

Advisory Board Report 2010/11





Building:One at the University of Exeter

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Introduction

How time flies! It seems like only yesterday that we were celebrating the award of the 2012 Olympic Games to London. In fact, the scenes of jubilation at the announcement in Singapore were six years ago and our third Advisory Board will take place within 200 days of the games. Legacy is a keyword used in relation to the Olympics and it was perhaps no coincidence that in 2008 the Economic and Social Research Council funded a cluster of research, knowledge transfer and training in sport, leisure and tourism. In one sense, then, our Centre may be regarded as a legacy. Perhaps more germane is that by the end of our ESRC award in 2013, there will be a strong group of highly trained social scientists able to investigate the various legacies of the games.

However, the relevance of this Centre and its work should grow, not diminish as 2012 becomes a memory. Sport, leisure and tourism will not cease to feature among the grand challenges in society and economy within a year of the Paralympics. They will remain so for the next decade or more. In six years time, the IAAF World Athletic Championships – the third most important global sporting spectacle – will be held at Stratford. Britain will also host the 2013 Rugby League World Cup, 2014 Commonwealth Games, 2015 Rugby Union World Cup, the 2019 Cricket World Cup and there are calls for the Football Association to raise its game to bid for a FIFA World Cup in the 2020s. Sport, leisure and tourism will continue to inspire the next generation and be major features in everyday lives in the United Kingdom. A key question, then, for the Centre is how to continue its work in the medium-term and it is on this theme that we anticipate most discussion at the third annual Advisory Board meeting.



Professor Tim Coles

This report covers the activities of the Centre for Sport, Leisure and Tourism Research (CLSTR) for the academic year 2010/11. As in our previous reports, we first summarise the types of activities and engagement CSLTR members have been conducting as well as the governance of the Centre. We also report on progress against our targets as well as, for the first time, the key performance indicators now required by the ESRC. In keeping with the successful format we have employed at previous boards, at the end of the document we have posed a series of questions for the Advisory Board meeting. However, these are informed by the outcomes of a mid-term review completed in Autumn 2011.

Please let me take this opportunity to thank you for your contribution as an Advisory Board member. As always, 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, but we are also immensely grateful for the advice and guidance that you have given us outside the meeting. As experts in the areas of sport, leisure and tourism, we trust you will find much of interest here and of relevance to the organisations you represent. We thank you for helping us to shape the future of high level research and training in sport, leisure and tourism in the social sciences at the University of Exeter.

Professor Tim Coles

Director, Centre for Sport, Leisure and Tourism Research
December 2011

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 ESRC as part of its 'Capacity Building Clusters' (CBC) scheme which runs until 2013. The grant recognised – and confirmed the ongoing status of – the University of Exeter as international leader in social sciences research and research training in the mutually-connected study areas of tourism *and* sport.

As the only externally-funded cluster of scholarly activity of its type in the UK, the CSLTR aims 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 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 the ESRC's agenda for business engagement and impact generation, the Centre through its core grant funding sets out to:

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

The ESRC's funding for this national centre of excellence covers research training at masters and doctoral level, as well as advanced post-graduate and post-doctoral research. As a requirement of the award, external partners have to be directly involved in activities covered by the Centre's core funding. 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.

External partners have to be involved in Centre activities

Knowledge Exchange Opportunities

Through the core grant funding from the ESRC, four types of award have been available to the CSLTR. These vary in terms of their purpose, scope for research, training and knowledge transfer, and their 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 (0)
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. 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 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 £3k).
Duration	Up to 1 year
Awards (remaining)	9 (1)
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 organisation.

Business Placements

Funding	Provided in whole by the ESRC (bursaries of up to £7k for students)
Duration	Up to 3 months
Awards (remaining)	2 (0)
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 which may benefit from short-term help, including recruiting appropriate students, all at no cost to the organisation.



An expert on innovation in tourism, Professor Anne-Mette Hjalagar presents her research on well-being at a CSLTR seminar

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.

