

The Hospitality, Leisure, Sport and Tourism Network is one of the 24 subject centres that form the subject network of the Higher Education Academy. It provides subject based learning and teaching support for all HLST academics in Higher Education in the United Kingdom.

Our mission is to support the provision of the best possible learning experiences and opportunities for all students in our subject areas in Higher Education.

This mission is achieved through our strategic aims:

- To celebrate and raise the status of teaching
- To broker and facilitate the sharing of effective practice
- To identify, develop and disseminate evidence-informed and effective approaches to learning, teaching and assessment
- To inform, influence and interpret policy
- To support colleagues in responding to strategic change at institutional level and government policy directives
- To operate a professional and sustainable working environment that can be responsive to changing priorities and needs

Director's comment on year

As this report clearly demonstrates, in 2009-10 the HLST Network continued to provide a range of services and products designed to support better teaching in our subjects, and through that enhancement of the learning opportunities and experiences of students. In times of financial constraint, it is even more essential that attention centres on teaching standards of the highest order in HE, and that continuing professional development of teachers is promoted, supported and valued.

The year saw the Subject Centres of the Higher Education reach their tenth anniversary, but any celebratory inclination was somewhat dampened by uncertainties about the future structure of the Academy in the face of government cuts, and thus of the nature of support for subject communities in the future and of the future of Subject Centres themselves. Immediate funding reductions have required changes to our staffing, with the intention of ensuring that we can maintain, as far as possible, the range of activities which we know are valued by the communities we serve. Our commitment to working effectively with subject communities, institutions and individuals – the key agents for change in HE - to make a difference for students remains undiminished.

It is clear that 2010/11 and a climate of financial constraint will bring challenges for all in HE, but with them should come opportunities to explore new ideas and to find new ways to enhance the learning opportunities and experiences of our students. We look forward to promoting and supporting innovation, enterprise and creativity in this new era.

Finally, my sincere thanks to the staff of the HLST Network who, despite the highly unsettling nature of current events which are beyond our control, have maintained their commitment to the work of the HE Academy and of our Subject Centre – and their continuing enthusiasm for working with and for our colleagues in the subject areas and communities we endeavour to support. It is my privilege to work with them.

Clive Robertson

1 – Overview

2009/10 was the year in which the HLST Network and the wider network of Subject Centres celebrated ten years of supporting developments in learning teaching and assessment, and through them the enhancement of students' learning experiences and opportunities. Much has been achieved in the years since the inception of subject centres to support developments in education, first within the Learning Teaching Support Network (LTSN) and now part of the Higher Education Academy. Highlights and testimonials can be found on a special page of our website -

<http://www.heacademy.ac.uk/hlst/aboutus/10years>.

Our celebrations have, however, been tinged with uncertainty about the future structure and operation of the Academy and its Subject Centres. Confirmed cuts to funding of at least 30% by 2012 leave the Academy facing difficult challenges and decisions anticipated to have significant impact on the Subject Centres as they are currently constituted and operate.

The changing political landscape and long term repercussions of the global recession further add to uncertainty, but also provide many opportunities for HLST to support our communities in showing the contribution that our subjects can make, and the value added to the economy by our highly skilled graduates. Furthermore, the financial pressures now facing higher education require renewed investment in learning, teaching and assessment practice that engages students and enhances their learning experiences and opportunities, ensuring cost effectiveness and value for money.

In 2009-10 the HLST Network maintained a position of relative operational stability, thanks to continuing prudent financial management. A funding cut of 15% for 2010-11 has meant, however, planning to reduce costs and inevitably reduction in the staffing budget. Through continued efforts to ensure our events, publications, resources and other activities are relevant and of high quality and of the best value, HLST is well placed to cope with a change in financial circumstances. Our services and products have also maintained their reputations and places in our subject communities.

In short, the HLST Network, the wider Subject Centres Network, and the Higher Education Academy have continued in 2009-10 to provide much needed support for institutions, subject communities and individuals. Financial imperatives now necessitate changes in priority, focus and structure for the Academy that will be agreed in 2010-11 and implemented in 2011. We are grateful for and value the support shown to the HLST Network by the subject communities with whom we work; you are the Network and we look forward to continuing to work with you in the future.

In this new format for our Annual Report, the following sections will highlight how we have met our strategic aims and operational objectives over the past year.

Strategic Aim 1

To celebrate and raise the status of teaching

Operational Activities:

- Develop a catalogue of National Teaching Fellows and Institutional Teaching Fellows, and others recognised for excellence in learning and teaching
- Develop a catalogue and recognition scheme of expertise and experience in learning, teaching and assessment

We wish to establish channels for communication with newly recognised Fellows of the Academy in our subject areas, with Senior Fellows of the Academy and with those recognised by their own HEIs and schools as leaders in teaching, learning and assessment. This will be an area of work for HLST during 2010-11.

