

<p><b>Institution: University of the West of England, Bristol</b></p>
<p><b>Unit of Assessment: 19 – BUSINESS &amp; MANAGEMENT</b></p>
<p><b>a. Context:</b> The Unit's research centres and research groups (see REF 5) positively encourage and support research which engages beyond the academic field. This includes research relevant to and shared with users but also work commissioned by and carried out in close collaboration with non-academic partners. The reach and significance of these impacts is evident in the range of engagement outlined here and the high proportion of submitted staff able to demonstrate impact.</p> <p>We have influenced a wide array of fields in the business community including professional development in accountancy and finance; employment rights and gender equality advice; behavioural change in road safety and modes of travel; cancer detection and prevention; business leadership in SMEs; best practice in procurement; and management development in the public sector. The main types of non-academic user group benefiting from the Unit's research include organisations with which we have developed mutually advantageous partnership relationships over a long period of time. For example, with professional associations in accountancy (CIMA, ICAEW) and human resource management (CIPD), industrial relations specialists (Trades Union Congress and ACAS), specialist organisations in the fields of leisure and travel (for example, Cycling England, Sport England), South West private sector business organisations (small business networks and the region's aerospace sector) and government departments/public sector organisations including BIS, DH, DfT, HM Treasury, local authorities, NHS Trusts and the Met Office.</p>
<p><b>b. Approach to impact:</b> There has been a strong emphasis on external engagement, collaboration and working with non-academic partners throughout the assessment period. More recently there has been an increased and more deliberate focus on the impact agenda, recognising priorities on the part of funding agencies and government. The Unit's revised research strategy adopted in 2011 includes an explicit commitment to collaborative research with external partners and increased interaction and collaboration with business and other organisations. This is built on established strengths, reinforcing and formalising commitment to engagement and impact.</p> <p>HEIF 5 and University funding, secured through a competitive process set at an institutional and faculty level, has increasingly been used to support research and knowledge exchange with an emphasis on engagement and impact. There has been a more explicit focus on impact both in the criteria set centrally and in turn in the activities put forward for support by members of the Unit. Significant internal University resource is invested in research and KE activity within staff workloads – criteria for this process, operated at a faculty level, include an explicit focus on KE, impact and engagement and help shape Unit priorities. Bidding for externally-funded projects has been strongly encouraged and supported from a wide range of other organisations with a focus on governance, policy and practice. Such research typically has a strong focus on impact, engagement and application. This has benefited from strong central support and expertise from the University's Research, Business and Innovation service, providing professional support to identify opportunities, advice and training, support for bidding activity and facilitating engagement. The Unit has also benefited from work at a University level with the National Coordinating Centre for Public Engagement (funded by the four UK Higher Education Funding Councils, Research Councils UK and the Wellcome Trust, and hosted by UWE and the University of Bristol) to develop thinking around research impact and engagement and the provision of workshops on this.</p> <p>Knowledge Transfer Partnerships have been effectively used to enable strong and sustained engagement with a range of business partners building on the research strengths and expertise of submitted staff. A total of 11 KTPs have been undertaken in the REF period generating TSB income in support of impact and engagement of £933k. These included e.g. Statistical Modelling of Large Datasets for marketing company Blue Sheep (Tapp), Manufacturing Systems Improvement and International Marketing (2 x KTPs) for Flexifoil (Hughes), and Sustainable Procurement for Two Rivers Housing Association (Phillips).</p> <p>The Unit's research impact activity has focused on three core areas:</p> <p><b>1. Impact on professional associations and trade unions.</b> Much of this work is central to the research activity of staff in the Centre for Global Finance and the Centre for Employment Studies Research. For example, CGF has hosted a number of seminars and other events for the Chartered Institute for Securities and Investment. Research funded and disseminated by the accountancy profession (CIMA, ICAEW) has informed professional debate including, Lucas (retired 2011) and</p>

**Tan's** practitioner research report *Developing a reflective capacity: insights from work-based learning* (ICAEW, 2009), **Luther** et al.'s *Experiencing change in German Controlling* published in *CIMA's Executive Research Series*, 2009. HEIF funding and the major accountancy institutes combined to support a conference, *Public Sector Management and Accounting in a Time of Change* (2011) which informed and stimulated debate in the practitioner community. In 2013, CESR, in collaboration with ACAS, launched a series of South West Employment Relations Forums designed for HR practitioners, trade union officials and academic experts in the region.

**Hutchinson's** work on the role line managers play in delivering HR policy has informed CIPD policy and its qualification syllabus. **Danford**, Pollert (retired 2011), **Tailby** and **Wilton's** TUC-funded research on the role of Citizens' Advice Bureaux and Law Centre staff in dealing with the employment problems of non-unionised workers is cited extensively in the Report of the TUC Commission on Vulnerable Employment, *Hard Work, Hidden Lives*. In the audit period **Danford** and **Tailby** completed three research projects commissioned by the PCS and Unite unions.

**2. Impact on government and quasi-government body policy.** Research centres and individual staff have been proactive in developing research that impacts upon government policy. The Bristol Centre for Social Marketing has been particularly active in this regard. The Centre has impacted nationally and locally through research projects funded by professional and practitioner partners with the overt aim of informing debate, policy and practice. Partners have included Cycling England, Sport England, National Social Marketing Centre, government departments including DH, DfT, HM Treasury, and local authorities and NHS Trusts. Work on road safety funded by the DfT supported the trial of an intervention design which demonstrated successful behaviour change leading to improved safety which was disseminated to policy and practitioner communities in a DfT Report. Work on travel mode shift with organisations including Cycling England and DECC has informed debate, policy and interventions at national and local scales including evidence to the All Party Parliamentary Enquiry on Cycling, Feb 2013. Work on cancer detection and prevention with the South West Public Health Observatory and the National Awareness and Early Detection Initiative funded by DH/National Cancer Action Team (disseminated to regional cancer networks and local NHS trusts) has advanced understanding of behavioural issues and the role of social marketing, and informed guidance and policy work. Findings were submitted to government by the SWPHO and the Committee on Medical Aspects of Radiation in the Environment and influenced the *Sunbeds (Regulation) Act 2010*. The unit has supported policy impact work in other areas.

