

# Advisory Board Report 2008/09





# Contents

Introduction	1
The Capacity Building Cluster Scheme	2
Knowledge Exchange Activities	5
Major Thematic Priorities	8
Management, Governance and the Advisory Board	10
Members of the Advisory Board	12
2008/09 in Focus: Targets	13
2008/09 in Focus: Research and Knowledge Exchange Activities	14
2008/09 in Focus: Achievements	16
2009/10 Objectives Moving Forward	19
Questions for the Advisory Board	20



Deputy Vice-Chancellor Professor Roger Kain.

## Introduction

Welcome to the first meeting of the Advisory Board for the Centre for Sport, Leisure and Tourism Research. The University of Exeter has long and distinguished track-records in the areas of sport and tourism. In the latest Research Assessment Exercise in 2008, the School of Sport and Health Sciences at the St Luke's campus was rated sixth in the UK for the standing of its work. For over two decades Exeter has been at the cutting edge of tourism studies. The University is home to one of the largest and most visible doctoral training centres in the world, and its academics have published several subject-defining studies in the field.

The new Centre for Sport, Leisure and Tourism Research is a university research centre that consolidates our reputation as an international leader in these connected fields. The Centre is supported by a major investment of £1.5 million from the Economic and Social Research Council as part of its Capacity Building Cluster scheme. Over the next five years, the Centre will set out to build research capacity among graduate students, post-doctoral scholars, early career and established academics to coincide with the preparations for, and legacy period after, the 2012 Olympic Games. Since the launch of the Centre in September 2008, we have already had several notable successes which are reported in this report produced by the Director, Professor Coles, and his colleagues.

The University of Exeter occupies a position among the top-10 universities in the UK, according to *The Times Good University Guide*. As a leading research-intensive university we have ambitious plans for growing our research portfolio in the next few years.

We would like to take this opportunity to thank you for taking time to contribute to our work and to our future. Your contribution is vital. Impact is the current emphasis moving forward. Now more than ever, higher education has to engage with users to ensure research and training remains relevant and meaningful to the world in which we live. As experts in the areas of sport, leisure and tourism, we trust you will find much of interest in this report and an opportunity to contribute to the future of a vibrant, dynamic and important beacon of research activity at this university and a facility which we think will become a major resource for the country at large.

**Professor Roger J P Kain**

Deputy Vice-Chancellor (Research and Knowledge Transfer)

**An international reputation  
in sport, leisure and  
tourism**

## The Capacity Building Cluster Scheme

Sport, leisure and tourism are major features in economy, society and culture in the United Kingdom. They are also fields that research grant and training schemes in higher education have traditionally overlooked.

With the 2012 Olympic Games on the horizon, the Economic and Social Research Council (ESRC) recognised both the importance of these connected sectors and of developing greater high-level research capacity within and across them. As a non-departmental public body, the ESRC is charged on behalf of government with ensuring that the UK is world-leading in its social sciences.

In 2007, the ESRC published details of a new scheme aimed at delivering research and training in order to ensure long-term provision in several key business sectors and subjects of national need. One thematic priority was sport, leisure and tourism. The so-called 'Capacity Building Cluster' (CBC) scheme aimed to address research and training capacity at doctoral and post-doctoral levels. In particular, it set out to establish centres of excellence to encourage the further development of, and to capitalise more fully on, the skills, knowledge and experience of graduate students, post-doctoral scholars, early career and established academics. Pockets of excellence exist among many higher education institutions (HEIs) in the fields covered by the CBCs. However, the scheme was designed to facilitate collaboration among groups of academics working within and across HEIs in order to add

value to research and training by creating synergies through new working relationships.

So that current and future experts will be equipped with relevant skills and knowledge to the sectors they study, the ESRC required engagement with external partners in the co-production of research and training. Key to the success of a CBC was to be its engagement with end users on activities which were to be clearly beneficial to them. Central government education policy in recent times has repeatedly encouraged greater knowledge exchange between HEIs and external partners in the private, public and voluntary sectors in the social sciences (as well as other disciplines).

As the only university in the UK to be accredited by the ESRC for its training in tourism, with outstanding research records in sport and tourism, and with a critical mass of researchers in the connected fields, Exeter was well-placed to establish a CBC in sport, leisure and tourism.

**Over the period 2008 - 2013  
the ESRC invested £1.5 million  
in the Centre**



Dave Brailsford, mastermind of cycling success at Beijing 2008, is in demand from business for his insights on managing performance.



Six CBCs were eventually funded in spring 2008: four in business sectors and two in the voluntary sector. The Capacity Building Cluster at Exeter was the only one dedicated to, and funded in, sport, leisure and tourism. In total over the period from 2008 to 2013, the ESRC invested £1.5 million in order to:

- Deepen knowledge and understanding in sport, leisure and tourism through advanced research;
- Build capacity in these areas by training, developing and supporting the next generation of researchers; and
- Improve the practices and international standing of businesses and organisations through sustained engagement and knowledge transfer activities.