In addition, members of the CSLTR are able to apply to other open research and knowledge exchange calls run by the ESRC and the other research councils with whose remit the work of the Centre intersects. These include the ESRC Knowledge Exchange and Follow-on Funding Schemes, both of which encourage greater interaction and co-production with external

users of research. In light of the capacity-building nature of the Centre's work, its members are able to apply for a range of awards aimed at early career researchers, including the ESRC's First Grant Competition.

The Universities of Exeter, Bristol and Bath have recently been recognised as the ESRC's South West Doctoral Training Centre (DTC). Not only does the DTC present the CSLTR with greater training and learning opportunities but also – with the assistance of Great Western Research (www.greatwesternresearch.ac.uk) – the opportunity to develop further CASE award-type, co-funded collaborative studentships with external partners. Finally, the Centre also provides a framework for its members to conduct contract research and consultancy with external partners.

The CSLTR provides a platform for members to seek further research funding

Major Thematic Priorities for Centre Research and Knowledge Transfer

Six thematic priorities drive the work conducted by members of the Centre moving forward:

(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. One distinctive aspect of this strand will be how different sections of society participate in physical activity and how interventions can be tailored to meet their needs and/or encourage further gains.

(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, both in elite and recreational settings. Major sporting events are intended to have an aspirational role while the practice of sport has spillover effects to other aspects of economic and social life, both of which work in this strand will unpack.

(c) Innovation, Knowledge Creation and Knowledge Transfer

Work in this strand will examine 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 in the medium-term while customers have responded to the recent recession with greater price sensitivity. Best practice examples elsewhere in the service sector point to the gains from a process-based view to understanding and improving operations in sport, leisure and tourism. Projects in this strand will seek to fill the knowledge gaps in this area, as well as to examine the effect of the recent economic downturn on the management of businesses and organisations in sport, leisure and tourism.

(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 for work in this strand. Greater interconnectivity among modes of transport and destinations as well as 'slow' forms of travel and tourism are being increasingly advocated as alternative means by which to lessen the pressure but have yet to be extensively researched.

(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. Particular themes will include (in)accessibility, the presentation and appointment of the environment for user groups, and the role and value of public sector activity in supporting leisure activity in particular environments (e.g. beaches, moorland, coast paths). 'Green growth', the 'green economy' and issues surrounding ecosystem services are prominent in current policy debates, as are themes of the resilience and robustness (i.e. connected to food prices, oil prices, climate and biosecurity). This strand sets out to examine these dimensions as they relate to sport, leisure and tourism as major, yet often overlooked land uses.

By focusing working on these themes, our strategy is to deliver distinctive strands of connected 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 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.

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 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:

Malcolm Bell – Chief Executive of Southwest Tourism

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

Moray Bowater – Managing Director of Helpful Holidays

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

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

Steven Freudmann – Chair, Institute for Travel and Tourism

Professor Alan Fyall – Deputy Dean, School of Tourism, Bournemouth University.

Jenny McGee – Head of Strategy, Visit England

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

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.

