

Unit-level environment template (REF5b)

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| Institution: Bath Spa University |
| Unit of assessment: 17 – Business and Management Studies |
| <p>Section 1. Unit context and structure, research and impact strategy</p> <p>Unit Context and structure</p> <p>The Unit houses research in the disciplines of business and management, public service management, management education, and business-engaged sociology. It provides a disciplinarily inclusive research community for scholars who share a passion for improving organisations of different kinds through vigorous research which is practice-focused, contextualised, and impactful. The Unit comprises 12 SRR members: Dowson, Li, MacVean, Revilla, Salari, Wale, and Wang from Bath Business School (BBS), Barton, Booth, Gavin, and Smart from the Sociology and Criminology department in the School of Sciences, and Loon from Research and Enterprise. It is co-led by Li and Loon.</p> <p>The Centre for Leadership, Ethics and Professional Practice (CLEPP) is a vital part of the Unit's structure, functioning as a mechanism that brings together interdisciplinary interests from Business and Management, Sociology, Psychology, and Education to stimulate research excellence and innovation. The CLEPP aims to further leverage its established networks of external stakeholders and strengthen practice-led, impactful research through collaboration with creative practitioners, supported by emerging researchers in the Unit. The Centre is co-led by MacVean, Loon, and Emira (from the Education Unit of Assessment, submitted to Education UoA).</p> <p>Research strategy</p> <p>The Unit's research strategy focuses on contextually relevant, practical, and impactful research that contributes to the improvement of professional practice across the private, public, and third sectors at local, regional, national, and global levels. Our strategic aim is to strive for excellence in research which benefits organisations and individuals in their professional practice. The Unit's strategic objectives are:</p> <ol style="list-style-type: none"> 1. focusing on research that is relevant and impactful to society; 2. nurturing a strong ethos of research productivity; 3. developing researcher careers at all stages. <p>The Unit's aim and objectives support the University's research strategy for 2030 as follows.</p> <p>Firstly, the focus on context-relevant and impactful research builds upon the Unit's diverse disciplinary expertise through collaborations with practitioners, including (not exclusively) entrepreneurs, industry professionals, educators, social care and health care professionals. For example, MacVean, Professor of Policing and Criminology, and Loon, whose expertise lies in human resource development, have collaborated in developing a doctoral programme focusing on professional practice for the Police and the Royal Navy. Through interdisciplinary collaboration, Loon and colleagues from Psychology successfully achieved funding from the Department for Work and Pensions (DWP).</p> <p>Barton's research, especially around leadership and harm reduction, involves working alongside health and welfare providers as well as the NHS Leadership academy, again demonstrating interdisciplinarity and engagement with practice. Gavin's work on prisoners in Ireland is another good example of cross-sectoral working. Both these researchers have had their work cited in national policy documents: Home Office (Barton) and Irish Justice Ministry (Gavin).</p> <p>The Unit also supports international collaborative research projects initiated by researchers in BBS. For example, Li is leading a project on social mechanisms of tourism development in China with researchers at the University of Surrey and Ningxia University, China. This research</p> |

aims to discover less observable social processes which could be modified to enhance the positive aspects of tourism development. Recently, five researchers in BBS initiated a joint research project, led by Li, on the impact of COVID-19 on Business students. Collaborating with colleagues at Ningxia University and Wuhan University of Science and Technology in China, and Sumy University and TSKNU in Ukraine, this research project aims to find out how the pandemic has influenced Business students' perception, attitudes and emotions attached to their learning. Through a comparative analysis of accounts from Britain, China and Ukraine, the project will generate great insights into issues and challenges in Business Management education as a result of the pandemic. Such knowledge can contribute to the betterment of professional practice in Business Management education.

Secondly, nurturing a strong ethos of research productivity, the Unit facilitates and supports research funding bids and the production and dissemination of research outputs. The Unit has researchers in the University's internal Peer Review College to help with improving research grant applications as part of the process managed by the central Research Support Office (RSO). All researchers developing applications for external research funding work with the Research Bid Development Manager who supports them in identifying appropriate funding opportunities, provide feedback on the content of applications and support all budget and resource issues associated with bids.

The Unit's research grant income across the REF 2021 period reached GBP129,000. This income was generated from 4 projects: MacVean's 'Police Ethics and the Evaluation of the One Team', Smart's 'Racialised Medicine', and Loon's 'Preventing Attrition and Improving Mental Health in Social Care' (interdisciplinary project with UoA 4). In addition to these successful funding bids, the Unit has been providing support and guidance on all other external fund applications. These include MacVean, Loon and Li's bids to external funding organisations such as the Economic and Social Research Council (ESRC), the British Academy (BA), British Academy of Management (BAM), the National Social Science Fund of China (NSSFC) and the Society for the Advancement of Management Studies / British Academy of Management Research.

Striving for high quality research outputs, the Unit encourages and facilitates its researchers' scholarly activities. It recognises the value of scholarly engagement with the wider academic community in national and international conferences. The Unit provides financial means to enable international conference attendance for researchers who are presenting one or more papers.