As a result of this major investment, Exeter became the ESRC's national centre of excellence in sport, leisure and tourism providing both research training at masters and doctoral level, as well as advanced postgraduate and post-doctoral research. The CBC is located in the South West of England because of the regional importance of the sectors. However, its facilities for research and knowledge transfer are available to potential partners from all parts of the UK.

'CBC' is a cumbersome term and it does not resonate well outside academia. To reflect the nature of the award and as a statement of its future intent, in autumn 2008 the University of Exeter established the new Centre for Sport, Leisure and Tourism Research with two main mutually-reinforcing aims:

first, to deliver the programme of work from the CBC grant; and second, to provide a platform for additional, sustainable knowledge exchange activity beyond the core grant funding.

This first report outlines progress made by the Centre in 2008/09. It sets out our achievements since the grant started on 15 September 2008 and it benchmarks our progress against our early targets agreed with the ESRC. Relevant background and context is provided including how the various components of the CBC investment operate as well as the governance and management of the Centre. Plans for 2009/10 are outlined. Input from the Advisory Board would be especially helpful with respect to enhancing the performance of the Centre and the ESRC's investment. To this end, the last part of the report includes a series of questions that are intended to help shape discussions when the Advisory Board meets in Exeter on 24 November 2009.

**Exeter is the only UK university with ESRC-accreditation for doctoral training in tourism**

## Knowledge Exchange Activities

The core grant funding from the ESRC currently allows the Centre to conduct four types of research and training in the areas of sport, leisure and tourism. These vary in terms of their purpose, scope for knowledge transfer, and availability to prospective partners and users.

### CASE studentships

**Funding** Business Partner contributes £4k per annum  
ESRC contributes c £19k per annum

**Duration** 3 years

**Available to** Public, private and voluntary sector partners

**Description** CASE Studentships give PhD students an opportunity to gain experience of work outside academia through collaboration with businesses or organisations on research problems relevant to the partner. Academic and company supervisors support the student.

### Knowledge Transfer Partnerships

**Funding** Business Partner contributes c.£35k (SMEs: c £20k) per annum  
ESRC funds balance of the operating budget (total cost £63k pa)

**Duration** up to 2 years (as part of the CBC scheme)

**Available to** Private and voluntary sector partners

**Description** An opportunity for an organisation to achieve strategic change through partnering with academics who apply their expertise. A high calibre graduate or postgraduate is placed within the organisation with regular supervision from a company and academic supervisor. Administrative support is provided by the university.

### Business Vouchers

**Funding** Provided in whole by the ESRC (worth £3,000)

**Duration** Up to 1 year

**Available to** Private sector partners, with no prior engagement with higher education

**Description** Business Vouchers enable SMEs to take their first steps with higher education. SMEs can apply for a voucher to be used at the University of Exeter, University of Plymouth, University of Bristol or University of Bath to fund short-term academic consultancy, access research relevant to their business, or to frame questions that might be addressed through new, additional research. This is without the normal financial demands on the organisation.

### Business Placements

**Funding** Provided in whole by the ESRC (bursaries of up to £7,000 for students)

**Duration** Up to 3 months

**Available to** Private, public and voluntary sector partners

**Description** Existing ESRC-funded PhD students work on a specific short-term project towards an organisational research output. Aimed at partners with specific needs who may benefit from short-term help, including recruiting appropriate students, all at no direct cost to the organisation.



The Eden Project is instantly recognisable as a symbol of tourism expertise in the South West.

The grant funding originally contained provision for 15 CASE Awards, six KTPs of two-year duration, 15 Business Vouchers and seven Business Placements. Simply put, funding is set aside by the ESRC for the Centre to access when appropriate and relevant cases are made.

Beyond these core activities Centre members and their partners may additionally apply to other knowledge exchange and business engagement schemes funded by the ESRC and the other research councils. For instance, the Centre has also been successful in attracting two grants of over £85k from the ESRC's Business Engagement Grant scheme, with Flybe (2008/09) and South West Tourism (2009/10) as the respective external lead partners. These have examined issues of corporate social responsibility among low fares airlines (with Flybe) as well as issues of climate change mitigation and its relationship to business innovation in the tourism sector (with Southwest Tourism).

CASE awards and KTPs comprise the majority of the ESRC funding available to the centre; both require the partners to make a contribution to the programme of work; and both

yield considerable return on investment (ROI) for the external partner. For CASE studentships the ESRC contributes £57k in total over three years, while the partner is expected to contribute £4k per year (4.8 ROI). For a two-year KTP, an SME partner is expected to contribute £40k to a total project budget of £139k (3.5 ROI) at local pricing (which is slightly different to the standard market rates advertised by the ESRC nationally).

While partners are not necessarily expected to make a cash contribution to the Business Placement or Business Voucher Scheme, they are strongly encouraged to make an in-kind contribution.