- Continue to publish the *Journal of Hospitality Leisure Sport and Tourism Education (JoHLSTE)* and *LINK*, and case studies of evidence-based effective practice

Journal of Hospitality, Leisure, Sport and Tourism Education (JoHLSTE)

As in previous years, two editions of JoHLSTE were published online; Volume 8, number 2 in October 2009, followed by volume 9, number 1 in April 2010. Authors from 19 countries submitted seventy-seven papers in this academic year, with an acceptance rate of approximately 45%. The journal is listed as 1 in the Association of Business Schools (ABS) Journal Quality Guide.

LINK

There were two issues of LINK published in 2009-10.

- **Link 24 Assessment and Feedback** – published in November 2009 in support of the HLST Annual Conference on the same theme.
- **Link 25 Learning from Developments in Higher Education in Wales** – LINK 21 looked at developments in Scottish higher education generally and in our subject grouping; in LINK 25, focus turned upon the rich source of innovative and creative practice developments in Wales.

LINK continues to be a popular and highly regarded element of the Network's output.

Case studies and Resource Guides

These continue to be the most highly viewed resources on our website, along with our research gateway. The resources page as a whole is the most viewed after the home page.

39 new case studies and 5 new Resource Guides were published on the website this year.

There are now a total of 145 short case studies, 52 long case studies and 53 resource guides available on the site. Our concern remains to ensure that these are regularly updated or renewed.

A review and updating of resources available through our website was undertaken during 2009-10, which lead to the updating of the website A to Z section. This review is ongoing.

- [Cross-reference HLST activity to the professional standards framework](#)
This will be an area of work for HLST during 2010-11.

Strategic Aim 2

To broker and facilitate the sharing of effective practice

Operational Activities:

- Run a workshop and events programme (*Annual Conference, 5 workshops and 2 student focus sessions*)

Our programme of events is targeted at a range of different groups of staff, and our aim continues to be to maximise our impact in a cost effective way. We thus continue to support and contribute to activities run by subject associations, particularly their national conferences, and this remains a key feature of our approach to awareness raising and the dissemination of effective practice within our subject communities.

Thanks to effective financial management, key events not able to be carried out in 2007/08 and 2008/09 were resurrected; this included a student conference. We have continued to capitalise upon our working links with subject associations to further engage with students and gain feedback from them at their subject conferences. A highlight of the HLST events calendar in 2009/10 was the first HLST Assessment Standards workshop, which has now been named the Buckley Group. This event involved twenty academics from across the HLST subjects and a range of UK universities, aiming to identify and agree standards which apply to first class work at level 6 in HLST programmes. The workshop concluded with some thoughts on further activity in this important aspect of work, and another workshop was held in the summer to apply the same procedure to examination of the borderline between an upper and lower class second classification. We intend to convene further meetings of the Buckley Group in the future to discuss other aspects of assessment standards (a third event is already planned for October 2010).

One event on the 14-19 Diploma developments that was cancelled in 2008-09 due to low numbers of attendees was held successfully in April 2010. A think tank was held to provide a forum for identifying and discussing key issues and questions facing higher education from the development of the new 14-19 Diplomas. Twenty-two invited delegates attended the event and comprised academics from a range of UK universities together with representatives of several Sector Skills Councils and UCAS.

The HLST Annual Conference 2009 on Assessment and Feedback, held at St Hugh's College, Oxford was well attended and feedback revealed that the day was a great success. The Olympics Special Interest Group (SIG) established in 2008/09 continued its good work in 2009/10, including a successful workshop at Canterbury Christ Church University.

List of key events

HLST Annual Conference 2009, "Assessment and Feedback – What's the Answer?", 12th November, St Hugh's College, Oxford:

This year's conference provided delegates with an opportunity to find out more about developing practice in assessment and feedback. Delegates were also able to explore work undertaken in response to concerns about questions

of reliability and communication of assessment standards raised by QAA, and the doubt about the fitness for purpose of the honours degree classification expressed in the Burgess Report.

A total of 64 delegates attended, less than the preceding year but reflective of the current financial climate. Keynote speakers were Sarah Butler, Assistant Director, Development and Enhancement, QAA; and Chris Rust, Oxford Brookes University and ASKe CETL.

“An absolutely brilliant day – have picked up some fantastic ideas to take back and made some important contacts.”