Thirdly, to meet the strategic objective of developing researcher careers at all stages, the Unit leverages its existing inclusive approach to ensure that all staff are given equal opportunities to develop their research. It recognises that senior researchers have both the ability and the desire to support researchers at all levels and gives them the opportunity to do so. The Unit also encourages and supports staff to undertake doctoral studies. 4 members of staff in the Unit are currently undertaking PhDs: two through Bath Spa University, and another two through other UK universities. (Further details are included in Section 2.)

Impact strategy

Our impact strategy is centred on bringing about productive and positive changes to the professional practice of our external partners as well as what we do internally. Three mechanisms have been introduced to ensure the vitality and sustainability of our impact: the establishment of CLEPP; the amplification of an ecosystem that self-reinforces activities and networks involving research, enterprise and skills development; and the implementation of a unit-level developmental programme to nurture emerging researchers and encourage research excellence.

Firstly, CLEPP functions as an intersection that brings external members and UoA members together to create a vibrant and sustainable research community. It was described by an external participant at its launch as 'a brilliant social network platform for professional practice ... bringing Police services, Armed services, and higher education together'. The external members of CLEPP include Lord Evans of Weardale, former Director General of the British Security Service and present Chair of the Committee on Standards in Public Life, and

professionals from Submarine Service, Met Police, Avon and Somerset Police, Devon and Cornwall Police, Police Scotland, Herts Constabulary, Dorset Police, Royal Navy, Committee on Standards in Public Life, Royal Marines, Wiltshire Police, Exeter University, Bath Education Trust, Dyfed Powys Police.

CLEPP provides a highly visible hub that provides a fertile and supportive culture for both academics and practitioners to develop progressive ethical leadership and professional practice through activities, including reflective dialogue, research projects and consultancies, masterclasses and workshops, conferences, training and post-doctoral programmes. Drawing upon MacVean's outstanding research on ethical framework for police forces and the Five Arms of the Naval Service, CLEPP houses an innovative PhD (by publication) programme that offers an interdisciplinary approach to practice-based research in themes of leadership, decision-making, ethics, and professional practice for the Police and the Royal Navy. The Centre provides a supportive, stimulating, and creative setting to ensure a rich learning environment through a 3-day Professional Practice Meets Academic module. (See Impact Case Study UoA17-1 EPP).

Loon works with the Psychology department on the Healthier Outcomes at Work (HOW) Social Work project wherein he and the project team investigate the causes of sickness absence. (See Impact Case Study UoA17-2 HOW). This project received funding (GBP275,000) from the Health and Work Challenge Fund from the DWP's Work and Health Unit, and is an important intervention in workplace wellbeing of individuals who work in the health and social care sectors in the UK. This research has had a significant impact on not only the wellbeing of the professionals in the sectors, but also the management and operations of UK's health and social care organisations.

Wale's research on the disruptive effect of emergent genetic screening technology on existing regulatory frameworks has contributed to the development of prenatal screening policy, and the primary beneficiaries have been the subjects and users of new screening technologies in privately and publicly funded settings. Specifically, the work has directly impacted on the outputs of the Nuffield Council on Bioethics (NCOB), and indirectly on policy decisions arising from the implementation of genetic screening in the NHS Foetal Anomaly Screening programme (FASP).

The Unit's researchers utilise their expertise in business and management and their research capacities to facilitate applied research through BBS' MBA Leadership and Arts Management programmes. MBA research projects are supervised by experienced academic staff, and in many cases aim to solve real business problems in the organisations in which students work, such as the museum sector in Bath and Bristol, National Trust, and Bath Festivals.

Secondly, the Unit amplifies the ecosystem of stakeholders to access opportunities to apply existing research for impact, explore new research opportunities and identify new collaborative research partnerships. The BBS, which plays a central role in delivering the University's Enterprise Strategy, is able to draw on its research expertise in leadership, innovation and support for family businesses and small-and-medium-sized firms, and staff professional practice. For example, colleagues in the School actively engage with the Swindon and Wiltshire Local Enterprise Partnership (SWLEP), bringing in positive impacts to this initiative through the means of an advisory panel and a funded Local Industrial Strategy secondment. Researchers in the Unit are currently contributing to the development of a bid to create a collaborative institution in Bath to develop skills for the future with the West of England Combined Authority. The partnership includes Bath University, Bath College, Bath and North East Somerset (BANES) Council, and a network of regional business partners.

Barton, MacVean and Gavin are all currently involved in undertaking a series of evaluations of youth justice work for Wiltshire Police. The work involves working not only with the police but with a network of service providers including Wiltshire and Swindon councils and various youth justice organisations. In addition, Barton is part of a group working with Weston College and HM Prison service providing education for inmates at a variety of South West prisons.

Thirdly, the Unit plays a vital role in creating a vibrant, open, and sustainable research environment through a series of monthly research seminars. Research-focused sessions have

included external speakers, for example: Professor Mark Saunders from the University of Birmingham and a Fellow of the British Academy of Management, who gave a talk on non-probability sampling; Anglia Ruskin University (on co-ideation); London School of Economics (on health issues at national level); University of Bath (on the use of visual analytics in management research); University of the West of England (on the impact of the digital economy), and Sumy State University, Ukraine. These sessions have enabled research-focused engagement with a wider academic community, cultivating future research ideas.

