

Policy&Practice Annual Report 2025



Policy&Practice
St Chad's College, Durham University

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Policy&Practice is a multidisciplinary research group based at St Chad's College, Durham University. Our full-time academics, research associates and fellows are committed to the promotion of social justice in the United Kingdom and beyond.

Policy&Practice is the banner under which this work is communicated to a wider community of interest. The College is committed to undertaking research, policy analysis and evaluation that makes a difference to the way policy makers and practitioners carry out their work, aimed ultimately at increasing the benefit gained by the people for whom they work. We do this through applied research and evaluation for a wide range of private sector organisations, independent charitable foundations, national and local government, charities and other non-profit organisations.

Our work is heavily embedded in the North of England, but we do not confine our work to this area. Several national and international studies have been undertaken over the years in continental Europe, the United States, South Africa and Japan. What we hope to do is to use our learning to help increase our scope for understanding complex social, economic and political issues and our ability to help people tackle challenges in a positive, pragmatic and effective way in new contexts.

Distinguished services award for Professor Joyce Liddle

At an on-line ceremony held on 14th July 2025, Professor Stephanie Fiorentino of the University of Cambridge, on behalf of the Regional Studies Association Board, presented Professor Joyce Liddle the '2025 Distinguished Services to Regional Studies Award'.



This new award recognises those academics who have made an important contribution to the field of regional studies internationally, either through long lasting quiet service or a brief but impactful intervention.

Professor Fiorentino was happy to announce Professor Liddle as one

of four annual recipients of the 2025 award and she gratefully accepted the honour.

The YouTube video of the ceremony can be found on RSA website [HERE](#)

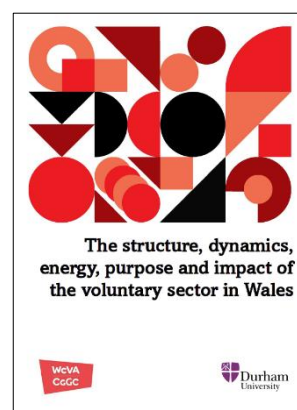
The impact of voluntary organisations in Wales

Policy&Practice was commissioned in 2024 by **Wales Council for Voluntary Action** (WCVA) to produce two new reports on the structure, energy, dynamics and impact of voluntary organisations in Wales using Third Sector Trends data together with new evidence from Third Sector Trends' register of registers data which was updated in early 2025.

The first report consolidated findings from register data and survey work done in 2022. The report used comparative evidence from within Wales, aligned with UK and Wales government data on demographic, social and economic factors. The report compared the situation in Wales with English

regions and in places with similar characteristics across England to assess variations in practice, purpose and impact.

WCVA also backed the continuation of the next round of the survey in the summer of 2025 to assess changes in sector activity over the last three years. This work involved a partnership approach to working between WCVA and Policy&Practice to maximise response rates from voluntary organisations across all areas of Wales.



The approach taken was successful and improved upon responses from 441 participants in 2022 to 709 in 2025. This comprises 504 responses via direct invitations from Durham University and 205 via local voluntary sector infrastructure organisations and Wales Community Foundation.

In February 2026, the second shorter report will update analysis and make an overall assessment of the strengths and dynamics of the sector in the run up to Senedd elections in the late spring.

Connections

The contribution of universities to place

Professor Joyce Liddle of Policy&Practice was invited as a keynote speaker at Network: evaluating & researching university participation interventions conference in London, September 2025.

The move towards increased collaboration and regional organisation for widening participation initiatives announced by the Office for Students in June 2025 opens up a range of opportunities for higher education. This new approach to partnerships could support a shared national purpose by coordinating the work of providers in tackling local and regional



challenges to achieve a greater collective impact. The possibility of more productive links with employers and communities, support for collaborative work with younger age groups and enhanced careers provision would all be facilitated. But at times of change it is also vital that we recognise and learn from the success of existing partnerships.

The NERUPI Convention gave people the opportunity to:

- engage with wider perspectives on regional development
- increase understanding of Office for Students intentions and requirements
- consider ways to retain existing partnership activities
- explore strategies for developing new collaborative initiatives

Professor Joyce Liddle from Durham University provided a keynote talk that drew on her many years of experience and engagement as an academic and policy/practitioner in regional development.

