



RESEARCH PLAN 2023 - 2028

Name of Academic Lead:	Rick Wylie
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Tick which research area this plan refers to:

Health and Wellbeing	
Place Development	
Public Value Governance	X
Social Inclusion	

Insert names and roles of other research team members:

Name	Role
tbc	Research assistant
tbc	Research fellowship holders

Q1. Define the research proposal for 2023-2028 for the above area with reference to:

- (i) the activities the team proposes to undertake;**
- (ii) the scope and, in general terms, methodology;**
- (iii) what is new and original and the capacity for invention, innovation and added value.**

Update April 2024

The original research proposal has been updated to reflect several developments in the project.

- Firstly, following the failure to recruit a replacement Research Fellow in late 2023, a new recruitment strategy has been adopted centred around research fellowships (ideally) of 6 months duration (or equivalent) and over a five-year timescale these will allow researchers to collaborate with the Principal Investigator to develop publishable material targeted at specific journals based upon the application of public value principles theories and frameworks to the subject specialist area of the collaborator.
- Secondly, this research is also being considered as an impact case study for the 2029 Research Excellence Framework process by UCLan (though it was not created for that purpose).



- Thirdly, we have recognised that this activity, as it focuses more on the *governance* aspects of public value, builds upon work undertaken over many years at Westlakes in the field of policy partnerships and the process of partnering.
- Progress on developing the portfolio of case studies has included some significant opportunities which are reflected in the work programme in (i) below.

(i) The activities the team is undertaking - under the auspices of UCLan's Applied Policy Science Unit

Firstly, case studies in public value in the following areas in partnership with collaborator organisations.

- The culture industry
- Higher education
- The visitor economy
- Nuclear decommissioning
- Space exploration
- Geoengineering
- Defence
- Health and medicine

In addition to direct impact on practice and policy, each of the above case studies is contributing to our 'track record' and body of knowledge associated with promoting, positioning and pursuing public value in a manner consistent with WRL's Charitable Objects. Each case study is also creating - via publication, public engagement and wider dissemination, with collaborators and their stakeholders - pathways to impact on policy and practice in the public domain.

Secondly, dissemination with collaborators which draw materially and demonstrably on the project's scholarship and the application of public value concepts in practice with collaborators.

- Public value symposium London Westminster in 2026. This event will have sessions on all the above case study areas and will attract an audience of policy makers and practitioners recruited with the collaborators.



- Presentations tailored for collaborators at events and conferences associated with the health and defence sectors.
- With Tullie Carlisle a presentation in Carlisle to stakeholders and policy makers with and small exhibition on public value relating to their profiling collaborations with APSU.
- Paper on the public value of tourism in coastal areas
- Paper on the public value of the non-clinical use of patient data with NHS East Midlands Innovation

Thirdly, exhibitions in public and policy facing settings as pathways to impact involving meetings involving stakeholder and the public.

- The Fyfe lecture in Caithness in November 2024 on 'Partnerships for Public Value in Community Development' combined with an exhibition at the Nucleus National Nuclear Archive - a mainly digital installation based upon our work in Caithness over the last 25 years on the model of the 'Allusions' exhibition and photobook above.
- Allusions of Value exhibition with an associated photobook - this was created to communicate and explain the essence of public value grounded in the everyday experienced of citizens daily lives in Cumberland. Following a display in Carlisle it is scheduled to be shown in...
 - UCLan's PR1 gallery in Preston in Feb and March 2024 (completed)
 - and at the London symposium in 2026 perhaps partly as an installation
 - With NDA Nucleus and Venture North an exhibition and presentation on public value at the Nucleus National Nuclear Archive, Caithness together with the 2024 Fyfe Lecture in November 2024 (also mentioned in section above).