The seminar series has also given researchers in the Unit the opportunity to present their research, to exchange ideas and to disseminate knowledge. For example, researchers attending the 'Behind the Barricades' workshop (on how to improve success rates in having papers accepted in high-ranking journals) organised by the British Academy of Management disseminated this to other staff members aiming to publish work in high ranking journals. The series have also housed a talk by a practitioner on his experience in establishing Edumove, a social enterprise that uses physically active games to deliver academic objectives while promoting health via increased physical activity. This talk has initiated some interesting discussion on research collaboration with business.

Open access

Within the institutional strategy as described in the REF5a Institutional Environment statement (IES 2.8.1), there is scope for the Unit to develop its own approach to open research, going beyond the minimum requirements of REF2021. To take the advantage of this flexibility, the Unit has concentrated on open access monographs and book chapters. The Unit supports the principle that scholarly monographs developed with public funds should be made publicly available. Within resource limitations, the Unit is taking practical steps to realise this principle: by increasing the number of book chapters made openly available by the Unit's authors, utilising 'green' open access publisher policies, and by Library investment in the development of sustainable funding models for open access monographs. Examples of book chapters made openly available include Booth, N (2020) 'Maintaining family ties: how family practices are renegotiated to promote mother-child contact'. The Library has pledged funds to the 'Knowledge Unlatched' project, a consortial initiative to 'unlock' monographs for open access publication, including a collection of economics titles. The Unit is able to monitor progress towards making its monographs openly accessible through the University's annual Quality Review. The University is Compliant with the UK Concordat on Open Research Data, and 100% of the Unit's journal articles published in 2018 will be made openly accessible

The Unit closely collaborates with the Library Repository Team. SRR staff are offered annual refreshers to maintain understanding of open research requirements and there are open access progress reports at the bi-monthly UoA Leaders' meetings. The Unit's online staff profiles are automatically populated with publication data from the open access repository, incentivising academic engagement. The University's annual reviews of output quality and REF SRR status will only consider outputs that have been recorded in the University's open access repositories. The Library team proactively monitor the open access status of the Unit's outputs, requesting full text content where publisher policies allow. The [BathSPAdata](#) repository is available to host accompanying research data from the Unit's outputs, in keeping with the UK Concordat on Open Research Data. Further, following the University's REF Code of Practice, the Unit of Assessment Leader holds the responsibility for ensuring that UoA colleagues "keep their details on [ResearchSPACE](#) [institutional open access repository] up to date". Visibility of the Unit's outputs allows the Library Repository Team to gather full text or datasets, as appropriate, for open publication. The UoA Leader is able to monitor open research compliance by metrics provided through the University's annual Quality Review.

Research integrity

The Unit supports a culture of research integrity by participating in the University Ethics Panel chaired by the Deputy Pro-Vice-Chancellor (Research), Loon, who is submitted in the Unit. Ethics in the Unit is led by an ethics lead, who is supported by between three to four named ethics reviewers. The ethics lead and the reviewers are part of the Ethics Review College, which not only encourages a community of practice to develop by drawing from researchers

across the University but it is also a centre of excellence that strives to instil a high ethical culture in the Unit's research environment.

Future strategy

In 2014, the BBS had no staff with significant responsibility for research (with only one sociologist (Smart) submitted to REF 2014). The Unit now houses 12 SRRs (eight from Business and Management, and 4 from the School of Sciences), submitting 30 outputs, is the home to CLEPP and has increased grant activity. This progress made within such a short time frame is credited to the continuous institutional support at both the University and School levels, as well as individual researchers' industriousness and passion in research.

The Unit's future strategy aligns with BSU's 2030 plan (IES: 2.1.1) to deliver targeted growth to further our vitality and to extend the capacity of our established lines of research strength. For the next five years, the Unit aims to drive continuous development with the following strategic objectives on the agenda.

1. To develop our research expertise sustainably

While the development of research in leadership and professional ethics in the public sector (MacVean's work) has been made as an institutional priority in the University, the Unit will consolidate ethically-guided practice in the public sector by embracing and supporting emerging related themes, namely Barton's, Booth's, Gavin's and Wale's work. It will further encourage interdisciplinary research that draws from the disciplines of business and management, for example Barton's projects with Bristol City Council to promote BAME employees into senior management roles, and impactful initiatives resulted from interdisciplinary research, for example the convergence of MacVean's and Loon's research.

The Unit will continue supporting research that is centred on business and management issues, notably human resource management (Li's and Loon's), entrepreneurship (Revilla's), innovation and marketing (Salari's), ethical tourism practice and tourist experience (Li's), and business law (Wale's), and that focuses on business and management education from an international and cross-cultural perspective (Li's and Wang's work). The Unit will also develop the emerging research area of arts and cultural management.