The Management Board

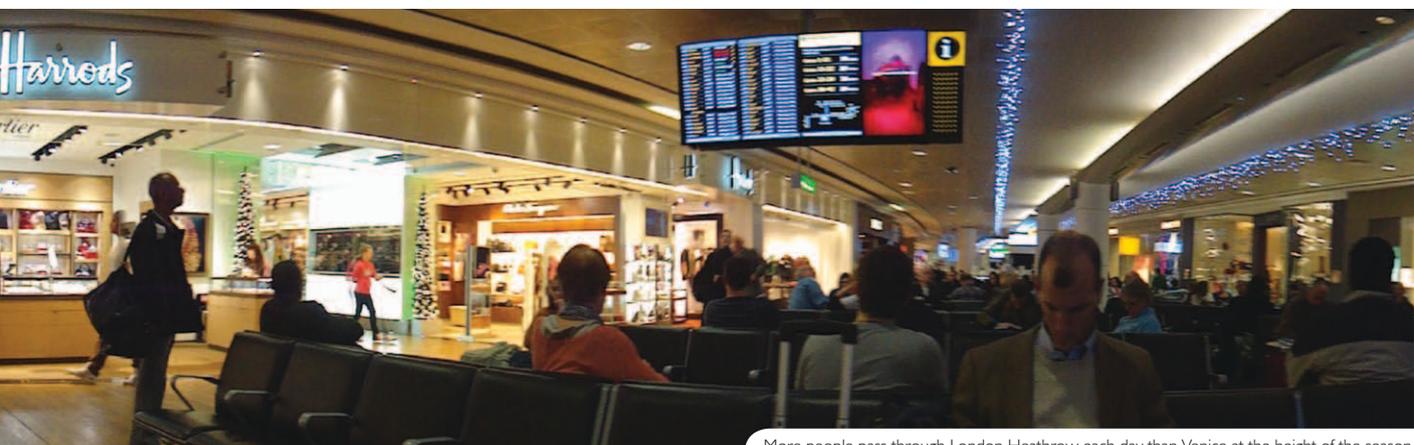
The minutes of the Advisory Board are communicated to the subsequent meeting of the Management Board. This sits termly with the purpose of monitoring, evaluating and (where required) adjusting the ongoing operations of the centre, its packages of work, and its finances. The Management Board provides 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 20 postgraduate students (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 managed by a core team comprising the Director, Prof Tim Coles (UEBS), and Manager, Dr Irma Pasukeviciute (RKT), with their respective deputies, Dr Stewart Barr (Geo) and Dr Andy Richards (RKT).

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



More people pass through London Heathrow each day than Venice at the height of the season

2010/11 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.

[Julie Wooler. Supervisors: Barr (Geo), Shaw (UEBS). Themes: C, E. Started Oct 2009]

Met Office

Dynamics of Communicating Climate Change Information.

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

Dorset County Council

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

[Cheryl Willis. Supervisors: 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.

[Jenny Barnett. Supervisors: Barr (Geo), Carter (Geo). Themes: C, E. Started Jan 2010]

CHICKS

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

[Tea Tverin. Supervisors: 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.

[Samantha Parnell. Supervisors: Williams (SHS), Barr (Geo). Themes: A, C, E, F. Started Jan 2010]

Royal Albert Memorial Museum

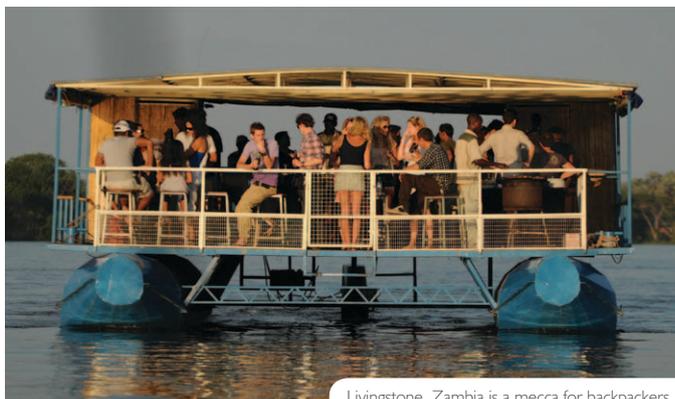
The Socio-Cultural Impacts of Visitor Attractions: a Community-based Approach to Appraisal.

[Fiona Hutchison. Supervisors: Bailey (UEBS), Coles (UEBS). Themes: C, D, F. Started April 2010]

South West Water

The Impacts of Tourism on Potable Water Supply: an Investigation of the South West Water Region.

[Abby Macmillan. Supervisors: Coles (UEBS), Shaw (UEBS). Themes: C, D, E, F. Started April 2010]



Livingstone, Zambia is a mecca for backpackers



'Snow business': Santa's cottage in Lapland, Finland



ISW – Forestry Commission and Sport England

Valuing our Environment: Investigating the Economic Value of Adventurous Off-road Cycling in the South West Region.