Olympics Special Interest Group Workshop, 27th January 2010, Canterbury Christ Church University:

The first Olympic SIG workshop took place at Canterbury Christ Church University on 27th January 2010.

Student Conference 2010: Olympic and Paralympic Values ... and me, my course and my career, 10th March 2010, Bournemouth:

The HLST Olympic SIG and Bournemouth University hosted a Student Conference about the legacies of the 2012 London Olympic and Paralympic Games. The purpose of the conference was explore the Olympic and Paralympic Values and to investigate their relevance to students personally, to their courses of study, and to their future career, as long lasting legacies of the London Games. Outcomes of the conference can be found in the [Student Section](#) of the Learning Legacies website.

14-19 Diplomas Think Tank, 28th April 2010, Oxford Brookes University:

A think tank was held to provide a forum for identifying and discussing key issues and questions facing higher education from the development of the new 14-19 Diplomas. Twenty-two invited delegates attended the event and comprised academics from a range of UK universities together with representatives of several Sector Skills Councils and UCAS.

Buckley Group Second Meeting, 1st July 2010, Oxford Brookes University:

This event involved a number of academics from across the HLST subjects and a range of UK universities, aiming to identify and agree standards which apply to the borderline between a marginal pass and a marginal fail classification at level 6 in HLST programmes. The workshop concluded with some thoughts on further activity in this important aspect of work.

Student Focus Groups

Student focus groups have been facilitated through HLST attendance at annual conferences. As an example, the HLST Assistant Director, John Buswell, ran a workshop at the LSA Annual Conference in July 2010. This session focussed on how the LSA and the HLST Subject Network can work together more effectively.

- [Maintain and further develop links with Institutions, Subject Associations, Sector Skills Councils, professional bodies and other external agencies](#)

Engagement with Subject Associations

The strong links that are maintained with subject associations are a key factor in the success of our Network. Contributions have been made by the liaison officers to national subject association events, and in addition the liaison officers undertake various roles within the key subject related associations.

A Subject Associations Meeting was held on 16th March 2010. This continues to be a very useful forum for discussion and dissemination across subject communities. The opportunity for collaboration and identification of areas of common interest is a key feature of this regular meeting. We continue to welcome interest and consider other subject associations, particularly those with an international dimension, with which to establish formal connections.

Engagement with Sector Skills Councils and Professional Bodies

Routine engagement with the Sector Skills Councils is primarily through the work of our Liaison Officers, Director and Assistant Director, and extensive contributions have been made to consultations on the development of the 14-19 diplomas in hospitality, tourism and sport related topics. The Liaison Officer for Leisure (now our Assistant Director) has been chair of the SkillsActive Diploma HE consultation group, and is chair of the ISPAL Professional Development Board (PDB). Clive Robertson is also a member of the SkillsActive PDB. SkillsActive and People 1st have participated as exhibitors and speakers at the last three of our annual conferences

We enjoy good working relations with a number of professional and industry bodies, primarily through their representation on our Advisory Board. Our routine working links to professional bodies and industry bodies in different subject areas have been through our Liaison Officers. We are now exploring ways in which we can continue these links.

- [Maintain and develop Research and External Examiner registers](#)

External Examiner Database

We were one of the first subject centres to develop a database for the identification of external examiners and those available to participate as external advisors on panels convened by institutions. Our database has continued to grow in terms of both registrations and users over the last year. A proposed new system to be developed in collaboration with Academy York has not progressed. We intend to continue support for our current system while also pressuring for development of the new Academy-wide system.

The Research Register

This is an online resource, set up following demand for such a service, to support research project work in our communities. While initial interest was good, the number of registrations and use has slowed. We intend to monitor the register and evaluate its value and possible future during 2010-11.

- [Maintain and develop e-Bulletin and other electronic/online communication tools such as Twitter](#)

Information Listings

We provide three information listings that are continuously updated, and a monthly e-update. The three information listings are:

- Events Listing – a list of events on our web site which are relevant to the HLST subject communities
- Catalogue of New Publications – to save academics valuable time we list new books suitable for adding to reading lists
- News Listing – a list of news items (including funding opportunities), relevant consultations, policy statements and reports, and subject related information

Our e-update is a regular monthly and highly regarded bulletin emailed to all our contacts and containing items of current interest with a subject or teaching related focus.

- [Continue to develop the 2012 Olympics Learning Legacies project through the Olympics Special Interest Group](#)

Olympics Special Interest Group (SIG)

London's hosting of the 30th Olympiad in 2012 provides an opportunity to raise the profile of the subjects in our Network. Our courses provide the professional skills, knowledge and understanding which are essential for success in such a multifaceted and complex event.