2. To establish a Centre for Business Growth with Innovation and Sustainability (CBGIS)

BBS was shortlisted for the *Times Higher Education* Business School of the Year Awards in 2018 and again in 2020, clear recognition of the work by BBS academic staff. CBGIS will provide a platform for:

- the researchers (both SRRs and non-SRRs) within BBS to achieve synergies in collaborative, applied research projects;
- the BBS researchers to collaborate with researchers in other units in the University to develop interdisciplinary research;
- the BBS researchers to collaborate with researchers in other institutions in the UK and international higher education institutions to develop research projects in the areas of business and management and business and management education.

It will host various initiatives, such as periodical research seminars and less formal regular social networking events to facilitate the exchange of information and ideas about research ideas, working projects, and networking events with external partners.

3. To grow research funding

The Unit's external funding during the current REF period stands at GBP129,000. The research funding target is GBP250,000 by the end of 2023, drawing on regional, national and international collaborations. Part of this income target will be met through responsive mode

tenders and part through new initiatives drawing on existing business and government agency collaborations.

4. To enhance the PhD community

The Unit houses 20 PhD students in this REF period. Our PhD (by publication) programme has been very successful with 10 students enrolled. The target is to secure five to ten PhD students through to 2024. These students will be drawn from self-funded, industry, and government sponsored grants. The Unit is to engage with existing students on BBS's postgraduate business and management courses to raise the awareness of opportunities for seeking a research degree at BSU in their near future through a yearly networking event wherein the students will meet with a number of researchers and PhD student representatives to share experience, ideas, and plans.

Section 2. People

Staffing strategy

The Unit's recruitment policy has been based on the broad needs of the Schools that relate to teaching, research and enterprise. Based on forecast in relation to student recruitment and strategic aspirations such as the REF and those related to the Knowledge Excellence Framework (KEF), the Schools endeavour to attract and recruit staff who are able to help the Schools (and in the context of REF, the Unit) in attaining its goals in cultivating an internationally excellent research environment. Schools have largely recruited new members who are eligible as Category A staff. It is the long-term goal of the Schools to recruit staff that excel in both research and teaching. Further, CLEPP promotes team management that involves providing opportunities to staff to participate and co-lead the centre. This approach not only gives opportunities to staff to explore and develop themselves but also facilitates career development planning.

The BBS has a number of emerging researchers and their development is central to the future vitality of the Unit's research. The prospects of the Unit's research capabilities are bright, as there are four staff members in the BBS who are undertaking their PhDs. The School is committed to maximising the research potential of both new and established staff. Staff research priorities are set in their annual SDR process. Priorities for the Schools will be coordinated through the University's Postgraduate Research Management Group, facilitating access to central funding and training opportunities. Staff will present their work biennially at the BBS' research colloquium, focused on both completed and developmental research. To enhance access and engagement with external expertise, the School will support a senior visiting scholar from 2022 to be embedded in CLEPP.

Staff Development

The Unit encourages a supportive culture that thrives on research ideas and skills. This is achieved through our inclusive staff development strategy that is supported at the University, School and Unit levels, taking into consideration staff whose career trajectory is in research as well as those that are enterprise and teaching-focused. All staff are required to undertake a staff development review (SDR) process that is intended for researchers and their line managers to identify and agree on development goals and mechanisms that allow researchers to attain those goals. Through the SDR process, researchers' stage of career, personal aspirations and circumstances are taken into consideration. Line managers in the relevant Schools are closely guided by the RSO so that the SDR process for researchers aligns with the Concordat to Support the Career Development of Researchers.

At the University level, the strategy is supported, via the RSO, through a programme of training events for research e.g. writing a research proposal, practice-based and practice-led research. The researchers in the Unit are encouraged to attend the programme. For example, Loon was

selected to attend an event on the development of public engagement capabilities organised by the National Coordinating Centre for Public Engagement (NCCPE) in 2018.

Within the assessment period, staff have been provided opportunities to bid for internal funds to support their research. These funds could be used to buy researchers out of teaching, purchase equipment, travel and other eligible costs. These funds provide small but targeted support for the development of individual research capabilities and researchers in the Unit have been successful in winning several internal funding bids under these schemes including teaching relief and access to external training. For example, Li, Revilla and Salari have been awarded around £2,500 between the three of them in the last two years to support specific research projects. Researchers who receive training in writing effective tenders for external grants through School-level training workshops and University courses, also apply these skills in seeking internal funding.

At the School-level, both Schools provide support via the researchers' workload (with the support of the University). For example, MacVean and Loon, who are developing two respective impact case studies, are supported by their Schools in funding travel costs and their time is supported via their workload allocation. Research and related activities such as impact and public engagement are celebrated in the University's Research Newsletter and given recognition at the University's Research and Ethics Committee, the Enterprise Steering Group.

Researchers are supported in attending national and international research conferences, with the University providing additional support if necessary, especially if an event is of strategic importance to the unit; for example, Dowson's participation in workshops in the National Institute of Design in India. Li attended a workshop on publishing research run by the British Academic of Management and a one-day workshop on research methodology run by the University of Oxford.

