

Advisory Board Report 2009/10





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Professor Tim Coles

Introduction

Welcome to the second meeting of the Advisory Board for the Centre for Sport, Leisure and Tourism Research. This is being held in January 2011 with just under 18 months remaining before the 2012 Olympic Games in London. For members of the Centre, this Advisory Board takes place at an even more important milestone. Although we report on the second full year of activity (2009/10), our meeting takes place at around half way through the core grant funding from the Economic and Social Research Council (September 2008-2013). What is more, it takes place amid some of the most challenging economic conditions this country has encountered for some time.

Despite these circumstances, 2009/10 was a very successful year for the Centre. One particular highlight was the sustained level of interest in CASE projects. Fourteen students have been recruited to work with our external partners, and a vibrant community of scholars is meeting regularly to discuss topical and timely issues in sport, leisure and tourism.

Transition is a key theme for this Advisory Board. Our previous report set out in some detail the background to the Centre, the types of activities that it is funded to undertake, and our partnerships to that point. This year's meeting will, once more, review our targets and achievements in order to ensure that the Centre remains fit for purpose. However, the Centre is progressing to the next important stage in its development. New knowledge is being produced and widespread dissemination is pivotal to our success and sustainability. It is in this area that we hope that discussions will be especially productive.

In the remainder of this report, you will first find a brief outline of the Centre and its aims as well as the key research and knowledge transfer instruments at its disposal. Prior to a discussion of current progress and of our planned work, the role of the Advisory Board is summarized. In keeping with the successful format we employed previously, at the end of this document we have posed a series of questions to shape our discussions.

Please let me take this opportunity to thank you for your contribution as an Advisory Board member. Your involvement is vital to our work and our future now more so than ever. Not only do we greatly appreciate your generosity in taking the time to participate in this meeting, but we are also immensely grateful for the guidance that you have given us outside the formal setting of the board. As experts in the areas of sport, leisure and tourism, we trust you will find much of interest in our work. We thank you for helping us to shape the future of research and training in sport, leisure and tourism at the University of Exeter.

Professor Tim Coles

Director, Centre for Sport, Leisure and Tourism Research

2009/10 was a very successful year for the Centre

The Centre for Sport, Leisure and Tourism Research

Established in 2008, the Centre for Sport, Leisure and Tourism Research is funded by a five-year, £1.5 million core grant from the Economic and Social Research Council (ESRC) as part of its 'Capacity Building Clusters' (CBC) scheme. The grant recognised the University of Exeter as an international leader in social sciences research and research training in the mutually-connected study areas of tourism *and* sport.

With the 2012 Olympic Games on the horizon, the Centre is the only grant-funded cluster of scholarly activity of its type in the United Kingdom (UK). The aims of the Centre are 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.

The University of Exeter delivers research training at master's and doctoral level as well as advanced post-graduate and post-doctoral research in sport, leisure and tourism. The Centre is located in the South West of England because of the regional significance of these sectors. However, its facilities for research and knowledge transfer are available to potential partners from all parts of the UK.

The ESRC is the leading UK agency for research training and funding in the economic and social sciences. As a non-departmental public body, it is funded by the Department for Business, Innovation and Skills. In the context of its agenda for business engagement and impact generation, the Centre through its core grant funding sets out to:

- Provide a national point-of-contact for businesses 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; and
- Improve the knowledge base through the development of a skilled, professional workforce which sees research-informed practice as the norm.

The University of Exeter is the ESRC's appointed centre of excellence in sport, leisure and tourism for research training at masters and doctoral level, and for advanced post-graduate and post-doctoral research

Knowledge Exchange Activities

In order to address these objectives, 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 |
| Awards (remaining) | 15 (1) |
| 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 organizations on research problems relevant to the partner. An academic and company supervisor 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). |
| Awards (remaining) | 6 (5) |
| Available to | Public, private and voluntary sector partners |
| Description | An opportunity for an organization to achieve strategic change through partnering with academics who apply their expertise. A high calibre graduate or postgraduate is placed within the organization 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 |
| Awards (remaining) | 9 (4) |
| 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, Bristol University 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—without the normal financial demands on the organization. |

Business Placements

| | |
|------------------------------|---|
| Funding | Provided in whole by the ESRC (bursaries of up to £7,000 for students) |
| Duration | Up to 3 months |
| Awards (remaining) | 2 (2) |
| Available to | Private, public and voluntary sector partners |
| Description | Existing (ESRC-funded) PhD students work on a specific short-term project towards an organizational research output. Aimed at partners with specific needs who may benefit from short-term help, including recruiting appropriate students, all at no cost to the organisation. |



A Centre seminar to business at Tynesfield, Bristol.