[Neil Ormerod. Supervisors: 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.

[Tim Wilkinson. Supervisors: 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.

[Emma Solomon. Supervisors: Rees (SHS), Hillsden (SHS). Themes: A,E. Started Oct 2010]

Rugby Football Union

Introducing Children to Rugby: Retaining Players and Developing Talent.

[Gethin Thomas. Supervisors: Wilson (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.

[Jodie Green. Supervisors: 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.

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

National Trust

Examining the Role of Outdoor Physical Activity in Young Adults' Sense of Belonging.

[Josey Field. Supervisors: Phoenix (PCMD, ECEHH), Coles (UEBS). Themes: A,F. Started: Oct 2011]



Sunday visitors to Aztec ruins, Mexico City



Sunday visitors to Green Park, London

2010/11 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

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]

CAG Consultants Ltd

Social marketing for travel and tourism: the potential for developing innovative technical solutions.

[Barr (Geo) and Shaw (UEBS). Themes: C, D, E]

VisitEngland

An investigation of the implications of recent changes in public sector support tourism in England.

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

Uscreates

Co-creating behaviour change for travel and tourism: a scoping study.

[Barr (Geo) and Shaw (UEBS). Themes: C, D, E]



Local food sourcing enhances sector competitiveness



Tourist group dynamics are not well researched



Helpful Holidays

VisitEngland

flybe.



RENAISSANCE
SOUTH WEST
museums for
changing lives



Business Placement Project

VisitEngland

An investigation of the implications of recent changes in public sector support tourism in England.

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

Exmoor National Park Authority

Informing new marketing strategy for Exmoor National Park over the short-to medium-term.

[Harvey (Geo) and Fish (Pol). Themes: C, 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]

ESRC Follow-on Funding Scheme

Social Marketing for Sustainability: Developing a Community of Practice for Co-creating Behavioural Change Campaigns (2011/12, £79k)

Lead external partner: Uscreates

[Barr (Geo), Shaw (UEBS). Themes: C, D, E]

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]



Staycations are still on the rise



Zambia: a model for high value, low impact tourism?

2009/10 in Focus: Achievements

The 2nd Advisory Board endorsed seven goals to guide the CSLTR's activities for 2010/11: four were in the area of Knowledge Exchange and three covered the development of supporting infrastructure to assist primarily with the communication and dissemination of the Centre's work.

Knowledge Exchange Activities

By the end of 2010/11 the CSLTR had:

- Completed the recruitment of all 15 CASE awards, with a view to as many as possible completing by the end of the CBC grant in 2013 (Target 1);
- Commenced one of the six two-year KTPs available (Target 2);
- Commissioned projects with first-time collaborators supported by the remaining Business Vouchers (Target 3); and
- Developed two short-term projects with organisations for existing PhD students to conduct to broaden their experience and deepen their skills (Target 4).

The CSLTR hit Target 1 exactly. In the case of the development of Business Placement projects (Target 4), progress was ahead of target. The Management Board ratified the allocation of two awards because organisations had presented relevant knowledge needs appropriate to the CBC remit. Three of the remaining four Business Vouchers had been distributed (Target 3).

As in previous years, the Centre has struggled to ignite interest in Knowledge Transfer Partnerships (KTPs) either in the longer two-year form or in the shorter format. Worsening macro-economic conditions and the outcomes of the 2010 Comprehensive Spending Review were the principal reasons behind this. The Management Board continues to review the situation. It has entered into a helpful dialogue with the ESRC about the relevance of KTPs, with a view to how best to meet knowledge needs with the remaining facilities and period of the CBC award.

In fact, by the end of 2010/11, the CSLTR had allocated practically all its available resources to projects (with the exception of KTPs) and in a manner consistent with schedules agreed with the ESRC.