Her speech was entitled "Setting widening participation, knowledge exchange and collaborative partnerships for place transformation in a civic and place leadership context for higher education institutions: The UK Government's 'Going for Growth' regional agenda"

She used the session to set widening participation, knowledge exchange and collaborative partnerships for place transformation in a context of civic and place leadership role for HEIs. In the evolving, highly fragmented devolutionary landscape of regional and local growth, mayoral combined authorities are expected to drive leadership in collaboration with other agencies, including higher education institutions.

Third Sector Trends 2025

Third Sector Trends was initiated in 2008 by Northern Rock Foundation in North East England and Cumbria as a longitudinal study to explore the structure and dynamics of the sector in the context of change. The study now covers the whole of England and Wales



Third Sector Trends in England and Wales 2025
Relationships, influencing and collaborative working



October 2025



Going the Distance
How third sector organisations work through turbulent times (new edition)



October 2025



Third Sector Trends in England and Wales 2025
Technical paper on research methodology and sample structure [third edition]



October 2025

Third Sector Trends study was conceived and originally commissioned by Northern Rock Foundation with research conducted by the universities of Durham, Southampton and Teesside. The Community Foundation North East was a co-founder of the research and is now responsible for its legacy. Since 2012, the research programme has been run by Policy&Practice, St Chad's College, Durham University. Its geographical coverage has expanded, first to the whole of the North of England in 2016 and then to England and Wales in 2019.

The study was established to look at structure, resource, purpose, practice and impact of the Third Sector from an independent and as far as possible, an 'objective' point of view. As such, the study collects and analyses quantitative and qualitative data to explore issues of interest to government, local public sector and health organisations, the private sector, grant making foundations, Third Sector infrastructure organisations at national and local levels and, of course, individual Third Sector organisations (TSOs).

In 2025 the study is being supported by **The Community Foundation North East, Lloyds Bank Foundation England and Wales, Wales Council for Voluntary Action and Millfield House Foundation.**

Fieldwork for Third Sector Trends in England and Wales 2025 concluded on 30th September and received 8,680 valid and

complete responses. The first two reports on findings have now been published.

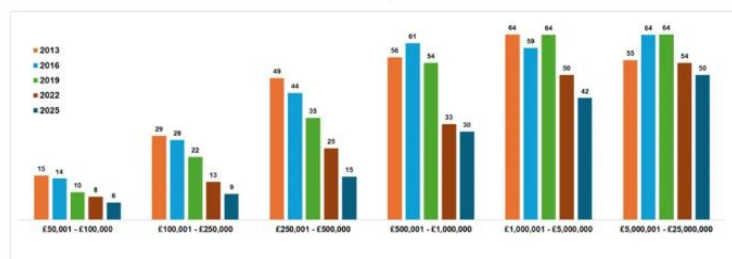
Findings from Third Sector Trends

Are voluntary organisations walking away from government contracts?

Political enthusiasm to involve voluntary organisations in the delivery of public services under contract remains strong and government has produced new guidelines to smooth procurement processes and set targets for the engagement of voluntary organisations (and small and medium size businesses) in this field of work.

Despite this and previous government efforts to incentivise and help prepare voluntary organisations to engage in the delivery of public services under contract, interest continues to decline steeply (see Figure 1). Amongst the biggest voluntary organisations, 64% remained involved between 2016 and 2019. That commitment collapsed during the Covid-19 pandemic to 54% and has fallen since to 50% in 2025.

Figure 1 **Bidding for or delivering of public services under contract by size of organisations 2013 – 2025** (Third Sector Trends 2013 - 2025)



A decade ago, 23% of voluntary organisations were 'ambivalent' about getting involved in public service contracts due to lack of information, the need for support or perception of barriers to engagement; only 14% feel that way now – indicating a hardening of opposition to contract working.