**Webber** (a member of the ONS [SW] Regional Team Advisory Group), conducted a range of projects commissioned by the SW Regional Development Agency and the Welsh Assembly Government designed to inform economic strategy and has advised the Cabinet Office on the analysis of national Wellbeing survey data. **Hutchinson's** research with Warwick University on the implementation of the Information and Consultation of Employees' Regulations (funded by BIS, ACAS and the CIPD) informed debate through publication of five research reports by BIS and BERR and citation in the House of Lords. Findings from **Page's** research on the implementation of the Gender Equality Duty in local government are included in the Government Equality Office's dossier for the Review of Public Sector Equality Duty.

**3. Impact on business and management.** Staff have influenced business and management policy and practice in the areas of leadership and enterprise in SMEs, service delivery, management development, and gender equality. For example, **O'Regan**, **Parry** and **Hughes** secured ESRC KE funding to develop an academic-business engagement support network focused on business leadership and decision-making in SMEs with growth potential in SW England. **Hughes'** work on effective marketing supported the development of a CPD programme delivered to over 100 SMEs through UWE's ERDF-funded iNet programme and generated strong feedback on the value and impact of this intervention. **Phillips'** work on outsourcing in the HE sector funded by the Leadership Foundation, carried out in collaboration with HP and MITIE was designed to inform practical approaches to outsourcing across the HE sector. **Saad** has worked with the Association of Commonwealth Universities to organise an international seminar and conference for practitioners, funded by the Association and ESRC on the role of universities in national systems of innovation; and with the Chartered Institute of Purchasing and Supply and Oracle Corporation to promote best practice in procurement through widely disseminated online toolsets. **Simpson** developed partnerships with health trusts and local government to design and deliver leadership and management development, change management consultancy and executive coaching. Simpson developed a leadership programme in adult social care based on

action inquiry research (supported by The Association of Directors of Adult Social Services, the DoH South West and the SW Regional Efficiency and Improvement Partnership). This contributed to the implementation of public service reform in the integration of health and social care services. **Durbin** completed a gender equality project, focusing on women in management, in collaboration with the Meteorological Office (2009-11). Her work was integral to the re-drafting of a mission statement for the newly-formed Met Office Women's Network and subsequent research was fed back to the Committee that oversees six Ministry of Defence networks.

**c. Strategy and plans:** Looking to the next five years, Bristol Business School will work to embed, incentivise and sustain across all staff an active culture of impact and engagement with business, government and non-governmental organisations, public and community interests. To realise these objectives we will:

- embed an explicit focus on and commitment to research engagement and impact in departmental, research centre and research group strategy
- require each research centre to draw up annual impact assessments. These will include consideration of current and potential stakeholders, mechanisms of engagement, staff involvement in professional and stakeholder networks, potential impacts for REF 2020 and ways of evidencing and documenting impact
- develop impact plans and implementation strategies for all research projects and programmes across the Unit, using HEIF and internal investment explicitly to encourage and support research impact, and reinforcing this through the staff performance development and review
- develop relationships with user groups already established by centres and other research groups (professional associations, trade unions, government and quasi-government organisations, specific public and private sector employers and SME networks) but we will carry out a gap analysis of these existing networks and seek new collaborations
- use staff training and development to enhance understanding and capacity to promote engagement with and impact in economic, commercial, policy and organisational contexts. We will develop staff expertise in public engagement with the support of the National Co-ordinating Centre for Public Engagement (jointly hosted by UWE and University of Bristol)
- require staff to outline potential impact when applying for funds or support for scholarly activity, including through external collaboration and inter-disciplinary networks
- use the experience of those staff with significant impact success as a resource for other staff, that is, by developing and sustaining an impact feedback loop
- enhance dissemination and profiling of research through multiple media to non-academic communities and networks as a route to realising more active engagement and impact.

**d. Relationship to case studies:** The four case studies reflect the Unit's emphasis on sustaining long-term research relationships with some of our core partner user groups. Our engagement with the region's aerospace sector over many years has encompassed an array of research projects as well as extensive aerospace staff involvement in the Business School's CIPD and general management PG programmes. **Parry's** study on *Service Value Generation* has exploited this relationship and builds on research in collaboration with the University of Cambridge funded by EPSRC, BAE Systems, GE Aviation and the MoD. Impact and influence has reflected close collaboration with personnel in these organisations. The Business School runs accredited CIPD Masters programmes and had been a CIPD Centre of Excellence for over 10 years until the CIPD retired this form of recognition in 2011. As a result, CESR researchers maintain strong links with the CIPD both nationally and in the South West. This relationship was important for securing CIPD funding of **Hutchinson's** *Front Line Managers* research as well as generating mutually advantageous policy impact and toolkits for the organisation. Finally, for the past two decades the unit has achieved notable success in providing expert advice and input into various government agency policy-making processes. Two case studies exemplify this. *Enhancing Labour Productivity* (**Webber** et al) is based on a number of projects commissioned by BERR, the Welsh Assembly Government, SW Regional Development Agency and West of England Partnership in order to develop the evidence base and to inform policy. The case study on the *Graduate Labour Market* (**Wilton**) is based on a project funded by the ESRC and Higher Education Careers Services Unit and a second commissioned by the Department for Education and Science.