Each type of activity is expected to yield academic outcomes (eg a successful PhD thesis and/or journal papers) as well as deliverables for the external business or organisation (eg new data, reports, seminars, briefings, systems, solutions). An important common denominator throughout the schemes is direct engagement with partners in the public, private and voluntary sectors. Training and research funded by the CBC grant has to be in response to the knowledge needs of external partners.

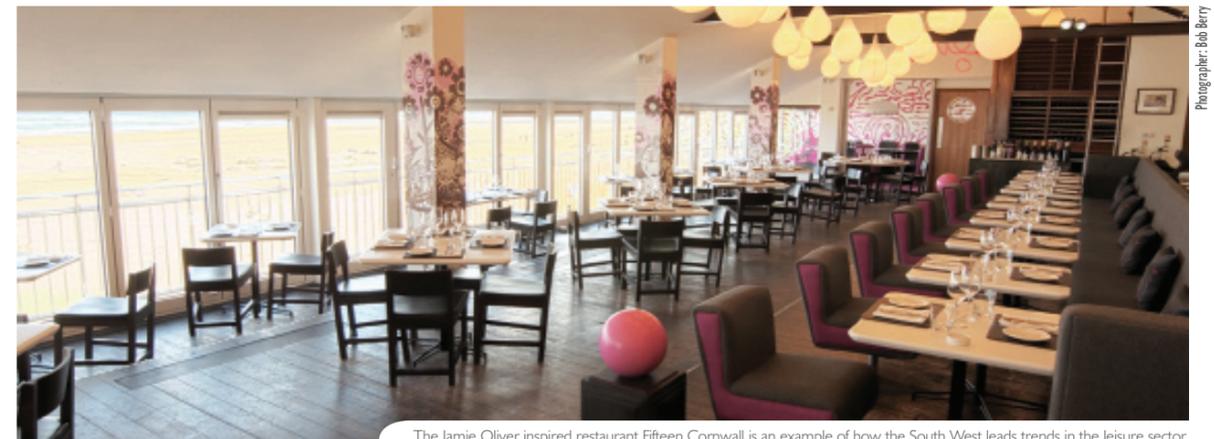
## International scholarship and practical, actionable outputs for partners

Clearly, it is necessary to balance the needs of different stakeholders in each piece of work. In the context of its business engagement agenda, the combination of activity in this major investment will, for the ESRC:

- provide a national point-of-contact for business and organisations to access sector-specific research and knowledge
- make available an array of opportunities to meet the needs of a diverse range of potential partners, in particular those working with higher education for the first time
- facilitate relationships and partnerships to address longer-term strategic goals in businesses and organisations

- improve the knowledge base through the development of a skilled, professional workforce which sees research-informed practice as the norm.

The nature of the ESRC investment means that potential partners from throughout the UK may benefit from the CBC funding although geography may have dissuaded them in the past from considering Exeter as their first port of call for their research and training needs. Nevertheless, the Centre aims to disseminate findings from cutting-edge work to businesses and organisations throughout the UK from a leading region in sport, leisure and tourism.



The Jamie Oliver inspired restaurant Fifteen Cornwall is an example of how the South West leads trends in the leisure sector.

## Major Thematic Priorities



Participation doesn't have to mean formal, structured exercise.



The nature of the landscape supports and enhances our experiences of sport, leisure and tourism.

Work in the Centre has to be relevant to external users. The selection of projects to be funded by the CBC grant is guided by six thematic priorities that reflect sectoral trends and cross-cutting policy in sport, leisure and tourism moving forward. Applications are expected to contribute toward deepening understanding and building future capacity in one or more of the following areas:

### (a) Sport, Health and Well-being

Beyond their economic role, sport, leisure and tourism deliver important social, health and cultural gains. Projects connected to this strand of work will explore how sport and leisure activity is important to the delivery of major gains in public health and workplace productivity. In addition to organised sport, this work may cover such issues as informal physical activity and leisure opportunities (eg, skateboarding, free running, walking and cycling) which engage young people and contribute significantly to overall participation rates.

### (b) Sport, Leadership and Policy

This strand explores how current thinking and best practice in leadership can inform the delivery of sporting opportunities and performance organisationally and individually. It focuses on how our understandings of leadership can address policy objectives, for instance both as the driver for excellence in elite sports and greater basic engagement among young people towards greater public health.

### (c) Innovation, Knowledge Creation and Knowledge Transfer

Work in this strand will examine the way in which organisations in sport, leisure and tourism innovate and transfer knowledge, and how these processes translate into such outcomes as the creation of greater value, business and organisational competitiveness, and sector sustainability.

### (d) Service Processes and Operations

Experience is at the heart of success in sport, leisure and tourism. Current policy and practice extol the importance of enhancing quality as the basis for product and experience. Projects in this strand will point to the gains to be made from moving from the more process-based views to understanding and improving service relationships and operations.