Theme	CASE	KTP	BVS	BP	Total
A. Sport, Health and Well-being	7	–	3	–	10
B. Sport, Leadership and Policy	2	–	1	–	3
C. Innovation, Knowledge Creation and Knowledge Transfer	9	–	7	2	18
D. Service Processes and Operations	3	1	5	1	10
E. Travel, Transport and Sustainability	7	1	4	–	12
F. Environment, Landscape and Space	9	1	2	1	13

n.b. based on themes as declared by applicants in their proposals which could address more than one theme per project.

In terms of thematic coverage, innovation has featured most frequently among the proposals we have received. Of course, one reason for this may be the various guises that innovation can take. Nevertheless, to remain competitive in sport and tourism requires constant innovation so this is a welcome outcome. There has also been a strong focus on environment, landscape and the spaces of sport, leisure and tourism. Again, this is perhaps to have been expected since the environment is at the heart of many, if not all experiences of sport, leisure and tourism. However, in light of recent public policy debate on 'ecosystem services' (i.e. the value of the environment as a resource), the CSLTR is well placed to conduct further activity in this area and, as noted below, it has started to develop the foundations for future work on this topic.

Sustainable development is also an important cross-cutting theme connecting several projects (i.e. on climate change, resource use and impacts). In this regard, the Centre is also able to make a distinctive contribution to one of the major strands of the University of Exeter's Humanities and Social Sciences (HASS) strategy. Further synergies have emerged in the areas of:

- Social marketing to stimulate more sustainable behaviours;
- Leisure and recreation experiences among young people; and
- A series of high level projects on sporting futures.

With respect to the type of partners in receipt of core ESRC CBC funding from the Centre, these include:

- Seven from the Private Sector;
- Nine from the Public Sector, including non-departmental public bodies; and
- Eight from the Third Sector i.e. Not-for-Profit partners,

In the context of the objectives for the ESRC's Capacity Building Clusters scheme, since 2008:

- 17 knowledge exchange activities have resulted from work with new project partners;
- Seven projects have been the outcome of deepening relationships with existing partners;
- Ten academics have applied their skills, knowledge and expertise to the supervision of doctoral candidates for the first time in the areas of sport, leisure and tourism; and
- Beyond the core grant funding, the Centre has stimulated projects with significant additional non-core research income of over £500k in value.

Supporting Infrastructure

For 2010/11 the CSLTR had the following targets, namely to:

- 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 (Target 5);
- Establish a seminar series with prominent external (non-academic) speakers on future issues in sport, leisure and tourism (Target 6); and
- Develop a revised communications plan dedicated to disseminating the particular projects and initiatives commissioned by the Centre (Target 7).

The Centre's Communications Strategy and Delivery Plan (2011-2013) was agreed by the Management Board at its meeting in June 2011 (Target 7), which included provision for greater engagement with policy-makers and practitioners (Target 5) and seminars from external speakers (Target 6).

Upon the recommendation of the last Advisory Board, the Centre has been working with VisitEngland on a mapping of public sector support for tourism in England (Target 5). As a result of the 2010 Comprehensive Spending Review and a new (2011) tourism policy for the Coalition Government, there have been major changes in the nature of tourism governance. In December 2011, the results of research

conducted in Summer 2011 were published in a report entitled 'The Changing Landscape of Public Sector Support for Tourism: Insights from LEPs and DMOs in England' (see case study p16). This report will be issued to all LEPs and all DMOs in the UK as well as relevant Departments of State and MPs with interest in tourism. In the pre-publication stage, the report has, not surprisingly, attracted considerable interest and the Centre looks forward to its informing to future policy debate.

At the heart of the Communications Strategy are two connected drivers: impact generation and future sustainability. Moving forward the challenges are to disseminate our current work and to communicate the opportunities at Exeter with a view to continuing the work of the CSLTR beyond 2013. We will adopt a three-layered approach:

- A series of nationally-oriented events will complement those in the region;
- Wider-ranging showcases will be organised alongside focused, thematic events; and
- Dedicated events for academic audiences will be arranged in addition to those directed at practitioners and policy-makers.