Where appropriate, both Schools and the University provide funding support and workload allocation for staff undertaking a PhD with the University. Such support ranges from covering the entire tuition fee to subsidising the fees. For other staff at the beginning of their research careers, the Schools continue to be flexible in their workloads such as providing a minimum of one day a week free from teaching commitments, to have one semester focused on teaching and the other more time to do research, and take advantage of repeat teaching of the same topic to reduce the need for preparation time.

For early career researchers (ECRs) who have recently completed their doctorates, the Schools prioritise support for research outputs through the senior mentorship scheme, pairing staff with a senior research team that will support targeted outputs. This team will liaise with the Higher Degree Tutor and the Postgraduate Research Management Group to provide focused guidance and support for progressing research careers. ECRs are supported by the School's Early Stage Researcher Programme, which is a series of training modules focused on development and training needs. The programme involves a series of half-day workshops and is aimed at equipping staff to better understand the context of research, knowledge transfer, and the funding environment, build confidence in designing and managing research projects and funding applications, and reflect on and plan potential areas for development and ways of being more effective. This complements the broader Researcher Development programme at university-level in which staff are encouraged to attend and which is aligned with Vitae objectives. That includes a range of sessions on career development for all stages of research careers. Staff are strongly encouraged to present their work through the BBS' research seminar series which is open to all University staff. In addition, the BBS runs a weekly writing forum for ECRs which provides a supportive environment for collaborative ideas sharing and critical reflection. The BBS has a firm target to advance all ECRs to at least the next level of their careers by 2025, to oversee the completion of at least four doctorates for staff in post, and to progress eligible staff on to Reader or Professor level.

The Schools actively support the development of staff PhD supervision in partnership with the RSO. The Schools support applications for ethical review via procedures set by the University Ethics Panel. This is in addition to the Epigeum Research Integrity on-line training course which is required by all staff, Directors of Studies, and supervisors of undergraduate and postgraduate research modules. The capacity for PhD supervision at the Schools is being actively developed with four new supervisors enrolled in teams partnering with experienced Directors of Study, and undertaking training provided by the RSO. The Schools have strongly developed their supervisory capacity, including development of current staff. Topics currently being supervised cover information management, tourism development, financial literacy and innovation marketing.

At the Unit level, we encourage informal mentorship between more senior researchers and emerging researchers, as well as doctoral students. For example, MacVean mentors Dowson, while Loon provides mentorship to Li and other emerging researchers. Loon mentors researchers and supports them by reviewing their proposals for the external grants. He has also involved other researchers e.g. Revilla, in the grant review process in the British Academy of Management, and the British Standards Institute to help them support future pathways to impact. The BBS also provides opportunities for staff to develop themselves by creating roles that enable them to take responsibility and have some degree of discretion to develop an area. For example, emerging researchers have taken lead roles in research and enterprise respectively in the BBS. In addition to developing their skills in research and enterprise, coordinating developmental activities for their colleagues helps to encourage collaboration between research and enterprise (including practice). The BBS' researcher development approach resulted in Loon being promoted, from the BBS, to Assistant Dean for Research and Innovation at faculty-level (in a former structure) and is now Deputy Pro-Vice-Chancellor (Research) at institutional level located in the RSO.

The Unit as a whole (involving Schools and the University) provides opportunities for researchers to ideate new research topics by organising events where researchers meet practitioners who may not only be able to provide new ideas but also access to data for researchers, and to be co-researchers. We encourage staff to develop working relationships (from a research perspective) between other academic institutions, businesses, industry or public or third sector bodies. The standard procedure is via the University's consultancy procedure that allows staff to work with external parties if there are fees involved. If the relationship is in-kind, these are arranged on a case-by-case basis usually involving consultation with the University's Research and Ethics Committee, Enterprise Steering Group and the respective Head of School. The researchers' time is negotiated and reflected in the workload. An example for formal arrangement is the secondment of an emerging researcher, who has been seconded to the South West Local Enterprise Partnership to lead the production of their Local Industrial Strategy.

PhD students

The Unit currently has 20 PhD students and two completions. The recruitment of students is undertaken in two main ways: active recruitment, for example, in China and via prospective students' enquiries. The Unit actively seeks students via the University's recruitment process and through industry links. An example of the latter includes MacVean's links with the police that have resulted in the recruitment of PhD candidates. Student enquiries are the result of a dedicated webpage that is particular to the BBS developed by Loon that showcases supervisory interests to attract and inform prospective students with available staff expertise. All staff members have a personal page on the University's website that links to its central ResearchSPAcE repository, giving access to all research outputs available through open access.

In terms of skill development and preparation for future employment, PhD students are given opportunities to teach in the Schools. Current PhD are provided opportunities to support the

teaching of the level 5 core module, for example, in the BBS. They are mentored by the module leaders involved and supported by their Directors of Studies to gain critical teaching skills to deliver highly interactive seminars. They are also provided opportunities to coordinate research workshops and seminars in CLEPP. Their involvements have not only helped them develop their organisational skills but also contributed to the cultivation of a research culture that is highly beneficial for their own academic development. All these efforts are on top of the University's initiatives in working with the UK Council for Graduate Education in enhancing employability of doctoral students in industry.