Each type of activity is expected to yield academic outcomes (i.e. a successful PhD thesis and/or journal papers) as well as deliverables for the external partner (i.e. 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 directly by the CBC grant has to be in response to the knowledge needs of partner businesses or organisations.

Beyond these core types of activity, academics and their partners may additionally apply to other research, knowledge exchange and business engagement schemes funded by the ESRC and the other research councils. The Centre also provides a framework for its members to conduct contract research and consultancy with external partners.

International scholarship and practical, actionable outputs for partners

Major Thematic Priorities for Centre Research and Knowledge Transfer

Six thematic priorities drive the work conducted by members of the Centre.

(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.

(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 both organisationally and individually in elite as well as recreational settings.

(c) Innovation, Knowledge Creation and Knowledge Transfer

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

(d) Service Processes and Operations

Current policy stresses the enhancement of product quality to build value from, and relationships with, visitors. Projects in this strand will seek to fill the knowledge gaps in this area.

(e) Travel, Transport and Sustainability

Sport, leisure and tourism contribute greatly to the load placed on transport infrastructure and services, and as a result have major implications in terms of environmental impacts, climate change and strategies for reducing carbon emissions which are the focus here.

(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 the delivery and experience of sport, leisure and tourism.

By focusing our attention on these themes, 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 particular projects reap the rewards of greater synergies, overlaps and mutual reinforcement, but also they will be able to deliver new knowledge and training opportunities of use and relevance to organisations beyond the original partner.

Management, Governance and the Advisory Board

Dual assurance underpins the operation of the Centre for Sport, Leisure and Tourism Research. The role of the Advisory Board is 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, and its terms of reference are 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 cluster 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.



Visitors put pressure on a variety of water resources.

Members of the Advisory Board

The membership of the Advisory Board is intended to reflect the range of thematic interests covered by the Centre as well as the diversity of stakeholders in sport, leisure and tourism in 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 strong contribution to sport, leisure and tourism. The Centre would like to conduct projects with partners in other important locations and destinations in the UK, but it recognises that the projects it pursues in the South West must have resonance with, and relevance to, businesses and organisations in other parts of the country.

The current members of the Advisory Board are:

Malcolm Bell – Head of Tourism, Visit Cornwall

Moray Bowater – Managing Director of Helpful Holidays

Jack Buckner – Strategic lead, National Governing Bodies at Sport England

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

Professor Alan Fyall – Head of Enterprise, Bournemouth University

Lesley Lilley – Senior Policy Manager, Economic and Social Research Council

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

Jenny McGee – Head of Strategy, Visit England

Ged Roddy – Director of Youth Development, FA Premier League

The Advisory Board is also attended by:

Professor Nick Talbot – 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.



Physical activity outdoors improves health and well-being for all segments of society.

The Management Board

The minutes of the Advisory Board are communicated to the subsequent meeting of the Management Board. This sits termly with the purpose of monitoring, evaluating and (where required) adjusting the ongoing operations of the Centre, its packages of work, and its financial management. The Management Board provides the ESRC with formal updates and feedback on the continuing function of the Centre as a major investment from its Capacity Building Clusters scheme.

Membership of the Centre is open to all staff and students at the University of Exeter with interest and/or 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, and over 25 postgraduate students (some not holding ESRC grants from the CBC) have attended its events. Members are drawn from the University of Exeter Business School, its College of Life and Environmental Sciences (Geography, Psychology, Sport and Health Sciences) and College of Social Sciences and International Studies (Politics).

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 deputed to a core team comprising the Director, Professor Tim Coles (UEBS), and Manager, Dr Irma Pasukeviciute (RKT), with their respective deputies, Professor Roger Eston (SHS) and Dr Andy Richards (RKT).