In 2022, the main reason why voluntary organisations were withdrawing from this field of work is that contract values were too low to meet the cost of delivery (especially in a context of rising costs and difficulties in retaining and recruiting staff). These problems have been exacerbated in 2025 with hikes in the National Minimum Wage and employers' National Insurance contributions.

The evidence presented in this report strongly suggests that raising the value of contracts to meet the full cost of delivering of public services by charities and social enterprises is the only way forward. Tinkering around the edges by smoothing procurement processes and offering support with capacity building will make only a marginal difference.

A concern remains that such arguments will be dismissed by ministers until that point is reached when, in the absence of voluntary sector involvement, their only remaining option is to instruct local councils' and the NHS to take statutory public services back in house – leaving government to deal with the fiscal consequences. Certainly, the longer that realisation takes, the harder it will become to re-engage voluntary organisations once their interest and capacity to do this work is lost.

Support from business is in decline

In the face of challenging fiscal and market conditions, it is not surprising that assistance from business to voluntary organisations has not yet recovered to pre-pandemic levels.

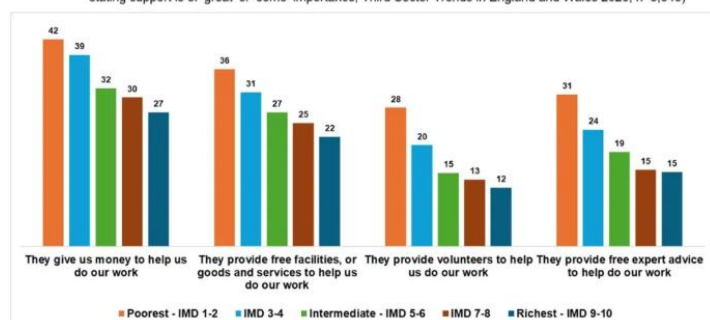
- In 2016, 39% of voluntary organisations were receiving useful financial support from businesses. As the pandemic waned in 2022, that had fallen to 20%. This has now

recovered to 33% (but has still not returned to pre-pandemic levels).

- In-kind support (such as free use of facilities or provision of goods) reached its zenith in 2019 (36% of voluntary organisations received support). That fell to 29% during the pandemic and has fallen further to 27% in 2025.
- The percentage of voluntary organisations receiving pro bono support from business has fallen steadily from 28% in 2016 to 20% in 2025.
- Employer supported volunteering was provided to 23% of voluntary organisations in 2016 and 2019. That support fell to 17% during the pandemic and has not since recovered.

The level of business support is much more generous in the poorest areas of England and Wales (see Figure 2). For example, 42% of voluntary organisations in the most deprived areas received money from business compared with 27% in the most affluent areas.

Figure 2 **Business support received by voluntary organisation in rich and poor areas** (Percentage stating support is of 'great' or 'some' importance, Third Sector Trends in England and Wales 2025, n=8,545)



The pandemic led many businesses and voluntary organisations to become more inward looking and choosier about collaborative activity – such behaviours have become more, not less, embedded since. But Third Sector Trends data shows that this has not happened everywhere. In North East England, for example, 34% of voluntary organisations were receiving valuable financial support from business in 2022, but that has risen to 38% in 2025 while in most regions support has dropped.

Keeping the dialogue going between the voluntary sector and businesses is important so that when economic and market conditions improve, productive interactions can resume. Local community foundations, as trusted intermediaries, are particularly well placed to help do that because they have deep connections with local businesses and the voluntary sector.

The collaborative culture is more selective but remains strong

The third sector is lauded in policy circles for its willingness and ability to work effectively in partnership. Collaboration within the voluntary sector can take many forms:

