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The Analysis of High Scoring Impact Case Studies
REF2021 UoA17 – Business and Management

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Presentation

- Selection of cases and method of analysis

- Institution approach/theme

- Topics covered (by category) in the cases

- The premise on which the case rests

- The main mechanism by which the impact is delivered

- UK, UK+, international, global

- Impact Beneficiaries

- Some exemplar cases: a closer look

Selection of cases for analysis

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BUSINESS AND MANAGEMENT UOA 17 - IMPACT GPA

Impact accounts for 25% of a provider's overall outcome, up from 20% in REF 2014, and is based on impact case studies submitted by providers that demonstrate the impact of their research beyond academia, extending to the economy, society, culture, public policy or services, health, the environment or quality of life.

Institution name	FTE of submitted staff	% of eligible staff submitted	4*	3*	2*	1*	Unclas-sified	GPA	Impact Rank
Middlesex University	85.75	55	78.6	21.4	0	0	0	3.79	1
School of Oriental and African Studies	19.5	100	75	25	0	0	0	3.75	=2
The University of Westminster	47.35	25	75	25	0	0	0	3.75	=2
University of Exeter	79.1	100	71.4	28.6	0	0	0	3.71	4
The University of Manchester	163.1	100	75	20	5	0	0	3.70	5
University of Oxford	84.2	100	64.3	35.7	0	0	0	3.64	6
Cranfield University	40.1	100	62.5	37.5	0	0	0	3.63	7
The University of Leeds	144.53	100	61.1	38.9	0	0	0	3.61	=8

Analysis of 39 cases across 7 institutions that overall scored higher than Leeds

Institutions and approach/theme

Middlesex: 7 cases
Approach: identify a fairly niche problem and provide robust evidence on that

Exeter: 7 cases
Approach: interventions to bring about change

Manchester: 10 cases
Approach: framing a problem in a different way

SOAS: 2 cases
Theme: Climate change

Westminster: 4 cases
Theme: Equality and social justice

Oxford: 6 cases
Theme: Corporate or public authority

Cranfield: 3 cases
Approach: underlying methodology

Analysis of REF2021 impact cases:

(39 cases from 7 institutions)

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Government: 5
- Board gender diversity
- Value of further education
- Ageing workforce health and wellbeing
- Mandating data sharing
- Unpaid wages

Corporate: 6
- Bank resilience
- Aerospace supply chain
- Scenario planning and resilience
- Megaproject performance
- Organisational performance

NGOs and Unions: 3
- Living wage
- Mentorship schemes and returnee programmes
- Standards in construction

Supranationnal organisations: 5
- Maternity protection
- Innovation procurement
- Climate change investment
- Environment policy
- Inclusive labour markets

SMEs: 3
- SME finance
- Manufacturing servitisation
- The Foundation economy

Public authorities: 9
- Protection of whistleblowers
- EDI in the NHS
- Climate change risk management
- Innovation management
- Reducing prison violence
- Workplace bullying
- Regulation of investment consultants
- Tax compliance
- Safety & resilience standards

Public service: 5
- Gender diversity on Boards
- A&E demand
- Access to primary care
- Blood supply chain
- Library services

Social/voluntary: 3
- Social enterprise
- Girl Guides and Girl Scouts
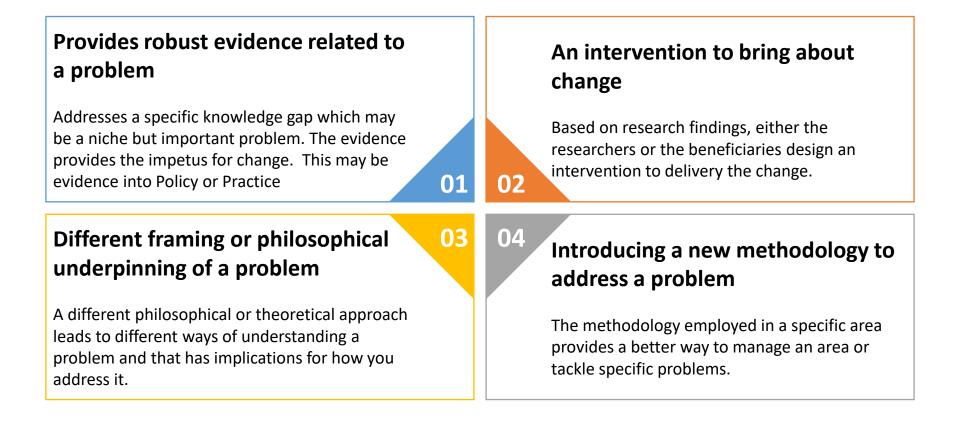- Spontaneous volunteers