The HLST Olympics SIG established in 2008-09 provided a range of discussions, events and resources for HLST in 2009-10. These included a number of case studies and a successful workshop. Members of the SIG have also been assisting with work on the 2010-11 Annual Conference, to be held in November. The conference theme will be, *“Going for Gold, Enriching student learning through the 2012 Games”*.

OER Phase 2 Project

HLST, supported by BMAF, has been awarded funding from the second phase of the JISC Open Educational Resources project. This will be used to further develop the 2012 Olympic Learning Legacies project during 2010-11. The proposal of the project is to identify resources which derive from all phases of the 2012 Olympic and Paralympic Games from planning to post-Games evaluation of impact which can enhance curricula and student engagement with learning.

- [Develop an information pack for academic staff](#)

It was decided that the most effective and economic method of approach in this area would be to disseminate via our website. Much of the work that has resulted in the updated website A-Z is directly related to what would have appeared in the information pack.

- Fund Pedagogic Research and Development Projects

HLST Pedagogic Research Grants for 2009-10

HLST supported six projects in the tenth round of pedagogic research funding. Details of each project and associated reports and resources can be found on the website -

<http://www.heacademy.ac.uk/hlst/ourwork/pedagogicprojects/round10>.

- Provide opportunities for contribution to HLST resources and events

HLST staff acted as a Subject Centre 'friend' to Thames Valley University's DfLTEA project (funded by HE Academy). This in turn has led to contribution to a chapter in the latest "Enhancing..." book series, and potentially other publications.

Strategic Aim 3

To identify, develop and disseminate evidence-informed and effective approaches to learning, teaching and assessment

Operational Activities:

- [Fund Pedagogic Research and Development Projects](#)

Detail of project funding in 2009-10 can be found under *Strategic Aim 2*.

- [Commission case studies of effective practice for dissemination via events, publications and the web](#)

Detail of case studies produced in 2009-10 can be found under *Strategic Aim 1*.

- [Benchmark effective practice](#)

The Buckley Group formed by HLST has met twice to determine standards applicable to degree classification. Event details can be found under *Strategic Aim 2*.

- [Survey student opinion via student focus groups](#)

A student conference was held in 2009-10 (details under *Strategic Aim 2*) as well as work carried out by our Liaison Officers at subject association conferences.

- [Interpret National Student Survey outcomes \(with assistance from Academy York\)](#)

Analysis of NSS data at the HLST disciplinary level has been carried out by Academy York, to provide us with rankings of institutions (based on JACS codes). This will support us in our intention to work more closely with institutions in interpreting the NSS data as applicable to HLST.

- [Further develop the resources section of the HLST website](#)

Resource Guides

Our Resource Guides are intended to provide a compact, but essential guide to the texts, journals, websites and other resources in specific areas that may be covered within hospitality, leisure, sport and tourism programmes. They are externally reviewed before publication.

Subject Specific Guides/Learning and Teaching Guides

As well as the case studies and resource guides highlighted under *Strategic Aim 1*, six Subject Specific Guides were commissioned in 2008-09, to form the beginning of a series of publications useful to HLST staff interested in practical guidance on improving their teaching and assessment practice. They

have been renamed Teaching and Learning Guides, and are accessible on the website via the updated A to Z.

- [Publish the next in the 'Enhancing...' book series in collaboration with the BMAF Network](#)

Case Study Book Series

A further volume in the popular “Enhancing...” series of case study books was published in conjunction with BMAF in 2009-10. The fourth book in the series, “Enhancing Learning Through Assessment in Business and Management, Hospitality, Leisure, Sport and Tourism”, was published in July 2010. Limited numbers of complimentary copies are available from HLST and BMAF, with further chargeable copies available direct from the publisher.

It is intended to continue the series into 2010-11, with a collection of case studies on enhancing graduate impact.

- [Publish two issues of the LINK newsletter](#)

Detail can be found under *Strategic Aim 1*.

- [Publish two editions of JoHLSTE](#)

Detail can be found under *Strategic Aim 1*.

- [Maintain and develop website](#)

The HLST website as part of the Academy web portal continues to be one of our main tools for interaction with our subject communities. Support provided by the Academy York teams responsible for maintenance and development of the site has improved but may on occasion be slow. Our concerns in this area are being addressed through various forums, such as the web portal users group on which HLST has representation

- [Run an Annual Conference and workshops programme](#)

Detail can be found under *Strategic Aim 2*.