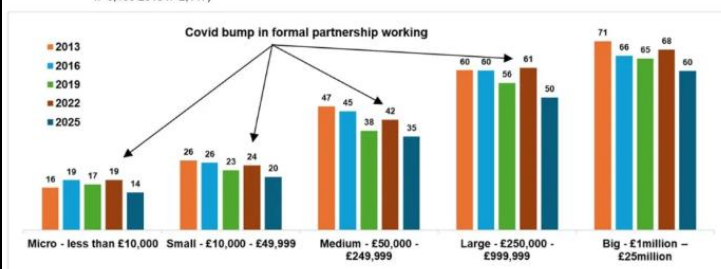
- 72% of TSOs remain engaged in 'informal' and 'complementary' relationships with other voluntary organisations and groups (73% in 2022) and another 9% would like to work this way.
- 62% of organisations continue to 'collaborate closely but informally' with other TSOs (65% in 2022). Complementary working is an option 13% of organisations are considering.
- The number of TSOs working in 'formal partnership' arrangements has fallen from 34% in 2022 to 28% in 2025) and another fifth are interested in doing so. Over half (53%) of the sector has no interest in formal partnership working (up from 47% in 2022).

During the Coronavirus pandemic there was a 'bump' in formal partnership working for organisations of all sizes, but longer-term decline has continued since (Figure 3). This shows that voluntary organisations have become more 'selective' about

collaborative working rather than indicating that the quality of remaining partnerships have been compromised.

Levels of formal and informal partnership working are much higher in the poorest areas of England and Wales than in the richest areas. For example, in the most deprived areas 44% of voluntary organisations work together formally compared with just 20% in the most affluent areas.

Figure 3 **Changing patterns of formal partnership working within the voluntary sector** (Percentage who 'agree' or 'strongly agree', Third Sector Trends in England and Wales, 2025 n=8,552, 2022 n=5,897, 2019 n=3,910, 2016 n=3,408 2013 n=2,147)



The survey evidence has highlighted another shift in voluntary sector dynamics. More organisations are working completely autonomously. These 'ruggedly independent' organisations have grown in number from around 10% of TSOs in 2019 to between 16-20% now (that's at least 33,000 of them in England and Wales).

Identifying trends is one thing, but making firm predictions about what will happen next with partnership working requires caution. The long shadow of the pandemic is still upon us and has reframed many aspects of people's working lives. Working from home remains popular, holding meetings online is a more 'efficient' use of time as it cuts out the bother of travelling to see people or making preparations to meet and greet those who come to visit.

There may be a downside to this. Focus and efficiency can limit elements of spontaneity that spark ideas when people interact face-to-face in less purposeful or unplanned ways. So Third Sector Trends needs to keep an eye on this issue and in 2028 ask more searching questions about the mechanics, productivity and the emotional value of partnership working.

Third sector work force dynamics

The third sector in England and Wales employs about 1.15 million people, constituting an average of 3.1% of employment. It is estimated that this represents a small increase of around 25,000 full-time equivalent employees nationally since 2022. The full cost of employees to voluntary organisations is estimated at £43.7bn which represents around 67% of total organisational expenditure.

Third Sector Trends estimates the number of 'regular' volunteers upon whom TSOs can rely to provide practical hands-on support to achieve social impact. In England and Wales, regular volunteers number around 4.3 million people who contribute 308 million hours of work valued at between £3.8bn (at National Minimum Wage) and £5.6bn (at 80% median wage) in 2025.

Many TSOs have seen regular volunteer numbers increase over the last two years, but 38% report that they have yet to recover volunteer numbers to pre-pandemic levels. This strongly suggests a substantive decline in numbers of regular volunteers from 4.7m to 4.3m in England and Wales since 2022. That represents a fall of around 22,500 full-time equivalent regular volunteers.

Beneath the headline that the number of employees in the third sector has risen, there is much complexity. In 2025, 26% of third sector employers reported an increase in full-time staff while 18% stated that numbers had fallen. Smaller employers have been more vulnerable to declining full-time staff numbers.

The situation for trustees is most acute in smaller organisations where more TSOs have been losing trustees than those which have gained them. Given that a majority of TSOs (64%) have income below £50,000 this *strongly* suggests substantive overall decline in trustee numbers.

Investing in organisational effectiveness

Ensuring that people are highly motivated and properly equipped with the skills needed to do front-line work is generally thought to be an important aspect of organisational effectiveness.

It may be a matter for concern that only 28% of TSOs state that trustee development and training is a high priority. Investing in staff training of employees has declined since 2020 from 67% to 61% of TSOs whereas for regular volunteers it has fallen from 36% to 33%. Training budgets for staff are held by 93% of the biggest TSO employers compared with 23% of the smallest.