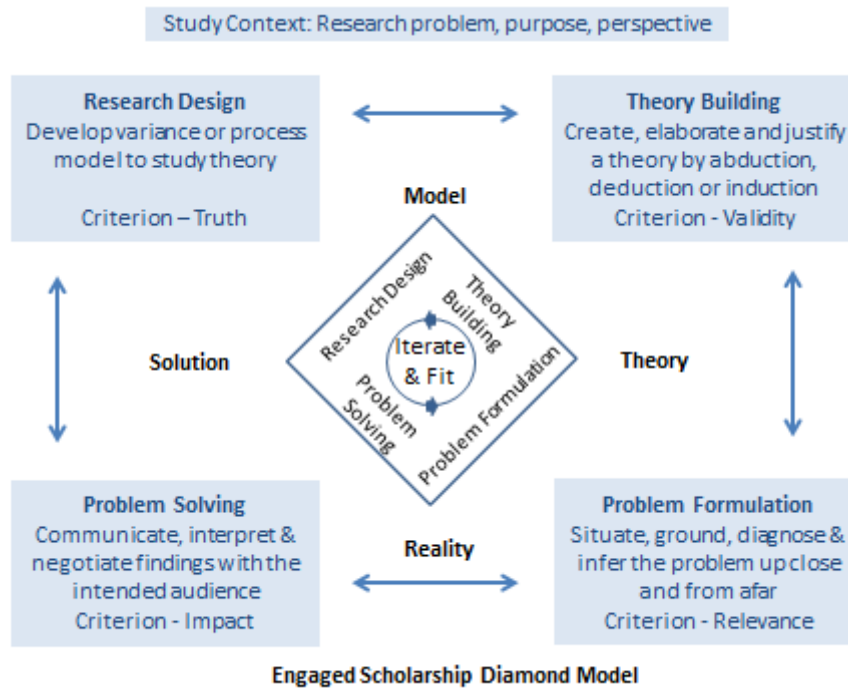
Fourthly, emerging opportunities to work with collaborators with primary stakeholders in their authorising environment, including...

- At NDA's invitation a place on the Scottish Government's all party nuclear energy group
- Input into University UK's White Paper on university value and funding

(ii) The scope and methodology.

The scope of the project has expanded to include a diverse range of sectors and as collaborators have expressed an interest in becoming involved after appreciating the benefits a public value approach can bring both to the organisation in respect of its mandate and resourcing (and their primary stakeholders) and to society as a whole (their secondary stakeholders).

Overall, the methodology used in this project may be termed 'engaged scholarship' rendered in the diagram below.



The diagram is from Van de Ven, A.H., 2018. Academic-practitioner engaged scholarship. *Information and Organization*, 28(1), pp.37-43. Engaged Scholarship is a highly participative form of research for obtaining the advice and perspectives of key stakeholders (researchers, users, clients, sponsors, and practitioners) to understand a complex problem like public value and its use in the governance process. Through this process we have developed a synthesis of theories and frameworks from different disciplines and scholars and each element has been tested in use so the knowledge we produce is co-produced from the research partnership, from engagement and dialogue between researchers and practitioners. For example, with ESA we co-produced and authored (Wylie, R., Godard, E. and Baldesi, G., 2021. Space, society and public value. In *A Research Agenda for Space Policy* (pp. 203-218). Edward Elgar Publishing.)

The methodology used in all the cases has been essentially the same. Public value moves from individuals in an appropriate 'public' which is defined for the purposes of a particular organisation and its setting. Quantitative surveys are used to assess the relationship between beliefs about a referent and value categories as perceived by relevant individuals in an appropriate sample. Human value categories used in this project draw upon leading-edge work in that area by scholars including Schwartz, Inglehart, Rokeach, and Lasswell. The relational and dialogic elements which help frame the scope of each case study draw upon work with *the public and the public sphere* associated with from Dewey, Rosa, and Adut. We then work practitioners to help them identify how best to frame, articulate, and present the value of their organisation and how to present and represent the activities to the public.



The second part of the project includes investigations of the role of public value in policy networks, both in respect of drawing upon *inter alia* Ostrom's Institutional Analysis and Development Framework and the extensive associated literature modified because of the engaged scholarship process to include a public value 'dimension' to network engagement and evaluation and the co-production of value in structures engaging the public. This policy research is an essentially qualitative process based upon interviews with practitioners and collaborators in policy facing roles and this activity focusing upon the 'relevance' and ultimately 'impact' aspects of the above process diagram.

