in May 2011; and was subsequently contacted by publicans and pub campaign groups and was invited to attend a meeting of the 'All Party Parliamentary Save the Pub Group' in September 2011. He has provided his observations and advice on these matters to these and other constituencies, and has been invited to become a member of the design group for a new community and crowd-based pubco to be launched in 2014.

(2) Engagement with public and policy makers: A new-build project merged three pre-existing schools (secondary, special needs and primary) into what is called the Education Village using an innovative single leadership team. This was the catalyst for long-term research by CfSL which has resulted in deep impact on the new organization. Based on her expertise in leadership and organizational development, **McCauley-Smith** carried out research (see **McCauley-Smith** et al, 2012, 2013), mentored by **Preece**, which recommended including the evaluation of a bespoke MSc. The executive leaders stated that this MSc raised the profile of professionalism and leadership and which, in turn, has impacted upon teaching, learning standards, and improved student performance. The executive director praised the impact of the leadership learning outcomes, stating that: "*Collaboration across the schools has allowed for more inclusive personalised offers to become the norm and thus GCSE results have vastly improved – raised from less than 50% in 2008 to more than 70% in 2010.*" These new models of leadership and change, along with recommendations for practitioners, provided leaders with useful insights about how to initiate, implement, embed and sustain radical change.

(3) Engagement with professional services and intermediary organizations: (i) *Hanage* (CfSL PhD student and DigitalCity business adviser), supervised by **Scott** (board member of Enterprise Educators UK) and **Davies**. This longitudinal study of DigitalCity creative graduate entrepreneurs was nominated for Best Paper in the Creative Industries track at the Institute for Small Business & Entrepreneurship (ISBE) conference, November 2013, and was cited by Professor Eleanor Shaw (Strathclyde) in her keynote speech as "relevant" research. *Hanage* et al. are writing a further paper for the British Academy of Management 2014 conference. (ii) Building on prior research cited in the integrity and anti-corruption case study [see REF3b], most notably with **Scott** and others (Macaulay et al., 2011, 2013; Macaulay and **Scott**, 2010), CfSL has an international reputation in fraud and financial crime, which has had, and continues to have, direct impacts on professional services and public policy. *McCusker* leads this agenda and is recognised by global organizations as an authority on anti-corruption, having worked with Asia Pacific Economic Cooperation (APEC) on anti-corruption and with the Organisation for Economic Cooperation and Development (OECD) on anti-bribery. Accordingly, he has been called upon to consult with and/or present to a range of organizations on such matters. Within the census period, these have included British Standards Institution – as one of six authors of a new British Standard on Anti-Procurement Fraud (APF) (December 2013) and a new International Standard on APF, 2014. For Transparency International (TI) in Malaysia, he was one of two invited experts at a multi-government department meeting concerning its forestry governance and integrity programme which aims to tackle corruption and money laundering in the timber trade. *McCusker* was asked to consult on the nature and impact of corruption within the forestry sector and the connections therein with money laundering, leading to TI promulgating reforms for consideration by the Malaysian government. This included anti-money laundering legislation being expanded to accommodate environmental offences, empowerment of government agencies to prosecute timber and money laundering related cases without requiring direction from the Attorney-General and a requirement for politicians/senior civil servants to declare their assets before appointment to public office. He typically presents at fraud and economic crime forums aimed at organizations and practitioners to strengthen their anti-fraud policies. A specific presentation to one charity (with an income of £30 million) subsequently led to presenting anti-fraud measures to the Board, Trustees and staff of the charity, and thereafter created an anti-fraud strategy.

c. Strategy and plans

The strategy over the REF2014 period has been focused on economic, social and cultural impacts. The following outlines our goals and plans for maximising the potential for impact from current and future research and engagement with the key user groups. As stated earlier, Teesside University aims to be the UK's leading University for business engagement (section a). The Times Higher Award won in 2009 for Outstanding Business Engagement recognised our work with local small and medium-sized enterprises (SMEs) that built upon co-funding from HEFCE and focused upon employer engagement and workforce development. Building upon this strength, CfSL will use the business engagement agenda to provide a platform for research-led impact. CfSL has plans to strengthen research activity and increase the strength and quality of our relationships with the business community, professional services and intermediary organizations and policy makers with a focus of developing these relationships in the international arena. For example, many of the companies with whom we have the strongest relationships in the region have international parent companies and our work in the fraud arena has many potential international connections and opportunities.

In addition to providing support to research active staff to increase applications for research funding, plans are in place to generate income from commercial sources to be used to support early- and mid-career researchers to attend international conferences while engaging with businesses and other organizations to raise their awareness of how CfSL's research can have a much greater impact in future. All business engagement activities will have a research element built into them which will increase the volume of research as well as allowing us to plan for and capture intended (and unanticipated) impact. This will be achieved through having an active researcher as a named person in the business engagement team who will be assigned channel management responsibilities and whose remit it is to foster long term relationships with the key beneficiaries. We are putting plans in place to record periodical and longitudinal evidence of impact from the beneficiaries. Additionally, plans for disseminating impact are being put in place, and will focus on capturing evidence of impact from internal events, a working paper series, increased support for presenting papers at conferences and the continued development of our programme of mentoring between senior and junior colleagues. Further, all research creating impact will be presented in appropriate dissemination routes for participating businesses, for example, part-time programmes, interventions with professional institute bodies, executive education, bespoke corporate programmes and KTPs to enable competitiveness, productivity and performance. CfSL has associate members from local businesses and is running a series of CfSL branded seminars and masterclasses which will be of relevance to practice, as well as research and theory. Strengthening the relationships between business and linking this to research-led practice will provide opportunities for continued research and for the development of CfSL's researchers. Accordingly, a key focus will be on developing a critical mass of research activity and providing the necessary support for researchers at all levels.

d. Relationship to case studies

Our approach to impact has been to identify key non-academic user groups and to foster strong relationships with them which, in many cases in turn, has led to collaborative work with beneficiaries, which has gone on to achieve impact. The two impact case studies build upon CfSL's strength in policy-relevant research during the period covered by REF2014. Both of these case studies draw upon commissioned pieces of work and had clear beneficial impact:

- (1) **Medical Physics Expert (MPE) case study** which has finalised recommendations on the education and deployment of MPEs for the European Commission's Directorate-General for Energy and Transport; and
- (2) **Integrity and Anti-corruption case study** which notably links specific sectors with institutions of organized crime and corruption.