Equality and diversity

Data related to protected characteristics can be found in the Equality & Diversity section of Institutional Environment Statement (IES 3.5). The Schools adopt the University's human resource management policies with regards to study leave, flexible and remote working, which enables them to have a balance in ensuring that all staff across the University are treated equally but also at the same time enable Schools to have some degree of discretion to manage staff according to staff needs and circumstances, including caring responsibilities. As part of the SRR process, the Schools adhere to the University's REF2021 Code of Practice that outlines matters in relation to equality and diversity and are addressed in the institutional statement. To increase awareness of equality and diversity issues all the Schools' researchers undertake on-line training on Unconscious Bias and Diversity in the Workplace, which are covered in the University's staff development programme. These are closely monitored by the Pro-Vice-Chancellor and the Deputy Pro-Vice-Chancellor (Research). In addition, the BBS also organises workshops facilitated by external speakers on diversity and inclusion that support all areas of academic life, including research.

Section 3. Income, infrastructure and facilities

Income

The Unit has generated GBP129,000 in direct research grants since 2015, the majority of which are from MacVean and Loon. The income generated from MacVean's contract research between 2015 and 2018 was from (i) the Avon and Somerset Constabulary on the development and application of the ethical framework for policing and (ii) the Royal Navy to review the ethical health and culture of the Five Arms of the Naval Service. Loon was a co-investigator in a team that was awarded GBP235,000 in 2018 from the Joint Work and Health Unit Challenge Fund Grant on a project titled "Healthier Outcomes at Work", funded by the Department for Work and Pensions acting through the Joint Work and Health Unit (WHU). There has also been other success that was not recorded as part of the HESA return given the modest amounts (e.g. funds from EMLyon BBS and the Society for the Advancement of Management Studies via the Journal of Management Studies, University Forum for Human Resource Development Research, and British Standards Institute.

While not research income, the BBS secured approximately GBP130,750 consultancy, enterprise and knowledge exchange income. This income was generated from two main sources; from the secondment of a staff member to the South West Local Enterprise Partnership to work on the Local Industrial Strategy and from a series of enterprise education programmes underpinned by the pedagogic research undertaken by research staff members such as Li, Wang and Loon.

To substantially enhance the BBS' capacity for successful grant capture, the Unit has a clear strategy for enhancing staff success in grant capture built around four main initiatives:

1. Strengthening our relationship with the uniformed service and continuously working with other BSU research centres to develop more interdisciplinary research.
2. Leveraging synergies within BBS to develop research informed consultancy projects with the private sector and the third sector.

3. Improving project planning and facilitating bespoke training designed for research staff in project design and grant-writing, drawing on both in-house and external expertise, in particular, mentoring research staff for successful grant capture within the School and across the University (IES: 3.3.2).
4. Supporting and encouraging staff to apply for funding to attend external grant training courses and events, through the British Academy of Management and other providers, with subsequent feedback workshops to train other staff.

A four-fold approach will be taken to raise the level of research funding across the Unit, namely:

- i. The BBS will use the seed-corn funding to support individual researchers (including ECRs) in building their project management expertise, targeting follow-up bids towards external research agencies and academic society funding, such as the ESCR, BA, BAM, and NSSFC.
- ii. The Unit will seek to strengthen collaboration for consortium bids from within the University drawing on the experience of its successful ESRC, BBSRC and British Academy grant holders in the fields of psychology, geography and education. Development of joint funding bids will enable staff to build competence in grant applications to Research UK, EU Horizon and the BA.
- iii. The development of international business development partnership bids to the Department for International Development and other agencies will be pursued through the Unit's international connections with BBSs within the Global Academy of Liberal Arts (GALA) (IES: 4.2.4), in particular within Canada, South Africa, Australia, China, Namibia and Kenya. These institutions offer a route to development funding particularly in the areas of professional practice and social enterprise.
- iv. The Unit plans to draw on its regional strengths within South West England to facilitate business development partnerships linked to Knowledge Exchange and Transfer activities connecting to innovation and entrepreneurship, particularly through Bath and North East Somerset council, the SWLEP building on the Industrial Strategy development secondment, and other stakeholder agencies. It will also, at the national level, seek research funds from commercial enterprises, non-profit companies, and partnerships such as Knowledge Transfer Partnerships and Innovation UK.

Infrastructure and Facilities

The Unit, in particular BBS and the School of Science, has a central location on the University's main Newton Park campus, occupying a suite of rooms in the state-of-the-art Commons building, a recent flagship investment, and in Stanton and Corston buildings. The physical environment combines protected silent study space and collaborative open plan offices, and is close to allied disciplines in publishing, film and media. The University is also a partner with access to shared creative working spaces in the city centres of both Bath and Bristol, giving staff access to business workspaces and opportunities to engage with local entrepreneurs. The Corsham Court campus, where the RSO is based, provides an additional research space well suited for writing retreats and development workshops. All staff are provided with dedicated personal laptops with analytical software supported by information technology services, providing access to a full range of standard research computer programs. The School subscribes to key business databases including EuroMonitor Passport, Gale OneFile: News, Bloomsbury Fashion Central, LinkedIn Learning, and Business Source Complete. All staff have unlimited access to interlibrary loans and can utilise UK-wide repositories through the SCONUL Access scheme.