Throughout the project use is made of 'pathways to impact' which include publications, events and exhibitions all targeted towards achieving impact in policy and practice in actioning and achieving public value. Of relevance in the articulation and engagement of collaborators has been a focus upon the concept of the public sphere and the wider social context within which organisations operate highlighting the wider than economic and employment impact of their activities.

The scholarly underpinning and extensive applied foundation of this project, with case studies from local museums to international defence, space and geoengineering, has, we have found, given it credibility, portability, defensibility, and repeatability across a range of sectors with the diversity of cases and applications creating a deeper insight into public value governance.

(iii) In respect of what is new and original and the capacity for invention innovation and added value...

At the present time, so far as we can tell, no other organisation is engaged in anything like the public value governance approach described in this proposal. The originality in this approach comes from the synthesis through scholarship and application of theories, models, and frameworks from a range of disciplines and subjects including psychology, policy, values, risk, resonance, institutional design, discourse, and policy science – as well as the public value literature itself. Our project is built upon leading-edge literature from a variety of sub disciplines synthesised and applied in an original way to create a portable and scalable tool for ultimately public benefit and policy impact.

This project is driven by what works in the policy and commercial environment. Essentially, what works in the commercial and policy sectors is assessed and explored through the case studies by us and ultimately applied by our collaborators is relevant to us. A key part of this project is to create a public value discourse in the policy community but the ultimate outcome we seek is for organisations to create and pursue public value.

Q2. Describe the expected outputs from the proposed work described in Q1, and how they might impact on discourse in the policy community and political economy through their dissemination.

The outputs of this work have been shaped into an approach to engage organisations in the recognition and delivery of public value delivery.

Our so-called 'A6' approach comprises the following stages...

1. **Awareness** the realisation by the organisation of its contribution to the Common Good and the value of public value to society *and to the organisation itself*.
2. **Appreciation** of the potential public value contribution to society of the organisation (beyond that presently perceived by itself or salient publics) of the organisation.
3. **Assessment** of public value profile of an organisation through surveys in stakeholder and public domains, the relevant public sphere.
4. **Articulation** of their public value profile, within collaborator organisations within the public sphere, and within their authorising environment, to enhance its public value profile by talking about its public value contribution.
5. **Authorisation**, through working with the organisation in its 'authorising environment' to frame its wider activities to secure resources, support, and an enhanced mandate to increase their public value outcomes and contribution to the common good.
6. **Action** by that organisation to optimise its achievement of public value.

Each of the case studies above is/will follow the same pathway with similar output and impact objectives.

Stages 1-4 are essentially *pathways* to impact.

Stages 5 and 6 lead to actual impact. Stage 5 resulting in impact for the organisation in its authorising environment on its funders and primary stakeholders in bestowing resources and legitimacy on it. Stage six is direct action in the public sphere for the achievement through policy change or practice.

Q3. Describe a plausible chain of causality which suggests the impact the proposed work may have in creating public value and contributing to the Common Good

The entire focus and aim of this public value governance project is to contribute to the creation of public value and an organisations (or policy's) contribution to the common good. The impact this work has in the public sphere is achieved through influencing the activities and actions of the collaborator organisations across the various sectors in section 1 above.

The project aims to produce impact in public policy and organisational practice through implementing the A6 approach outlined in 2. above.

It is through practitioners and policy makers awareness of the concept of public value and their appreciation of how they can contribute to society and the results of their acting upon that knowledge which influences action to create public value.

Q4. State how the proposed plan will address the overarching charitable objects of WRL and the aims and objectives of the Business Plan 2023-2027.