### (e) Travel, Transport and Sustainability

Sport, leisure and tourism generate thousands of trips among participants and spectators, they contribute greatly to the load placed on transport infrastructure and services, and they have implications for climate change and strategies for reducing carbon emissions. Work connected to this strand will, for instance, investigate the use of different modes of transport as well as resource (energy) implications and the environmental load of leisure.

### (f) Environment, Landscape and Space

Activity in this strand will examine the way in which the built and natural environment function to support and enhance sport, leisure and tourism. This ranges from offering both formal and informal spaces for sport and leisure, to the organisation of local supply chains to reduce the carbon footprint and food miles of events.

Work outside these broad categories is not excluded from consideration. However, the six areas are intended to reflect major trends in policy and practice in sport, leisure and tourism that should necessarily and appropriately be addressed by a dedicated cross-sectoral research and training centre.

Moreover, our strategy is intended to deliver distinctive strands of work that, in turn, derive greater impact for much wider sets of beneficiaries. Not only will individual projects reap the rewards of greater synergies, overlaps and mutual reinforcement, but also they will be able to deliver new knowledge and training of use and relevance to organisations beyond the contracted partner.

# Management, Governance and the Advisory Board

The Centre for Sport, Leisure and Tourism Research is operated under the same principles of dual assurance that are used throughout the University of Exeter.

Membership of the Centre is open to staff at the University of Exeter with expertise in research and knowledge transfer in sport, leisure and tourism. Since establishment, over 15 academics have been involved in developing projects under the auspices of the Centre. Members span the social sciences and come from the:

- University of Exeter Business School (UEBS)
- School of Geography (GEO)
- School of Humanities and Social Sciences (HuSS)
- School of Psychology (PSYCH)
- School of Sport and Health Sciences (SHS).

The Centre is hosted by the Business School which provides administrative leadership. Support on external engagement is provided by the Research and Knowledge Transfer Office (RKT), a central facility of the University of Exeter.

Daily operations are managed by a core team comprising the Director, Professor Tim Coles (UEBS), and Manager, Jessica Craib (RKT), with their respective deputies, Professor Roger Eston (SHS) and Dr Andy Richards (RKT).

The core team reports to the termly Management Board that functions to monitor and evaluate the ongoing operation of the centre, its packages of work, and its finances. It is responsible

for reviewing and adjusting targets for activity in the areas of research, dissemination and communications to ensure the centre remains responsive to changing conditions in society and economy. The Management Board provides the ESRC with formal updates and feedback on the operation of this Centre within the Capacity Building Clusters scheme.

The Management Board is chaired by the Deputy Vice-Chancellor for the Business School and for Sport, Professor Neil Armstrong. Beyond the core team, the membership comprises the seven other senior academics who authored the application while the Director of the Business School (Professor Richard Lamming) and the ESRC's Senior Policy Manager (David Ridley) are ex-officio members. The Management Board has to make its first formal report to the ESRC in Spring 2010.

The annual Advisory Board operates in parallel to the Management Board. It is intended to ensure that the Centre is meeting its objectives more broadly as well as responding to sector needs and new developments. The Advisory Board serves five main roles of governance and oversight in so far as it is invited to:

- advise on latest sector developments and priorities to ensure the centre remains responsive to sector needs

- appraise the continuing relevance of the key priorities and, where necessary, suggest alternatives or additions
- consider and comment on emerging projects, outcomes and outputs as part of the portfolio of activity
- monitor and comment on the operation of the Centre against its aims and objectives, and those of the ESRC Business Engagement scheme
- advise on the potential to sustain the Centre beyond the initial five-year ESRC-funding period.

The Advisory Board receives this report and its business will be received by the Management Board formally at its spring meeting. The first formal report to the ESRC based on its key performance indicators for government will be submitted by the Management Board and informed by the Advisory Board's views. The report to the ESRC (and the ESRC's response) will be communicated to the next Advisory Board in Autumn 2010.



The Centre for Sport, Leisure and Tourism Research is an initiative of the University of Exeter Business School and ESRC.



The Centre was launched at the Innovation Centre in October 2008.

## Members of the Advisory Board

The membership of the Advisory Board is intended to reflect the range of interests covered by the Centre as well as the diversity of stakeholders in sport, leisure and tourism across the public, private and voluntary sectors. Academic oversight is also necessary to ensure that world-class scholarship accompanies a high standard of end-user engagement and impact.

Membership also embodies the duality of the Centre as a national investment but based in a region notable for its major achievements in, and contributions to, sport, leisure and tourism in the United Kingdom. The Centre would like to conduct projects with partners in other important locations and destinations in the UK, but it recognises that projects it pursues in the South West must have resonance to, and relevance for, businesses and organisations in other parts of the country.