Our principal assets are our partnerships and the projects that they have inspired. The students and research associates conducting the work are key champions for the Centre and its achievements. The main aspects of the plan are that:

- Our website and digital media are a foundation for our communications. Interest in the website has been strong although there has been limited content. As findings emerge from our work, we will use social media to produce regular updates to followers.
- Internal communications are important to the Centre. They strengthen the culture and identity of the Centre and they provide a strong basis from which to project externally. As such, we have regular networking events as well as seminar series for Centre members open to all postgraduate researchers interested in sport, leisure and tourism.
- We wish to showcase our work beyond the University as far as possible. We have planned three major events to make our work as accessible as possible to a range of external user groups and stakeholders.
- The Centre wishes to shape debate not just follow it. The Centre has commissioned a series of short case-studies from its students and it will seek to publish a series of working papers on topical issues resulting from the CSLTR's work. These are aimed at making our work accessible to non-academic audiences.

Continued on p17 >

Case study:

Getting the balance right? The emerging landscape of public policy support for tourism in England

What a legacy to inherit, what an opportunity to shape the future of sport, leisure and tourism in the United Kingdom for the next decade. When it was elected in May 2010, the Coalition Government inherited responsibility for the delivery of successful Olympic and Paralympic Games in 2012. It also inherited an economy which was significantly in need of rebalancing. In an early speech in August 2010, the Prime Minister, David Cameron, recognised the role that tourism could play in this process. Yet two months earlier, in another measure to address the deficit, the government announced the disbanding of Regional Development Agencies (RDAs) in England by 2012 and with them the final removal of the regional layer of tourism governance and administration.

Inspired by discussion at the January 2011 Advisory Board of the Centre for Sport, Leisure and Tourism Research, recent research by Dr Claire Dinan, Fiona Hutchison and Prof Tim Coles examined this apparent contradiction. Just at a time when the economy is shrinking, it is vital to capitalise on the Olympics and the need for public sector support is at its greatest, there has been great uncertainty about what form and level this will take. Local Enterprise Partnerships (LEPs), working in conjunction with destination management organisations (DMOs), is the coalition's preferred solution. However, LEPs are a new form of administration and tourism is just one among several forms of economic activity within their ambit. As Centre Director, Prof Tim Coles commented,

“It was a great suggestion from our Advisory Board that, if we wanted to contribute to public debate about tourism policy, we should look into this topic as soon as possible. This was a chance to inform debate as changes unfold, not by means of a retrospective some time in the future.”

With the support of a Placement from the Economic and Social Research Council, during the Summer of 2011 the research team investigated how tourism featured in the LEPs' activities. Two surveys were conducted by Fiona Hutchison, a PhD student in the centre, who was seconded to the project from her work on the socio-cultural impacts of local museums. The research also greatly benefitted from input and feedback from VisitEngland, the national tourism body for England, the

British Resorts and Destinations Association, and DP:UK, a membership organisation for local authority tourism services and DMOs.

The major results were that there was a wide variation in how tourism is perceived among LEPs in England, uncertainty was pervading, and this was holding back tourism management and development. Only seven LEPs regarded tourism as a key priority moving forward. For 60% of LEPs and 83% of destination groups, the current situation was unclear and only 59% of destination groups were interacting with associated LEPs. Tourism development and the 2012 legacy are now in the hands of a more fragmented array of non-governmental bodies, with local authorities expected to provide a lead at grass-roots level despite their recent budgetary cuts. For Fiona, these results put her own research into context:

“My main area of interest, the arts, has seen its fair share of turbulence recently but nothing as radical as what’s happening in the tourism sector. It will be interesting to see what happens in the years to come and how the situation in England compares to Scotland, Wales and Northern Ireland.”

Dr Claire Dinan, who led the research, used to work for the English Tourism Council, the forerunner of VE. She believes that the research has had a great impact on practitioners and policy-makers.