Where do voluntary organisations go to access support?

Organisational development is often tackled in house, but many organisations go to outside providers to help them.

- **Employment issues:** 43% of TSOs tackle employment issues in-house but a majority seek external support. The most popular source is via local private-sector providers (25%) while (19%) go to local third sector infrastructure organisations (LIOs).
- **Volunteering issues:** a majority of voluntary organisations deal with these issues in house (63%), some go out externally for support from LIOs (21%) or local trusts and community foundations (10%).
- **Governance and leadership issues:** about half of voluntary organisations deal with such issues in-house (54%) while many go to local LIOs (20%) or local trusts and community foundations (12%).
- **Income generation issues:** are predominantly dealt with internally (66%), but 17% of TSOs go to local trusts and community foundations as first port of call, followed by LIOs (9%).
- **Financial management issues:** around 18% of voluntary organisations go to professional firms (such as lawyers, investment managers or accountants) for help, but most deal with these issues internally 65%.
- **Local social and public policy issues:** are tackled in-house by nearly a half of TSOs but some go to LIOs (22%) or directly to local public sector organisations (17%).

Sector optimism

The third sector is full of highly committed and ambitious leaders who want to make a positive difference. Inevitably, this produces competition over finite resources. In such a situation, there are bound to be winners and losers, but most leaders remain optimistic that their current resource levels will remain stable or increase.

- Almost 30% of leaders expect that their **income** will increase over the next two years while 55% think it will remain the same; only 16% believe it will fall.
- A quarter of TSOs think that **support from the private sector** will increase and 60% feel that it will remain similar; only 15% think that support will decline.
- **Grants from charitable trusts and foundations**, 27% of TSOs believe grants will increase and 52% think they will remain about the same: only one fifth of leaders think that grants will decrease.
- Optimism about **funding from statutory agencies** is much lower. Only 17% of TSOs think that statutory support will

increase while half think it will remain the same. A third expect that statutory support will decline.

- **Volunteer support**, perhaps surprisingly, given the findings presented in this report, is also considered in an optimistic light: 27% of TSOs think support will increase and 60% think it will remain the same. Fewer than 15% of voluntary organisations expect that volunteer support will decline.
- **Partnership working** is also a subject of optimism, with nearly 30% of organisational leaders believing that it will increase and just 5% thinking it will diminish.

How do leaders feel about their responsibilities?

The apparently unshakable optimism of many voluntary organisations' leaders is heartening, given the operational difficulties they can face in an uncertain and fast-paced political, economic and social operating environment.

- **Working collaboratively with other voluntary organisations:** 80% of respondents were involved in partnership working at some level. Very few felt worried about collaborations they were currently involved with. On the contrary, 11% felt excited about that prospect and 35% were quite excited.
- **Putting ourselves forward for awards to show how well we're doing:** while 54% of TSOs state that is not something they are interested in; amongst those organisations which are interested - 38% find this a more exciting prospect than a worrying one (7%).
- **Bidding for funding to do something brand new:** 75% of TSOs were actively involved in trying to get funding to do something new, amongst whom 41% of leaders were excited, while 25% were worried – only 32% were unconcerned.
- **Campaigning to get the general public to see things our way:** nearly two thirds (63%) of leaders were currently involved in campaign work to persuade the general public to see things their way. Some were very excited about this (11%) while another a third of leaders engaged in campaigning were quite excited (32%). Worries about campaigning were affecting about 15% of leaders – 3% were worried enough to be losing sleep about it.

Some operational aspects of running voluntary organisations worry many leaders.

- **Managing difficult interpersonal relationships (i.e. with volunteers, trustees, staff):** only 4% of organisational leaders stated that this issue was of no relevance to them. 18% of leaders were worried about such issues (and 5% were losing sleep). About 7% were quite excited about getting interpersonal relationship problems sorted out.
- **Managing with the financial resources we have to hand:** only 8% of TSOs were acutely concerned ("keeps me awake at night") while another 24% were quite worried. That 15% of respondents were quite or very excited about managing with financial resources they have to hand (and that 53% were neither worried nor excited) is encouraging.