The core team is drawn from, and responsible to, the Management Board which is chaired by the Deputy Vice-Chancellor for the Business School and for Sport, Professor Neil Armstrong. Beyond the core team, the membership comprises seven other senior academics while the Dean of the Business School (Professor Richard Lamming) and the ESRC's Senior Policy Manager (Lesley Lilley) are ex-officio members.



Cheryl Willis presents her research on valuing nature at a recent CLSTR seminar.

2008/09 in Focus: Targets

Ten targets were set by the Management Board for the academic year 2009/10 and confirmed by the Advisory Board when it met in November 2009.

Targets for Knowledge Exchange Activities (2009/10)

- i. Recruit the remaining CASE awards to ensure the target of 15 starting in 2010/11 is attained;
- ii. Commission the equivalent of three two-year KTPs to ensure we remain on target in this component;
- iii. Develop projects with at least five businesses or organisations funded by Business Vouchers, with a view to building longer-term repeat work;
- iv. Advertise opportunities for students to conduct Business Placements in sport, leisure and tourism.

A priority for 2009/10 would be engagement with partners in sport projects. These targets for 2009/10 are set in the context of an Implementation Plan with ESRC across the 2008-13 funding window of:

| 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 | – | – | – |

Targets for Supporting Infrastructure (2009/10)

- v. Establish a programme of knowledge exchange events to allow a range of industry speakers and postgraduate students in sport, leisure and tourism to reflect on their experiences and research outcomes from engagements;
- vi. 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.);
- vii. Review and refine the operation and management of the Business Voucher scheme;
- viii. Mail out to disseminate opportunities at Exeter to major tourism and leisure operators in the United Kingdom;
- ix. 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 and influence the future policy agenda in sport, leisure and tourism.
- x. Submit the first formal report to the ESRC on the progress of the Centre based on its £1.5 million investment.

Business Vouchers are recent additions to the Knowledge Exchange toolbox

2009/10 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. Started Oct 2009]

Met Office

Dynamics of Communicating Climate Change Information.

[Morton (Psych), Rabinovich (Psych). Themes: E, F. Started Oct 2009]

Dorset County Council

Harnessing Nature's Benefits: Problems and Prospects for Recognizing the Environmental Basis of Regional Tourist Economies.

[Winter (Pol), Lobley (Pol), Barr (Geo). Themes: C, F. Started Oct 2009]

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. Started Jan 2010]

CHICKS

Giving Children the Chance to be Children: the Countryside, Memory and Identity.

[Leyshon (Geo), Brace (Geo), Coles (UEBS). Themes: A, F. Started Jan 2010]

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. Started Jan 2010]

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. Started April 2010]



Off-road biking is growing in popularity.



Future professional cricketers are identified at a young age.



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. Started April 2010]

ISW - Forestry Commission and Sport England

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. Started Oct 2010]

Exmoor National Park Authority

Awareness and Perceptions of Exmoor National Park and Impact on the Local Tourism Economy.

[Winter (Pol), Harvey (Geo). Themes: C, F. Started Oct 2010]

Active Devon

Understanding Changes in the Personal, Social and Environmental Impacts of Physical Activity in the Devon Active Villages Programme.

[Rees (SHS), Hillsden (SHS) and Coles (UEBS). Themes: A, E. Started Oct 2010]

Rugby Football Union

Introducing Children to Rugby: Retaining Players and Developing Talent.

[Wilson (SHS), Eston (SHS) and Coles (UEBS). Themes: A, B. Started Oct 2010]

English Cricket Board

The Development and Validation of a Psychological Profiling System for Elite Cricket Players.

[Rees (SHS) and Peters (Psych). Themes: A, B,C. Started Oct 2010].

Tate Gallery and National Gallery of Scotland

An examination of the Artist Rooms on Tour: Potentials and Prospects of Innovative Forms of Temporary Exhibitions for the National Art Collection.

[Bailey (UEBS), Leyshon (Geo) and Coles (UEBS). Themes: C, D. Started: Jan 2011]



More than ever museums are hubs for local communities.



Small tourism businesses are vital in tackling climate change.