“We’ve had interest from many LEPs and destination groups in receiving our report. They all want to know what’s going on and how their situation compares to the rest of the country. We’re sure the situation must have moved on since last summer. Tourism may not top the agenda for every LEP but we hope we’ve added some clarity in otherwise uncertain times.”

The full report, ‘The Changing Landscape of Public Sector Support for Tourism in England: Insights from LEPs and DMOs in England’, was published by the Centre for Sport, Leisure and Tourism Research in December 2011 and is available to download on its website at: www.exeter.ac.uk/slt/downloads

The showcase events are perhaps the most important components. The first took place on 8 June 2011 to present our work to other internal and external stakeholders (i.e. current and prospective partners). The half-day meeting held in the Xfi complex attracted over 50 attendees. A 'speed-dating' format was employed where 12 students spoke briefly about their engagements in a series of repeat sessions. The meeting stimulated the exchange of knowledge and built relationships between (external) project partners. A second showcase is planned for 23 April 2012 to be held at Church House, Westminster. The purpose of this meeting is to communicate our research at the heart of policy-making and practice.

Looking to the future, from 28-29 January 2011, the CSLTR hosted an international, inter-disciplinary research meeting on 'Tourism, Well-being and Ecosystem Services' which has been emerging as a theme in the Centre's work. This attracted seven academics from overseas universities, ten from other parts of the University, and nine Centre members. The purpose of the meeting was to scope ideas for future international (especially EU) bids particularly in the policy-relevant theme of the value of the environment for leisure and recreation. As a result of the meeting, the Centre has bid for EU funding from the COST scheme.

ESRC Key Performance Indicators

In Autumn 2010, the ESRC asked the CSLTR to compile data on 12 KPIs for inclusion in its annual report. The KPIs cover the array of functions of a CBC and the data submitted by the CSLTR based on its performance to April 2011 were:

KPI	Description	12m	Total
1	The number of unique visitors to the Cluster website	7,351	7,351
2	The number of downloads from the Cluster website		204
3	The number of enquiries from potential partners	9	47
4	Number of collaborations forged after initial enquiries	10	35
5	Amount of leveraged funding attracted by the investment*	£205k	£205k
6	Number of peer reviewed articles, reports etc published by the Cluster	2	2
7	The number of media articles / features involving Cluster members	37	37
8	The number of seminars / workshops / conferences organised	1	1
9	The number of activities and events organised involving the general public	3	5

KPI	Description	12m	Total
10	Number of approaches to members for participation in policy initiatives	8	8
11	Number of successful completions of Cluster awards	4	4
12	Number of completed KTPs graded A or B in the final report	0	0

n.b. 12m refers to the performance of the KPI in the last 12 months i.e. April 2010-March 2011 while total refers to the KPI over the entire lifecycle of the CBC. * Not including the additional awards – refers only to contributions from partners to co-fund CBC grant.

No targets or performance thresholds were set for the CBCs. Nevertheless, these data are helpful as an internal benchmarking exercise. At this stage in the life-cycle of the award, based on a RAG Analysis, the Management Board considers:

- The Centre has performed strongly with respect to KPIs 1-5 and 7 in light of the efforts made in the first two years of the CBC award; and
- For five KPIs (6 and 8-12) it is too early to appraise progress in detail but, due to management measures, all the signs currently point to a strong performance in the future.

In fact, arguably KPI 12 is the only one that may be regarded as an on-going concern. This relates not to the likely grading on completion (in which case we fully expect it to reach the required quality threshold) but rather the quantum of KTPs the CBC will ultimately be able to attract. The Communications Strategy and Delivery Plan is designed to optimise the Centre's performance on KPIs 1, 2, 3, 7, 8 and 9.

Mid-Term Review

In June 2011, the Management Board mandated a Mid-Term Review to be conducted in Summer - Autumn 2011 to focus on two connected aspects moving forward:

- optimisation of the impact of the CSLTR during the final two years of the original ESRC investment; and
- the potential for the delivery of a sustainable legacy beyond that window – put another way, the possibility for the Centre to continue (in its current form) after 2013.