The current members of the Advisory Board are:

**Mr Malcolm Bell** – Chief Executive of Southwest Tourism

**Moray Bowater** – Managing Director of Helpful Holidays

**Dr Tim Crowhurst** – Department of Culture, Media and Sport (Tourism Division)

**Leanne Dingle** – Director, Regional Legacy in Arts and Youth Sport, HERDA-SW

**Niall Duffy** – Head of PR and Public Affairs, Flybe

**Dr Steven Freudmann** – Chair, Institute for Travel and Tourism

**Dr Alan Fyall** – Head of Enterprise, Bournemouth University

**Guy Lavender** – South West Director for the 2012 Games, Team South West

**Maureen McAllister** – Head of Culture and Tourism, South West of England Regional Development Agency

**Jenny McGee** – Head of Strategy, Visit England

**David Ridley** – Senior Policy Manager, Economic and Social Research Council

**Ged Roddy** – Director of Sport, University of Bath. Also Vice-Chair, Sport England; Board Member, UK Sport; Chair, Regional Sports Board South West.

Also attending are:

**Professor Roger Kain**, Deputy Vice-Chancellor, Research and Knowledge Transfer (Chair of Advisory Board)

**Professor Tim Coles**, Director of the Centre for Sport, Leisure and Tourism Research and Principal Investigator for the ESRC CBC Grant



As the UK's most successful regional airline, Flybe has its headquarters in Exeter where it employs over 1,000 people.

## 2008/09 in Focus: Targets

Prior to the start of the grant, the Centre was invited to enter an implementation plan covering the first 18 months of its work. For the sake of simplicity, deliverables have been divided into the broad categories of knowledge exchange activities and supporting infrastructure.

### Proposed Knowledge Exchange Activities

By the end of the first year, we planned to recruit and commence five CASE awards and two KTPs. The frontloading and regularity of flow reflected the demands of each type of engagement as well as the ESRC's original prescription (in its call for proposals) for the completion of the activities before the end of the funding window.

Type of Activity	Starting in Year				
	2008/09	2009/10	2010/11	2011/12	2012/13
CASE Studentships	5	5	5	–	–
KTPs	2	2	2	–	–
Business Placements	2	–	–	–	–
Business Vouchers	4	5	–	–	–

Originally, seven Business Placements and 15 Business Vouchers were awarded. The Management Board was invited by the ESRC in spring 2009 to consider ways in which the costs of co-ordination and communications for the Centre could be covered from the existing investment. It decided to recommend to the ESRC the reduction in the provision of vouchers and, in particular, placements as set out above.

Business Placements and Business Vouchers are newer developments in the ESRC knowledge exchange armoury. The first pilot of a voucher scheme funded by ESRC was completed by Aston University in 2007. Business Placements are intended to give existing ESRC-funded students (in other disciplines and/or subject areas) the chance to develop and apply their (transferable) skills and knowledge of sport, leisure or tourism.

As a consequence of the nature of both schemes, the targets should be considered fluid and moving; that is, nine vouchers and two placements will be conducted before the end of 2012/13.

### Objectives for Supporting Infrastructure

By the end of 2008/09, the Centre committed to the following major actions (with target dates):

- launch the Capacity Building Cluster at an ESRC-funded Business Priority Sector Event held in Exeter (Oct 08)
- disseminate Centre opportunities at major academic and practitioner meetings
- develop and launch a web site for Centre (Dec 08)
- develop, disseminate and operate the Business Voucher scheme (May 09)
- develop, disseminate and operate the Business Placement scheme (May 09)
- plan for future Business Engagement events to showcase the Centre (June 09)
- recruit to and operate the first annual Advisory Board

**Business Placements and Vouchers are recent developments**

# 2008-09 in Focus: Research and Knowledge Exchange Activities

Since September 2008, the following projects have been developed by members of the Centre in conjunction with their external partners.



## CASE Studentship Awards

### National Social Marketing Centre

*Social Marketing for Tourism: a Destination-based Approach for Encouraging Sustainable Leisure Travel.*  
[Barr (GEO), Shaw (UEBS). Themes: **c, e**]

### Met Office

*Dynamics of Communicating Climate Change Information.*  
[Morton (PSYCH), Rabinovich (PSYCH). Themes: **e, f**]

### CHICKS

*Giving Children the Chance to be Children: the Countryside, Memory and Identity.*  
[Leyshon (GEO), Brace (GEO), Coles (UEBS). Themes: **a, f**]

### South West Water

*The Impacts of Tourism on Potable Water Supply: an Investigation of the South West Water Region.*  
[Coles (UEBS), Dessai (GEO). Themes: **c, d, e, f**]

### RELAYS (Regional Legacy for Youth Sports)

*Social Marketing for Physical Activity: Encouraging Sustainable Patterns of Physical Activity and Health in Children.*  
[Williams (SHS), Eston (SHS), Barr (GEO). Themes: **a, c, e, f**]