Case study: Country Holidays for Inner City Kids (CHICKS)

The Centre for Sport, Leisure and Tourism Research is collaborating with CHICKS – a registered charity helping disadvantaged children – on its knowledge needs. Through an ESRC CASE studentship awarded to Tea Tverin, Dr Mike Leyshon and Professor Catherine Brace from the School of Geography and Professor Tim Coles from the Business School are working with CHICKS on a project entitled ‘Giving Children the Chance to be Children: Memory, Identity and Holidays in the Countryside’.

CHICKS has two residential Centres: Moorland Retreat in Brentor, near Tavistock in Devon, and a Coastal Retreat at Tywardreath, near Par in Cornwall. Both centres provide disadvantaged children with a well-needed respite break from the pressures of their everyday lives. Tea has just started working with CHICKS to examine the way adolescents and children organise their memories and thoughts about their holiday experiences in the countryside. She says:

“The aim of the research is to examine the effects of these breaks on young people’s sense of self esteem, belonging and social inclusion, focusing on the impact it has on their lives and the memory that is created.”

The results will provide an evidence-based framework to help everyone involved in the project to better understand and disseminate the ways in which country holidays benefit children in later life. Roy Endacott, Chief Executive of CHICKS, said:

“CHICKS is really excited by the research work Tea will be undertaking over the next three years. CHICKS has been running for 18 years and in that time we have seen the difference positive childhood memories and the gift of hope has made to the 7,000 disadvantaged children we have helped who may never have known any real love or care in their lives before. We have been trying to undertake this type of research project for the past 10 years and now, thanks to the support of Exeter University and funding from ESRC, it is about to start.”

Mr Endacott continued:

“Whilst this project is designed to measure the outcomes for the children, at a time when funding is becoming increasingly difficult to source -and CHICKS receives no government funding- we believe this type of independent research will provide the outcome-focused results funders are increasingly looking for.”



Tea Tverin, CASE Award student working with CHICKS.

2009/10 in Focus: Research and Knowledge Exchange Activities (cont.)

Knowledge Transfer Partnerships

Volunteer Cornwall

24-month project to develop a behaviour change programme that leads to the establishment of sustainable lifestyles and communities equipped to respond to local challenges associated with climate change.

[Leyshon (UEBS). Themes: D, E, F]

Business Voucher Scheme

South West Climate Change Impact Partnership, now Climate South West

A survey into adaptation by tourism business to prepare for Climate Change impacts.

[Coles (UEBS) and Dinan (UEBS). Themes: C, E, F]

Exercise Science Consulting Ltd

Exploring the potential of biomechanical analysis to enhance the service user experience of ESC.

[Stiles (SHS). Themes: A, C, D]

Gold Mad Ltd – Hele Golf Course

Gaze Control analysis to train golfers

[Wilson (SHS). Themes: A, B]

TAD (Surf) Ltd

The construction of a 'Boarding' identity (surf, snow, skate) in consumer culture (market research)

[Phoenix (SHS). Themes: A, C, D]

Helpful Holidays Ltd

An examination of the strategic marketing needs of Helpful Holidays.

[Coles (UEBS) and Dinan (UEBS). Themes: C, E, F]

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]

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]

ESRC First Grants Scheme

Understanding the Impact of Physical Activity on Experiences and Perceptions of (Self-)Ageing.

(2011/13, £271k).

Lead external partner: AgeUK

[Phoenix (SHS, PI), Coles (UEBS, Mentor). Theme: A, F]

Contract Research

Partner: UK Sport

A study into the career development of Olympic athletes with special reference to factors that may have affected their performance on the world stage. (2010/12)

[Rees (SHS). Theme: B]

2009/10 in Focus: Achievements

Knowledge Exchange Activities

By the end of 2009/10, fourteen CASE studentships had been developed, contracted and recruited (target i): 13 had commenced on or before the start of the 2010/11 academic year, with the 14th due to commence in January 2011 and the final studentship in development for an April 2011 start.

| Type of Activity | Total activity recruited by end of year 2009/10 | |
|---------------------|---|--------|
| | Planned | Actual |
| CASE Studentships | 10 | 13 |
| KTPs | 4 | 1 |
| Business Placements | 2 | 0 |
| Business Vouchers | 9 | 4 |

While the Centre is on track to meet its targets for CASE Award recruitment, the situation is different with respect to KTPs (target ii). The greater investment required of a potential partner continues to be problematic in the current macro-economic conditions. More flexible, shorter term KTPs requiring pro rata lower investment levels have not stimulated interest from businesses and organisations in sport, leisure and tourism.