Communication and information-sharing is supported by an on-line Research Hub, a central shared on-line portal covering School research activities, in particular research seminar videos. All School research outputs are coordinated through ResearchSpace, an open-access research repository maintained by Library services; this links directly to staff personal webpages. The specialist area of Fashion Marketing and Design Creativity also have access to

state-of-the-art research facilities for primary research through the University's £5 million HEFCE-funded Artsworld Publishing and Media Production studios, and through the launch of the new multi-million Locksbrook Road development housing upgraded facilities for Design.

The scholarly infrastructure for the UoA includes Library subscriptions to high impact and internationally excellent journals (SCImago international journal rankings), for example Journal of Financial Economics, Journal of Labor Economics, Review of Financial Studies, Journal of Human Resources, Academy of Management Journal, Academy of Management Review, Journal of Marketing. Library collections directly relevant to the UoA include more than 2,700 journal subscriptions, 8,000 books and 1,700 e-books. The Library's extensive digital collections include Euromonitor, the world's leading independent provider of strategic market research, and Business Source Complete.

Library resources for the Unit are underpinned by a team of Subject Librarians, who provide subject-specific support and a defined point of contact for research enquiries. The University has heavily invested in its infrastructure for open research, with both an institutional repository, ResearchSPACE, and a research data repository, BathSPAdata. The repositories are supported by two Research Publications Librarians, who work proactively with the UoA to develop its open research profile. The Library's Writing and Learning Centre supports an inclusive research culture through one-to-one writing support, social media workshops (within the Researcher Developer Programme), 'Journal Club' workshops in scholarly writing (for early stage PG researchers), and research methods training with software such as Nvivo, R, and SPSS.

Section 4. Collaboration and contribution to the research base, economy and society

Key partnerships

The partners we work with range from the uniform service, to the social and health care sector, to enterprises. Our key partners include Avon and Somerset Constabulary, UK Police Ethics Guidance Group, the Metropolitan Police, City of London Police, Royal Navy, the Catalan Regional Business Association and the Family Business Institute, the Research Centre for Governance, Leadership and Global Responsibility (Leeds Beckett University), the Growth Works, Corsham Town Council, Bath Royal Crescent Hotel, and Visit Bath.

Collaboration and Contribution

The researchers in the Unit have individually and collectively contributed to the research base, economy and society through consultancy/professional development initiatives, advisory and editorial memberships.

1. Consultancy/professional development initiatives

MacVean was awarded the Order British Empire for her contribution to the development of ethics in the police and Royal Navy in the 2020 New Year Honours List. She has worked across the five arms of the Naval Service and in particular supported the Chief of Staff at the Commando Training Centre Royal Marines to adopt best ethical practice across their training programmes. In addition, MacVean works with the Deputy Commander of 3 Commando Brigade in developing an ethical directive that will impact directly on 4850 men and women to improve transformational leadership through the championing of ethics as the golden thread that sets the conditions for trust, empowerment and maintaining the strongest of teams. MacVean is also a member of the NATO RTG 304 Working Group on Ethical Leadership, representing the Royal Navy.

Drawing on her experience of operational ethical leadership and ethics, MacVean has delivered over 84 training workshops for police forces in England, Wales, Scotland and the

Police Service of Northern Ireland, and the Royal Navy. MacVean's network with the Police and Royal Navy has resulted in the development of an innovative PhD training programme on leadership and ethics. Her work on ethical codes of conduct will be further strengthened, particularly with further engagement activities across organisations at the strategic level for continuing professional development programmes. Further, MacVean has been external examiner for PhD vivas of students at Huddersfield University and the University of Wolverhampton.

The BBS has established a Creative Business Network (CBN) which brings together researchers from the Unit (including students) and business practitioners, providing a vibrant platform for professional development. The CBN is sponsored by the Institute of Directors. This is centred around bi-monthly evening networking events presenting current research, hosted both on the University campus and locations in Bath city centre. The network partners for presentations with the South West branch of the Institute of Directors, and the Chartered Institute of Marketing.

The BBS is currently leading an exploratory research project investigating the impact of creative industries on the economy of the South West; this is as a partner project to the £6 million Research England-funded three year project, the South West Creative Technology Network, in which the University is a partner. Academic links are being explored with partner organisations contributing to the student exchange programmes. These include business Schools in Sydney, Delhi, and Barcelona. Researchers from the Unit have established links with Bath and North East Somerset Council and provide annual student research project opportunities in human resource management. The BBS has long-standing links with Bath Festival and Visit Bath, which cover annual student research projects and link to the BBS' Festivals and Events degree pathway.