The extent to which leaders worry about working within their current budget is shaped by their organisations' current financial position.

Two thirds (67%) of leaders in TSOs which are struggling financially worry about managing within their current budget while 25% are losing sleep over the issue.

In financially thriving organisations, only 20% of leaders are worried while 28% are quite or very excited about dealing with current levels of finance.

The reports: **People, work, ambition and impact**, and **Relationships, influencing and collaborative working** can be found [here](#).

Continuing projects

Borderlands

Over the past decade, members of Policy&Practice have been engaged in research and consultancy activities surrounding the challenges faced by policy makers and practitioners carrying out cross-border collaboration.

This work has been undertaken by drawing on recent multidisciplinary academic developments which has sought to understand the very particular nature of leadership and management in the sphere of local and regional development.

The focus of this work is termed 'placed based leadership' and has been largely fostered by a longstanding Regional Studies Association international research and conference programme (2012-2025) in which Professor Joyce Liddle has played an influential role (see 2024 Annual Review note of 'Leadership, Politics and Governance in Turbulent Times').

The concept of 'Place Leadership' explores the collective and relational nature of the activity which involves key individuals and organisations engaged in various combinations of public, private, community and education initiatives coming together to develop a vision and shared goals for their locality.

This involves efforts to secure local and outside resources, skills, powers and knowledge to attain longer-term developmental benefits for the area. Such activity invariably entails seeking to exercise influence on the resource allocation and other relevant decisions of regional, national and sometimes international bodies as they impact on the locality.

Inevitably there may be countervailing structural forces at work such as downward trends in the international economy and other technological, political and environmental challenges which negate the positive momentum generated by such local 'bottom up' initiatives.

The research in this field seeks to understand why and when the opportunity for place based development arises. It also explores why some localities are able to take advantage of the prospects while others are held back.

These questions have influenced earlier St. Chad's College work specifically for the Association of North East Councils in 2012 and 2013 exploring the potential of cross-border collaboration and in 2015 research for the subsequent Borderlands Partnership in preparing its emerging strategy. This led in turn to success in securing the Borderlands Inclusive Growth Deal in 2021 with some £500 million from the Scottish and UK governments (see Annual Reviews in 2023 and 2024).

Over the past two years Professor Mawson and Dr. David McGuinness (Northumbria University) have undertaken follow up research drawing on place-based leadership theories to understand the underlying success factors behind this lengthy and ultimately successful Borderlands initiative.

This work has included assessment of local authority committee reports, Parliamentary Select Committee findings and Scottish and UK government official reports. In addition some 30 interviews of Scottish and UK politicians senior civil servants and local government officers have been undertaken.

The value of this unique and pioneering cross-border rural development programme was confirmed by interviewees alongside the important contribution which was made in securing the Borderlands project arising from the earlier University research.

The analytical findings of this work were presented at a UK Research Council funded conference in April 2025 organised by its Local Policy Innovation Partnership entitled: Place Leadership and Governance in the Anglo Scottish Border.

In recognition of the insights arising from the above work on cross border collaboration, Professor Mawson was invited by Kent County Council in 2023 to participate with Birmingham University colleagues in a research project examining the Council's successful 30 year EU funded collaboration across the English Channel with French, Belgian, and Netherlands local authorities.

Following the UK's decision to exit the European Union however, there has been a substantial loss of funding to support Kent's economic development, social and cultural programmes.

All the partners recognised the benefits of sustaining this activity and in response established the Straits Committee Partnership in 2021 to explore alternative mechanisms and funding to sustain the work.

The present work has involved assessing the value and effectiveness of this innovative partnership, considering its future prospects and how to renew the previous successful economic and business development activities with Kent's neighbours.