The KTP situation was extensively discussed at the last Advisory Board and it continues to be monitored by the Management Board. Both bodies share the same view that until there are significant signs of recovery, recruitment of KTPs will remain testing. It is nevertheless heartening that the Centre has recruited one new, two-year project with Volunteer Cornwall and, at the time of writing, a second two-year project has been submitted in outline format.

In the past year, most significant progress has arguably been made in the Business Voucher Scheme (target iii). With the assistance of the RKT Office, systems have been introduced to receive and independently evaluate among a team of experts, applications from a variety of external partners from the private and voluntary sectors. Four voucher projects were commissioned in 2009/10, with one further project going live

and another in development at the time of writing. Leads and proposals are being received through an online portal and application form on the Centre's web site. All the evidence currently points to our being able to conduct nine voucher projects by the end of 2010/11.

No Business Placements have been recruited so far. Placements have been advertised and communicated (target iii) but no expressions of interest have been received. The Centre has held discussions with the ESRC to develop contingencies.

Finally in this regard, the Centre has had notable success in generating additional research and knowledge transfer activity funded outside the core grant funding, in particular in the area of sport and physical activity. These initiatives accompany the four studentships and three business vouchers allocated in the broad area of sport in the past year which contribute towards a balanced thematic portfolio of activity in the Centre.

| Theme | CASE | KTP | BVS | BPS |
|--|------|-----|-----|-----|
| A. Sport, Health and Well-being | 6 | 0 | 3 | - |
| B. Sport, Leadership and Policy | 2 | 0 | 1 | - |
| C. Innovation, Knowledge Creation and Knowledge Transfer | 9 | 0 | 4 | - |
| D. Service Processes and Operations | 3 | 1 | 2 | - |
| E. Travel, Transport and Sustainability | 7 | 1 | 2 | - |
| F. Environment, Landscape and Space | 8 | 1 | 2 | - |

n.b. based on themes as declared by applicants on Proposal Forms for 14 CASE awards. Applicants may declare more than one theme as appropriate to proposal.

Further analysis of the coverage of activities commissioned so far suggests that sustainable development continues to be an important cross-cutting theme connecting several projects (i.e. in the areas of climate change, resource use, environmental impacts and socio-cultural engagement). Further synergies are being to emerge in the areas of:

- Social marketing for sustainable development (NSMC, Relays)
- The value of ecosystem services (Dorset CC, Exmoor NPA, ISW)
- Leisure and recreation experiences among young people (CHICKS, Tate/NGS, Active Devon, RFU)

With respect to the type of partners in receipt of the core ESRC-funded interventions through the Centre, to date:

- Seven of the projects have been with Third Sector / Not-for-Profit partners (National Social Marketing Centre, CHICKS, ISW, RFU, ECB, Tate/NGS and Volunteer Cornwall);
- Eight projects are located in the public sector (Met Office, RELAYS, North Devon District Council, Dorset County Council, Exmoor NPA, RAMM, Active Devon and Climate South West); and
- Four projects have been developed with private sector partners (South West Water, ECS Ltd, Hele GC, Tad Ltd), three of which are Business Voucher initiatives.

Although there have been signs of greater private sector engagement over the past year, the Centre would welcome deeper and wider collaboration with prospective partners from business and commerce. In particular, there continues to be potential to develop relationships with:

- Further 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, BOA and the Olympic Legacy Company);
- Businesses and organisations outside the South West.

In this regard there has been some welcome movement. Since 2008/09 projects have been developed with sports organisations in positions of national or sub-national leadership (RFU, ECB, UK Sport and Sport England via its support for ISW and Active Devon). Five of the project partners are currently based outside the South West (National Social Marketing Centre, RFU, ECB, Tate/NGS, UK Sport).