### North Devon District Council

*Tourism, Community and Sustainable Development: Exploring the Impact of Second Home Ownership for Developing Sustainable Communities.*  
[Barr (GEO), Carter (GEO). Themes: **c, e**]

### Dorset County Council\*

*Harnessing Nature's Benefits: Problems and Prospects for Recognizing the Environmental Basis of Regional Tourist Economies.*  
[Winter (HuSS), Lobley (HuSS), Barr (GEO). Themes: **c, f**]

### Exmoor National Park Authority\*

*Awareness and Perceptions of Exmoor National Park and Impact on the Local Tourism Economy.*  
[Winter (HuSS), Harvey (GEO). Themes: **c, f**]

### ISW- Forestry Commission\*

*Valuing our Environment: Investigating the Economic Value of Adventurous Off-road Cycling in the South West region.*  
[Coles (UEBS), Shaw (UEBS). Themes: **a, e, f**]

### Royal Albert Memorial Museum\*

*The Socio-cultural Impacts of Visitor Attractions: a Community-based Approach to Appraisal.*  
[Coles (UEBS), Bailey (UEBS). Themes: **c, d, f**]

### KTPs

#### Women's Running Network†

*18-month project to assess, improve and thereby enhance the impact that the WRN's beginner training programmes has on the quality of women's lives.*  
[Dixon (SHS), Jones (SHS), Taylor (SHS). Themes: **a, d**]

## Business Engagement Grants‡

### Lead partner: Flybe

*Social Responsibility among Low-fares Airlines: Current Practices and Future Trends (2008/09) (£95k).*  
[Coles (UEBS), Dinan (UEBS). Themes: **c, d, e**]

### Lead partner: Southwest Tourism

*Climate Change Mitigation and Business Innovation: Potentials and Prospects for the Tourism Sector (2009/10) (£86k).*  
[Coles (UEBS), Dinan (UEBS). Themes: **c, d, f**]

\* Completion of Proposal Stage, prior to going to advertisement:

† Currently passing through the Project Approvals Group

‡ Additional grant activity beyond the core grant funding



With RELAYS, we will investigate how targeted behaviour-change messages can encourage children's physical activity.



With NDDC, we are examining the continuing debates over the cultural and economic impacts of second home ownership.



With ISW, we are examining how to capture most accurately the value of off-road cycling.



Environment has been prominent among recent public debate about LFAs, but the 'triple bottom line' should be used.

# 2008/09 in Focus: Achievements

## Knowledge Exchange Activities

By the end of 2008/09, two CASE studentships had been developed, contracted and recruited. Eight further proposals were accepted during the year. They will come 'on stream' in 2009/10, most recruiting for a January 2010 start.

Type of Activity	Year	
	2008/09	2009/10
CASE Studentships	2	8
KTPs	(1)	0
Business Placements	0	0
Business Vouchers	(4)	0

The Centre looks set to meet or even exceed its targets by the end of 2009/10; that is, several additional proposals are in development and the 2010/11 target may be achieved early. Demand for CASE awards may exceed supply during the lifetime of the grant funding.

Interest in KTPs has been limited in comparison. The Centre is supporting one project submitted in July 2009. This is still under consideration by the Project Approvals Group, the independent regional body for the assessment of applications.

Permission from the ESRC to include the shorter (and hence pro rata less expensive) KTPs of 10-40 weeks in the portfolio has not so far stimulated interest. Reductions in the contributions expected from SMEs and Third Sector organisations has similarly had no effect.

The KTP situation has been reviewed by the core team and the Management Board. Macro-economic conditions are the most likely explanation. Organisational characteristics compound the problem in sport as well as tourism because budgets do not appear to exist to support research and training activity at these pricing levels at the present time.

The Management Board has mandated the Director to explore alternative contingencies with the ESRC if KTPs continue to be unpopular. One such solution may be the displacement of funding from KTPs to other forms of knowledge exchange activity that are more relevant to a partner's circumstances.

No Business Vouchers or Business Placements have been disbursed. Placements have been advertised but no expressions of interest have been received. Business Vouchers have been advertised on the web; some early interest has been registered by four organisations whose eligibility is being reviewed; and leads are being followed by academics and in the RKT office. There is currently no reason to suggest that our revised targets for Business Vouchers will not be met over the life-time of the grant.

Theme	CASE	KTP
(a) Sport, Health and Well-being	3	1
(b) Sport, Leadership and Policy	0	0
(c) Innovation, Knowledge Creation and Knowledge Transfer	7	0
(d) Service Processes and Operations	2	1
(e) Travel, Transport and Sustainability	6	0
(f) Environment, Landscape and Space	8	0

A project in the Centre may address more than one of the thematic priorities as appropriate. Analysis of the thematic coverage of work commissioned to date from the core grant funding reveals two main features:

- There has been less activity in sport compared to leisure and especially tourism. This may reflect sector characteristics as well as the status of social science research in sport among external stakeholders.
- The importance of sustainable development as a cross-cutting theme. Social marketing, social inclusion, climate change and resource use feature strongly among work commissioned by the Centre.