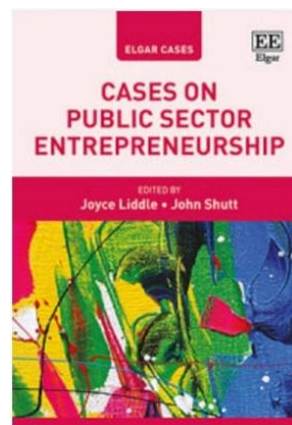
The final report was well received by the Council and its European partners in April 2025 and the academic and policy findings were presented at an RSA International Conference in Porto, Portugal in May 2025 entitled Cross Border Collaboration in the Transmanche: Brexit and Where Next?

For other news stories on the Borderlands, see: [Strengthening the wellbeing of market towns in the borderlands](#)

Communications

Public entrepreneurship in context

Professor Joyce Liddle of Policy&Practice has recently published a new edited volume with Professor John Shutt of Northumbria University.



Cases on Public Sector Entrepreneurship examines the shifting political, economic and socio-technological forces that are altering public entrepreneurship contexts. Addressing the gaps in current methodological knowledge and combining theory and practice, this illuminating set of case studies provides integrated scholarship on business enterprise and public entrepreneurship.

The book presents an international perspective, including detailed case studies from the UK, France, Finland and Nepal. In so doing it acknowledges the difficulties in transferability between jurisdictions and cases, illustrating key elements of public entrepreneurship in different settings by exploring narratives, stories and ethnographic examples to enhance knowledge and policy learning on how public officials seek real word social and economic outcomes and impacts.

"We badly need more creativity, innovation and entrepreneurship in the public sector, particularly in an era of profound transitions, even though a truly, and fully entrepreneurial state would be unwelcome and dangerous. Part of the value of better research, and of this book, is to help us define and navigate the boundaries." Professor Geoff Mulgan

Joyce Liddle and John Shutt (2025) [Cases in Public Entrepreneurship](#), Elgar Cases in Entrepreneurship Series, Edward Elgar, Cheltenham.

Conferences, seminars and workshops 2025

Parker, S. and Liddle, J. '**Local procurement in English Regions**', IOER Forum, Leipzig, Germany, 5th November, 2025.

Liddle, J. and Shutt, J. '**Leadership and regional governance in transition-the case of the North East of England**', Regional Government Seminar, EPIC Research Network, Northumbria University, 4th November 2025.

Liddle, J. and Shutt, J. '**Policies for innovation, entrepreneurship & business growth: the case of the North East of England**', UK Association for Public Administration, Belfast (10th-12th September, 2025).

Liddle, J. and Shutt, J. '**Place Leadership and Combined Authorities in the UK . Are we making much progress under a new Government?**' Regional Studies Association Network Place Leadership Conference, University of Birmingham, 9th-10th May 2025.

Liddle, J. and Shutt, J. '**Place leadership under combined authorities in the United Kingdom: are we making much progress under a new government? drawing on European and international comparisons**'. Capability and capacity building in place leadership: identity, inclusion and change conference hosted by City-Region Economic Development Institute and the Birmingham Business School, April 2025.

Mawson, J. and McGuinness, D. '**Place Leadership and Governance in the Anglo Scottish Border**' Capability and capacity building in place leadership: identity, inclusion and change conference hosted by City-Region Economic Development Institute and the Birmingham Business School, April 2025.

Publications 2023-2025

Liddle, J. and Shutt, J. (2025) *Cases in Public Entrepreneurship*, Elgar Cases in Entrepreneurship Series, Edward Elgar, Cheltenham.

Chapman, T. (2025) *Third Sector Trends in England and Wales 2025: people, work, ambition and impact*, Newcastle upon Tyne: Community Foundation North East.

Chapman, T. (2025) *Third Sector Trends in England and Wales 2025: Relationships, influencing and collaborative working*, Newcastle upon Tyne: Community Foundation North East.

Addidle, G., Shorrock, S. and Liddle, J. (2025) '*Follow the leader: the role of Value Based Leadership in Multi-Agency Safeguarding*', in Miller, R., Mangan, C., Dickinson, H. and Jackson C (eds) *Elgar Handbook on Leadership in social work and social care*, Edward Elgar, Cheltenham.