The Centre's core funding is through the ESRC's Capacity Building Clusters scheme. In the context of the objectives for this scheme, since 2008/09 we have been able to consolidate our achievements in so far as:

- Thirteen activities are the result of relationships with new project partners (National Social Marketing Council, CHICKS, RELAYS, ISW, RAMM, Active Devon, Tate/NGS, ECB, Volunteer Cornwall, SWCCIP, ESB, Hele GC, Tad).
- Six projects are the result of deepening relationships with existing partners of the University of Exeter, although not always in the areas of sport, leisure and tourism (Met Office, SW Water, North Devon DC, Dorset CC, Exmoor NPA, RFU).
- Ten academics will apply their skills, knowledge and expertise to the supervision of doctoral research for the first time in the areas of sport, leisure and tourism (Morton, Rabinovich, Leyshon, Brace, Dessai, Carter, Lobley, Harvey, Bailey, Peters).
- Beyond its core grant funding, the Centre has started to attract significant additional research income.

Supporting Infrastructure

By the end of 2009/10, the Centre had successfully:

- Established a seminar programme for award holders and their partners (target v), although we continue to work on developing a stream of external academic, policy and practitioner speakers.
- Expanded its web presence (target vi) by incorporating new activity, publishing project outputs, and providing Centre members and their partners with a platform to disseminate their work.
- Established the operation and management of the Business Voucher scheme in the Research and Knowledge Transfer office at the University of Exeter in order to provide a more efficient and dedicated service to user academics and their partners (target vii).
- Embarked on a programme of work intended to yield new and stronger relationships with larger operators (target viii) and major policy organisations (target ix), although this latter activity was curtailed by the change of government and its subsequent reform of public sector bodies.
- Submitted on time its first formal report to the ESRC on the progress of its major investment (target x).

2010/11: Objectives Moving Forward

The third Advisory Board will take place in January 2012 and it will review our progress in the academic year 2010/11. We anticipate the following major objectives to be achieved by the end of the third main year of operations of the Centre (i.e. October 2011), namely:

Knowledge Exchange Activities

- Finalisation the recruitment of the remaining CASE awards
- Further commissioning of two KTPs; that is, to commit the equivalent of 50% of the funding in this stream by the end of 2010/11.
- Allocation of the remaining four Business Vouchers
- Recruitment of one business or organisation with knowledge needs that are satisfied by the short term placement of a doctoral student.

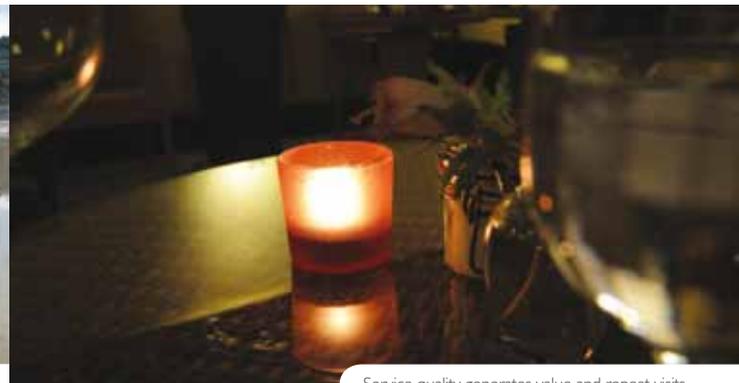
Supporting Infrastructure

- With the assistance of the Advisory Board, continue to build deeper relationships with major policy organisations in the UK in order to ensure that the Centre continues to connect with policy agendas in sport, leisure and tourism.
- Establish a seminar series with prominent external (non-academic) speakers on Future Issues in Sport, Leisure and Tourism.
- Develop a revised communication plan dedicated to disseminating the particular projects and initiatives commissioned by the Centre.

These objectives may be adjusted in light of discussions with members of the Advisory Board.



Quality time at the 'Blue Gym'.



Service quality generates value and repeat visits.

Questions for the Advisory Board

During the second year of operations, the Centre for Sport, Leisure and Tourism Research has continued to enjoy notable successes in its research and knowledge transfer activities with external partners. We would welcome the views of members of the Advisory Board on the following questions:

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 the needs of potential partners?

Question 2

Do the current thematic priorities for the Centre continue to provide an appropriate framework to address the majority of 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 raise its national profile?

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?



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