REF Impact Case Study Database: https://results2021.ref.ac.uk/impact

Topic by institution

	Climate	Corporate	EDI	Employment, pay, protection	Public authority/ Government	Public service	SME	Social /vol
Cranfield			1		1	1		
Exeter		1	1		1	2	1	1
Manchester	1	1		3	1	1	2	1
Middlesex			1	4			1	1
Oxford		3			3			
SOAS	2							
Westminster	1		2			1		

Different approaches to achieving impact - "The Premise"

Provides robust evidence related to a problem

Addresses a specific knowledge gap which may be a niche but important problem. The evidence provides the impetus for change. This may be evidence into Policy or Practice

01

02

An intervention to bring about change

Based on research findings, either the researchers or the beneficiaries design an intervention to delivery the change.

Different framing or philosophical underpinning of a problem

03

04

Introducing a new methodology to address a problem

A different philosophical or theoretical approach leads to different ways of understanding a problem and that has implications for how you address it.

The methodology employed in a specific area provides a better way to manage an area or tackle specific problems.

The mechanisms for delivering the impact

- Policy engagement (5)

- Policy influence (7)

- Collaboration (5)

- New procedure or standards (9)

- New programme(6)

- New (technology) system (7)

*The "mechanism" can be provided either by the HEI or by the beneficiary

Geographic scope

- International – broad scope: 10 cases

- International – focused: 10 cases

- UK focused – 19 cases

Beccaries (examples only)

UK:

Bank of England, HSBC

Govt depts: DWP, BEIS, HMT

British Army, NHS

British Standards Institute

Diabetes UK

Holloway Prison

Civil Aviation Authority

Unite the Union

Scottish Living Wage Foundation

Welsh Local Gov Association

International:

EC, EEA, EP, EU central banks

German SPD

IMF, ILO

Inter-American Dev Bank

International Atomic Energy

Irish Policing authority

Kenyan Prison Service

Muskat Falls dam

World Assoc Girl Guides & Scouts

1. **Middlesex: Clark – Detecting and improving recovery of unpaid wages.**
   - Estimated the scale of unpaid wages in the UK economy at £3.1 bn (neglected area in employment research)
   - Worked with unions, government, intermediaries
   - Impacted directly on government policy and employment rights and enforce – working with the Director of Labour Market Enforcement

2. **Middlesex: Lewis – Improving Protection of Whistleblowers**
   - Provided evidence base for reform
   - Changed employer practice through new Codes of Practice and Guidelines

Examples

3. Exeter: Mustafee – Designing and implementing a digital platform to reduce A&E peak time demand
    - An intervention case – using nudge techniques
    - An app so that patients can choose which primary care service to use for A&E services. Therefore smoothing demand at major centres. NHS frontline staff used it to monitor facilities

4. Manchester: Geels – Changing how international policy organizations understand and manage environmental problems
    - Policy influence example – shows how this is difficult to evidence
    - Using Socio-Technical perspective to change how policymakers understand sustainability transitions
    - Influenced EEA policy recommendations on innovation, diffusion, impacts, cities, finance, missions and wider government challenges

Examples

5. Oxford: Ramirez – Building Organisational Resilience Using the Oxford Scenario Planning Approach to Reframe Strategy
   - Intervention in the form of Executive Education
   - Theory from the research informs the design of the programme
   - Delivered to 1,000+ senior executives from large organisations
   - The influence in those organisations is followed through

6. Oxford: Flyvbjerg - Improving Megaproject Performance through Better Decision Making
   - Developed a methodology to enable them to estimate cost overruns on major projects
   - Improved decision making in megaproject planning (Green book)
   - Able to make comparison for Olympic games over 50 years
   - Resulted in countries deciding not to host the Olympic games

1. If we understand better what the "premise" is behind a particular case then we can better exploit its potential and keep it focused

2. The "premise" can be delivered in a variety of ways in order to achieve the impact. Needs to play to the strengths of the institution.

3. What starts out as a simple small project can be developed into something with very substantial reach – perhaps global and can be focused on a small geographical area