The type of partners so far engaged by the core grant funding is also important:

- Four of the projects we have supported have been with Third Sector / Not-for-Profit partners (National Social Marketing Centre, CHICKS, ISW and Women's Running Network)
- Six partners are in the public sector (Met Office, RELAYS, North Devon District Council, Dorset County Council, Exmoor NPA, and RAMM), and
- Just one project has been developed with a private sector partner (South West Water).

The implications for the Centre moving forward are, therefore, that there may be as yet untapped potential to develop relationships with:

- more private sector organisations, especially larger businesses in sport, leisure and tourism
- larger-scale non-departmental public bodies, in particular those connected to the 2012 Olympic Games and their legacy (such as GOE, LOCOG and BOA)
- businesses and organisations outside the South West, especially those in positions of national or sub-national leadership.

A closer inspection reveals five other notable achievements:

- one of the project partners is currently based outside the South West (National Social Marketing Centre)
- six activities are the result of relationships with new project partners (National Social Marketing Council, CHICKS, RELAYS, ISW-Forestry Commission, RAMM and Women's Running Network)
- five projects are the result of deepening relationships with existing partners of the University of Exeter, although not previously always in the areas of sport, leisure and tourism (Met Office, SW Water, North Devon DC, Dorset CC, and Exmoor NPA)
- nine academics will apply their skills, knowledge and expertise to the supervision of doctoral research in sport, leisure and tourism for the first time (Morton, Rabinovich, Leyshon, Brace, Dessai, Carter, Loble, Harvey, Bailey)
- beyond its core grant funding, the Centre has started to attract significant additional research income (Flybe, Southwest Tourism).

Unlike other CBCs which are inter-institutional, the Centre has members from five schools and three campuses (Streatham and St Luke's in Exeter and Tremough in Cornwall). In terms of the core objectives of CBCs, in its first year the Centre has been able to build capacity by building new relationships, strengthening and reinvigorating existing partnerships, and developing a new group of future supervisors to accompany the next generation of experts.



The Women's Running Network encourages runners of all abilities.



The Innovation Centre is home to the Research and Knowledge Transfer Office.

## Supporting Infrastructure

By the end of 2008/09, the Centre had successfully:

- launched at an event attended by 60 delegates, with 24 external businesses and organisations represented at the Innovation Centre on 16 October 2008. At the launch, we disseminated opportunities for knowledge transfer between HEIs and businesses and organisations in sport, leisure and tourism. Among a range of presentations, the speakers examined their experiences of collaboration, the benefits of partnerships with HEIs, opportunities in general as well as those specifically funded by the Centre and by ESRC
- disseminated opportunities at World Travel Market (2008), Best of Britain and Ireland (2009), and the Director will address World Travel Market in 2009
- connected to professional networks operated by the Institute of Travel and Tourism, Tourism Society, Green Tourism Business Scheme, and Southwest Tourism, with the purpose of disseminating opportunities at Exeter in particular through the Business Voucher Scheme
- launched a dedicated web site outlining the research and knowledge transfer opportunities at Exeter as well as our current activities (see [www.ex.ac.uk/slt](http://www.ex.ac.uk/slt)). This went on-stream in July 2009
- introduced the Business Voucher scheme which went live in July 2009 as part of the Centre web site. More detailed arrangements to manage the relationships have been finalised in autumn 2009. The scheme is now fully-functional

- advertised the Business Placement scheme in responsive mode since July 2009 when the web site went live
- planned the next business engagement event which will take place in November 2009 focusing on research and knowledge transfer specifically in the area of sport.

Variances in delivery pertain to the introduction of the web site as well as the introduction of the Business Voucher and Business Placement schemes.

In the case of the former, the Centre took a longer view on the web site as essential in order to ensure the visual identity of the site benefited from the increasing brand strength of the University of Exeter as a top-10 university. In the case of the latter, decisions about the schemes were delayed by administrative revisions to the constitution of the CBCs as well as the greater lead times as both schemes required relatively young and innovative ideas.

It should be noted that neither of these occurrences would appear to have had a detrimental effect on our ability to deliver our targets over the core grant-funded window. At the present time the Business Placement scheme is restricted to doctoral students with ESRC funding. We would anticipate greater interest and uptake if access were widened to other doctoral students (subject to ESRC's usual rules about residency).

# 2009/10: Objectives Moving Forward

The second annual Advisory Board will take place in November 2010. We expect the following major objectives to be achieved by the end of the second full year of operation for the centre, namely: to

## Knowledge Exchange Activities

- recruitment of the remaining CASE awards to ensure the target of 15 starting in 2010/11 is attained
- commission the equivalent of three two-year KTPs to ensure we remain on target in this component
- develop projects with at least five businesses or organisations funded by Business Vouchers, with a view to building longer-term working relationships
- advertise opportunities for students to conduct Business Placements in sport, leisure and tourism.