There were five terms of reference for the review which were to:

1. Conduct an appraisal of the ability of the CSLTR to meet the KPIs that ESRC has determined for the CBCs.
2. Review the pathways to impact associated with the current portfolio of activities in general and the communications plan.

3. Advise members of the Centre of the issues in sport, leisure and tourism research and knowledge transfer that are both emerging currently and likely to be on the horizon in the post-Olympics period.
4. Comment on the ability for the Centre for Sport, Leisure and Tourism Research to continue in its current form beyond 2013.
5. Identify potential funding opportunities to support future research and knowledge transfer in the areas of sport, leisure and tourism.

The full document has been circulated to the Advisory Board. The main findings of the review as they relate to the particular terms of reference were as follows:

ToR 1. The CSLTR and ESRC's KPIs

- Data on the CBC's performance versus the KPIs is presented on the previous page and the review concluded that the CSLTR is performing as well as may be expected at this stage.

ToR 2. Pathways to Impact (and Communications Strategy)

- The CSLTR's plans should serve to maximise its impact both within the remaining funding window and beyond it.
- The Communications Strategy uses its limited resources as wisely and effectively as possible to disseminate our current research and engage future potential partners.
- Each CBC must compile a qualitative commentary as part of the end of grant process.
- Each activity funded by the CBC has the potential to develop strong impact narratives both individually and collectively. The CBC would benefit from a more detailed assessment of the impact of activities from students, associates and their supervisors as if they were required to complete an individual end of award form.

ToR 3. Looking Forward

- The six current themes remain fit for purpose and encapsulate major issues in 2011.
- A review of the policy environment suggests that sport, leisure and tourism remain prominent features in the agenda of major departments of state moving forward.
- The work of the CSLTR already connects with, and contributes towards the delivery of, the ESRC's three strategic priorities.

ToR 4. Future Format

- There will be no additional funding from the ESRC when the core funding ends in 2013.
- A future centre bid would require university-level support. While SLT has the potential to contribute to the Humanities and Social Sciences strategy, there is the issue of whether it is relevant to continue with a centre that covers all three areas of activity.

ToR 5. Potential Future Funding Opportunities

- There are unlikely to be schemes or calls from research councils in the UK specifically targeted at sport, leisure or tourism.
- Existing (general) schemes – whether from research councils, charities or the EU – offer the potential for the CSLTR collectively and the individual members to extend their research and knowledge transfer activity.
- Strong emphases especially on early-career capacity building but also senior professorial research, suggest an opportunity to center future Centre applications to such schemes.

Recommendations

Four recommendations were made in the Mid-Term Review and these were subsequently endorsed by the Management Board at its meeting on 29 November 2011. The Advisory Board's responses would be welcomed during its discussions (Question 4 p19).

Recommendation 1 – To collect a series of 'impact statements' from CASE, Business Placement and Business Voucher Award holders (relates to ToR 2).

Recommendation 2 – To make an application for an ESRC Centre in Autumn 2012 provisionally to begin in 2013 (relates to ToR 4).

Recommendation 3 – To identify and exploit funding for follow-on projects from current activity (relates to ToR 5).

Recommendation 4 – To identify and support potential applicants among CSLTR PhD students for Post-Doctoral funding opportunities (relates to ToR 5).

Questions for the Advisory Board

During its third full 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.

Over halfway through its funding window (2008-2013), it would welcome the Advisory Board's views on how best to maximise its impact in the remaining period of the grant and the prospects for extending its work after 2013.

Question 1

What are the latest developments in sport, leisure and tourism, and how should the Centre respond?

Question 2

How far do these represent opportunities for the Centre to continue its work in its current form?

Question 3

What additional measures, if any, should the Centre and its members take in order to maximise the impact of their activities for end users and communities of practice in the time remaining?

Question 4

What is the Advisory Board's response to the recommendations from the 2011 Mid-Term Review?



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