Gibney, J., Liddle, J., Shutt, J., and Sotarauta, M. (2025) (eds) '*Understanding leadership in city and regional development: towards multiple perspectives of sub-national (place) leadership*.' *Regional Studies*, 59(1).

Parker, S. and Liddle, J. (2025) 'New development: Is Nolan enough? Why senior officers need to understand public values at the street-level perspective', *Public Money and Management*, 45(2), 157-161.

Chapman, T. (2025) *Going the distance – how third sector organisations work through turbulent times* [New Edition], Newcastle upon Tyne: Community Foundation North East.

Chapman, T. (2025) *Third Sector Trends in England and Wales 2025: Technical paper on research methodology and sample structure* [third edition], Durham: Policy&Practice.

Chapman, T. (2025) *Structure and Dynamics of the Third Sector in England and Wales: technical paper on sector*

structure and analytical techniques, [third edition], Durham: Policy&Practice.

Telford, L. and Wistow, J. (2024) Exploring the problems of a 'left behind' place in the context of 'levelling up', *Social Policy Review*, 38.

Liddle, J. and Parker, S. (2024). 'The struggle for linking strategic and front-line outcomes in local government service delivery', *Local Government Studies*, 1–10.

Parker, S. and Liddle, J. (2024) 'New development: Is Nolan enough? Why senior officers need to understand public values at the street-level perspective', *Public Money & Management*, 1–5.

Chapman, T. (2023) *Third Sector Trends in England and Wales 2022: shaping social change through campaigning and influencing*, Newcastle upon Tyne: Millfield House Foundation.

Chapman, T. (2023) *Third Sector Trends in England and Wales 2022: finances, assets and organisational wellbeing*, Newcastle upon Tyne: Community Foundation Tyne & Wear and Northumberland.

Chapman, T. (2023) 'Bouncing back: the employment of sector attributes to recover from crises', in Rees, J., Macmillan, R., Dayson, C., Damm, C and Bynner, C. (eds.) Covid 19 and the voluntary and community sector in the UK: responses, impacts and adaptation, Bristol: Policy Press.

Chapman, T. (2023) *Community businesses in England and Wales: new findings from Third Sector Trends*, London: Power to Change.

Chapman, T. (2023) *People, places and policy: Third Sector Trends 2023*, Newcastle upon Tyne: Community Foundation Tyne & Wear and Northumberland.

Chapman, T. (2023) *Third Sector Trends in England and Wales 2022: relationships, influencing and collaboration*, Newcastle upon Tyne: Community Foundation Tyne & Wear and Northumberland.

Chapman, T. and Wistow, J. (2023) *Local health and social wellbeing: the contribution of the voluntary, community and social enterprise sector in Buckinghamshire, Oxfordshire and Berkshire West*, Durham: Policy&Practice.

Chapman, T. and Wistow, J. (2023) *Local health and social wellbeing: the contribution of the voluntary, community and social enterprise sector in Cumbria*, Durham: Policy&Practice.

Chapman, T. and Wistow, J. (2023) *Local health and social wellbeing: the contribution of the voluntary, community and social enterprise sector in Yorkshire and Humber*, Durham: Policy&Practice.

Liddle, J., and Addidle, G. (2023) 'Reframing 'Place Leadership': An Analysis of Leadership in Responding to the 'Wicked issue' of County Lines and Criminality within a Context of Post Pandemic Public Health Policing.' *In Research Handbook on Public Leadership – Reimagining Public Leadership in a Post-Pandemic Paradigm*, edited by S. Brookes, Cheltenham: Edward Elgar.

Liddle, J., Shutt, J. and Forbes, C. (2023) 'Levelling up or down? Examining the case of North-East England,' *Contemporary Social Science*, 18(3-4), 469-484.

Robinson, F. (2023) *Churches and tainted money: principles or pragmatism?* Durham; Policy&Practice.

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The background of the slide is a photograph of Durham Cathedral, a large stone building with multiple spires and a prominent square tower. The cathedral is situated on a hill, and its reflection is visible in the water of the River Swine in the foreground. A small boat is visible on the river. The sky is blue with scattered white clouds.

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