Following the selection of this topic for applied research and dissemination by WRL Trustees some seven years ago, the activities of this project are specifically aimed at addressing the charitable objects of WRL as follows:

- **to establish an educational institution;**
 - creating partnerships within UCLan and with external scholars and practitioners
 - scholarship in public value governance at Westlakes undertaken by project staff, Reader, Research Assistant (currently being recruited) and a series of Research Fellowships being offered internally across UCLan academic staff over a period of five years.
 - Internal academic collaborator individuals
 - Stephen Haraldsen Business and Management School, Preston
 - David Jarrett Tourism department in Business School in UCLan
 - Tim Smith, UCLan Medical School, Westlakes
 - Professor Anthony Rowbottom (Lancashire Teaching Hospitals NHS Trust)
 - External collaborators
- **to undertake research and publication;**
 - research based upon case studies is currently leading to publications in:
 - Coastal studies and society paper on public value of tourism in coastal regions (forthcoming)
 - Elgar - Research agenda for geoengineering policy chapter on the public value of geoengineering
 - A book contract is currently in play with Rowman and Littlefield International through Progressive Britain "Towards a politics of value".
- **to advance the education of the public;**
 - through disseminations with collaborators in the public sphere
 - through exhibitions in the public sphere (for example the Allusions of Value photographic exhibition which will go on tour in 2024-5)

- **to achieve public benefit;**
 - to encourage and assist collaborator organisations and policy makers in action to achieve public value
 - some research activities have a more direct public benefit outcome such as community work with NDA and healthcare with the NHS.

Q5 On wider questions posed in the business plan

5.1 Does it offer new perspectives on policy and practice which are being applied or can be applied in West Cumberland to the policy and practical problems which drove identification of the four themes?

5.2 Are those perspectives scalable and portable for application elsewhere?

5.3 Can the research now attract other funding which will reduce the call on the company's budget?

5.4 Does the research tell us that our original understanding of the problems we were trying to address needs to evolve or be reformulated in a different way?

5.5 Are there emerging aspects of these issues which we had not previously considered, and which need to be the subject of reframed or further research?

5.6 Should the trustees move away from funding pure research to a focus on application of the results of the research?

5.1. The project is creating fresh perspectives on policy issues associated with the problems originally identified by the Trustees. The Chair of the House of Commons Public Accounts Committee said, in the foreword to our 2020 book...

“When my committee has examined Sellafield, for example, we can look at the public money going in. We can measure the outcomes against the targets and milestones that were set out at the beginning. But how do we capture the wider impact of this huge, publicly funded facility in the wider area. And how do policy makers work to deliver that wider benefit in a regime which still (and I defend this) measures with data, figures and outputs. For a number of years, I’ve been following the exciting work of UCLan which has been grappling with this very question. As a working politician I can read theory, but I need to be able to apply it. So, I’m delighted that this book is here. In essence it’s a handbook for policy makers which, across a wide range of projects, seeks to help codify and measure the public value of major projects and institutions.”

5.2 Are those perspectives scalable and portable for application elsewhere

Within the scope of this business plan the public value approach and perspective informed by our project are being applied round the world. From the Caithness community in the North, across Europe with ESA, in the Pacific with Cockerill Defence Systems at a time of conflict in Europe and tension in the Pacific and more widely in the development of the work on the public value of geoengineering as a concept to fill the institutional void at the global level in geoengineering, and climate change, policy.



5.3 Can the research now attract other funding which will reduce the call on the company's budget?

Yes, absolutely though we need staff to sell and deliver this.

5.4 Does the research tell us that our original understanding of the problems we were trying to address needs to evolve or be reformulated?

The research tells us that trustees' original understanding of the problem was correct (and see 5.1 above).

5.5 Are there emerging aspects of these issues?

Our research covers the entire gamut of issues relating to public value in policy, politics and the public sphere. The work ranges from the psychology of human values to institutional design. The approach we have developed is portable and scale-able and is engaged across several sectors. The key emerging issue is the appreciation and acceptance of public value by policy makers and organisations and that is what the latter part of this research proposal addresses.

5.6 Should the trustees move away from funding pure research to a focus on application of the results of the research?

The public value project has never been a pure research project. It has always been undertaken as essentially an action research project in collaboration with organisations and professionals in public, private and social sectors, under the auspices and concept of UCLan's Applied Policy Science Unit.

RW 11.04.2024