## Supporting Infrastructure

- establish a programme of knowledge exchange events to allow a range of industry speakers, academics and postgraduate students in sport, leisure and tourism to reflect on their experiences and research outcomes from engagements
- develop the web portal as the central means for external engagement with the centre and the dissemination of centre outputs in a variety of media (PDF, videos, podcasts etc.)
- review and refine the operation and management of the Business Voucher scheme
- disseminate opportunities at Exeter to major tourism and leisure operators in the United Kingdom
- with the assistance of the Advisory Board, build deeper relationships with major policy organisations in the UK in

order to ensure that the Centre has the greatest opportunity to meet the needs of and influence the future policy agenda in sport, leisure and tourism

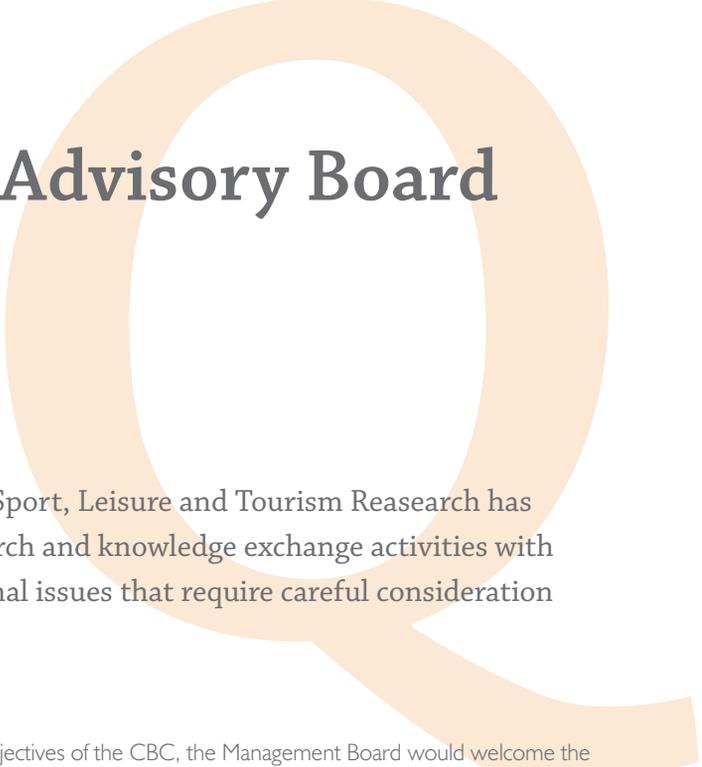
- submit the first formal report to the ESRC on the progress of the Centre based on its £1.5 million investment.

These objectives may be adjusted in light of the input from members of the Advisory Board. In the first half of 2009/10, potential engagement in sport projects will be the priority.

By the time of the next Advisory Board, approximately 40 per cent of the time for the grant will have elapsed. In the interim, the Management Board will monitor on-going progress with respect to the knowledge exchange activities. Were the Centre still to be significantly behind its target for KTPs or in the area of sport, a further objective of the Centre's work will be to explore in sport, leisure and tourism (and develop) contingencies to ensure the needs of the sectors are best served by the ESRC's investment to the Centre.



# Questions for the Advisory Board



In its first year of operations, the Centre for Sport, Leisure and Tourism Research has enjoyed several notable successes in its research and knowledge exchange activities with external partners. There are several operational issues that require careful consideration moving forward.

Set in the context of the terms of reference and the aims and objectives of the CBC, the Management Board would welcome the Advisory Board's views on 24 November 2009 on the following questions which are vital to the ongoing success of the Centre for Sport, Leisure and Tourism Research:

## Question 1

What are the latest developments in sport, leisure and tourism, and how should the Centre respond in order to ensure its activities are relevant to needs?

## Question 2

Do the current thematic priorities for the Centre continue to provide an over-arching framework to address the majority of major cross-cutting challenges in sport, leisure and tourism as they relate to the social sciences?

## Question 3

What recommendations would the Advisory Board make in order to enhance the Centre's level of engagement with large businesses and major policy actors in sport, leisure and tourism, and to raise its national profile? The Board's views on sport would be especially welcome.

## Question 4

What other forums and media would the Advisory Board recommend as suitable for the Centre to disseminate its offers and activities?

## Question 5

What additional measures should members of the Centre take in order to add value to the impact of their activities for end users and wider communities of practice?

## Question 6

Are there any other measures that the management of the Centre should consider in order to ensure the ESRC obtains the best possible return on its investment?

The Centre for Sport, Leisure and Tourism Research is funded by an  
ESRC Capacity Building Cluster grant under the leadership of  
the University of Exeter Business School.





[www.exeter.ac.uk/slt](http://www.exeter.ac.uk/slt)