At the international level, international collaborations will be developed through two networks: the BBS' own international partner network and GALA (IES: 4.2.4). The BBS' own network includes Sydney Business School, the National Institute of Design in Ahmedabad, and UAE School of Business. These Schools have research programmes closely aligned with the Business BBS' focus on innovation, creativity and entrepreneurship. GALA's global network involves partner institutions Stockholm Business School (Sweden), John Molson School of Business (Concordia, Canada), Wits Business School (South Africa) and the Queensland University of Technology (Australia), which have strong research programmes involving innovation and business development. Researchers in the Unit are actively engaged with events and activities of the networks, including an annual international conference, cross-institutional comparative research, and a range of visitor programmes. Some Unit members have been sponsored to visit their counterparts in Claremont Graduate University, California, University of Parma, Concordia University, University of Stockholm and the National Institute of Design in India. Emerging researchers and those who intend to have a career in research have started to develop research connections with a number of Ukrainian institutions, notably Taras Shevchenko National University in Kiev and Sumy University in Sumy Oblast. This initiative has a focus on financial literacy and is funded under the British Council/ EU Mobility Fund, and also involves collaboration with UK financial literacy initiatives from the UK government. In addition, researchers are working with a European sustainability group through Ca Foscari University (Venice), and are contributing to a European Union sustainable mobility plan. Researchers are also collaborating with the University of Leon (Mexico) on innovation and creativity through serious play.

2. Advisory memberships

MacVean has been Vice-Chair of Avon and Somerset Constabulary since its inception in 2014, working alongside Professor Papalois, a transplant surgeon at Imperial College, who has extensive experience and knowledge of medical ethics committees. MacVean is also Co-Chair of the UK Police Ethics Guidance Group which advises and steers national ethical issues for

the police. In addition, MacVean is Co-Chair of the South West Regional Ethics Committee. This Committee supports and shares good practice between the police forces within the South West and also includes the Metropolitan Police, City of London Police, the National Counter-terrorism Unit and British Transport Police. She is also a member of Devon and Cornwall and Dorset, Royal Marines, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' ethics committees. In addition, she is one of four members of the Naval Service Leadership Academy. MacVean liaises with the Committee on Standards in Public Life in relation to ethics in policing and the Royal Navy.

Loon is Co-Vice Chair of the British Academy of Management, co-leading the Management Knowledge and Education Committee. He previously served two years as council member, followed by another two years as Special Advisor. He founded the 'Strategic Capabilities and Human Resource Development' stream at the University Forum for Human Resource Development annual conferences. He was commissioned by the Oxford Research Encyclopaedia published by Oxford University Press on the topic of "Critical Thinking in Business Research" (published 2020). He is a grant reviewer for the Swiss National Science Foundation.

Loon was invited to be an academic advisor with the International Center for Enterprise Engagement (ICEE) based in New York and Texas, USA, which offers the first certification for the ISO 10018 Standard for People Involvement and Competence. He also has a book drawing on his research published by Kogan Page, the official publishers of the Chartered Institute of Personnel and Development (CIPD). This book is part of an essential reading list in a number of CIPD's courses. Loon and his co-authors received in 2017 the Outstanding Papers Award for Excellence for their article titled "Combinative aspects of leadership style and emotional intelligence" published in the Leadership and Organisational Development Journal. Loon is on the Management Board of the South West Wales Doctoral Training Partnership 2, funded by the Arts and Humanities Research Council.

Li was also invited to speak, as 'a distinguished expert in education', by the 4th Annual World Education Day Assembly 2020 in Dalian, China. Recently, she has been invited to join the Growth Works' advisory group for its Innovate UK funded research and mentoring programme for students in 2021. Drawing on her expertise in developing students and professionals for the hospitality industry, Li is working with hotel general managers, colleagues from other Tourism and Hospitality Management Schools, and career counsellors to help the Growth Works to develop their mentoring programme that can best support students for their future career in the hospitality industry. Likewise, Dowson is a member of the advisory board of the Journal of Global Responsibility and is currently contributing to a forthcoming Routledge Handbook in the field of Organisation and Human Resource Management edited by Northumbria University. Wale is on the advisory board of the BU Law Review. In addition, Revilla is involved with Spanish networks related to family businesses and SME entrepreneurship, most actively through the Regional Association of Family Businesses, the Catalan Regional Business Association and the Family Business Institute.

3. Editorial memberships

MacVean is on the Editorial Advisory Board of the International Journal of Human Resource Development: Practice, Policy and Research. This is an emerging periodical and is the official research publication of the World Federation of People Management Associations. She is also a reviewer for Policing: A Journal of Policy and Practice, which serves the professional development of the police services and the study of policing. It aims to connect police practitioners and scholars by raising contemporary and critical issues in policing.

Loon is a co-Editor-in-Chief of the International Journal of Human Resource Development: Practice, Policy and Research. The periodical is an emerging journal and is the official research publication of the World Federation of People Management Associations. He is also

sponsored by the European Association for People Management and University Forum for Human Resource Development (UFHRD).

Li has been invited to join the editorial board of several journals: Journal of Contemporary Education, Education Journal, Progress in Human Computer Interaction, and International Journal of Modern Education Research.

Smart is a peer reviewer for journals including Social Science and Medicine, Sociology of Health and Illness, Science as Culture, Science, Technology and Human Values, Journal of Medical Ethic, Biosocieties, and New Genetics and Society. Li has also reviewed research articles for the following journals: Management Learning, Human Resource Development Quarterly, Tourism Review, and Journal of Hospitality Management.