- [Work with CETLs and other agencies](#)

Engagement with CETLs

HLST has been represented as a member of the Steering Groups of the following CETLs:

- ASKe (Oxford Brookes University)
- Re-invention centre (Oxford Brookes and Warwick Universities)
- The Centre for Excellence in Leadership and Professional Learning (Liverpool John Moores University)
- HELP (University of Plymouth)

In 2009-10, Berry O'Donovan from ASKe contributed a chapter for the Enhancing Learning through Assessment book. From the AfL CETL (Northumbria University), Linda Allin and Lesley Fishwick produced a chapter for the same book. We are actively involved with the IDEA CETL (Leeds University), attending their conference and running sessions at their Subject

Centre events; they are also submitting an abstract for consideration for the Enhancing Graduate Impact book, the next in our “Enhancing...” series.

- Engage with HEIs, including Institutional Partners

Network/Institutional Partners

HLST has valued its work with the 10 institutional partners. This year, as in previous years, each partner was visited by network representatives and meetings providing a valuable opportunity to maintain a two-way flow of information between the centre and its partners. A meeting of the Institutional partners was held in January 2010. A summary of the visits is included in the Associate Director report that appears in the Appendix.

- Work with Subject Associations and other external agencies as appropriate

Detail can be found under *Strategic Aim 2*.

Strategic Aim 4

To inform, influence and interpret policy

Operational Activities:

- Ensure effective working links with SSCs, QAA, UCAS, HESA, JISC and other external agencies

Detail can be found under *Strategic Aim 2*.

- Maintain links with professional and industry bodies

Detail can be found under *Strategic Aim 2*.

- Develop briefing documents on policy as appropriate

Position Paper on Research in the HLST subjects and the Research Excellence Framework

The HLST Associate Director, David Botterill, was commissioned to develop a position paper on the REF and HLST subjects (available on the HLST website). The principle recommendation is that HLST continues to monitor the impact of the REF on research in the HLST subjects. In particular, we should investigate the extent to which the REF contributes to or militates against the teaching/research nexus.

Engagement with Scotland, Wales and Northern Ireland

To ensure all priorities across the home nations are considered, the HLST Network has continued to maintain a contractual relationship with Institutional Partners in Scotland, England, Wales and Northern Ireland. Each of these partners was visited at least once during the year. Furthermore, the liaison officer for sport was based at the University of Wales Institute, Cardiff.

We continue to encourage and receive contributions to our publications from colleagues in all regions, including Scotland, Wales and Northern Ireland.

Issue 25 of our LINK publication was a special Wales edition, with focus on the rich source of innovative and creative practice developments in Wales.

- Develop links with Association of Business Schools

The close relationship HLST shares with the BMAF Subject Centre co-hosted by Oxford Brookes has enabled us to communicate directly with the ABS through the existing partnership they share with BMAF. During 2010-11 we aim to further expand the relationship between HLST and ABS.

Strategic Aim 5

To support colleagues in responding to strategic change at institutional level and government policy directives

Operational Activities:

- Ensure that publications and events reflect contemporary policy
- Ensure that activities reflect the three priority areas established by the Higher Education Academy :
 - ESD
 - Student Engagement
 - Standards and Quality

All of our publications (detailed under previous Strategic Aims) reflect priorities of both the Higher Education Academy and those of the HLST communities.

- [Publish overview reports from subject and institutional conferences](#)

Our Liaison Officers provided reports from conferences they attended. These reports have informed our planning and activity, and have been reported on in our publications and on our website.

- [Contribute to HEI and Subject Associations conferences and events](#)

Detail can be found under *Strategic Aim 2*.

- [Work with Subject Associations](#)

Detail can be found under *Strategic Aim 2*.

- [Develop institutional partnerships and key contacts](#)

Detail of work in this area can be found under *Strategic Aim 3*. Unfortunately due to budgetary concerns, 2009-10 is the last year in which we will be able to support a formal contracted relationship with Institutional Partners. Our Assistant Director, John Buswell, is continuing work to develop and implement a network of key contacts.

Strategic Aim 6

To operate a professional and sustainable working environment that can be responsive to changing priorities and needs

Operational Activities:

- Identify in-year priorities;
- Ensure effective personal and professional development and review for all staff;
- Monitor and review operations to meet changing scenarios, needs and requirements as necessary

The HLST offices are co-located with those of the BMAF Network in the Oxford Brookes University Business School, College Close premises. The core HLST team has remained relatively stable in 2009-10, with the addition of a new Assistant Director on a fractional FTE, but the need to meet a 15% reduction in funding in 2010-11 has necessitated a reduction in our staffing budget and, inevitably, staff redundancies.

We have used the opportunity to review staff roles and responsibilities and to ensure we obtain the maximum efficiency from our co-location with BMAF and our shared 'back office' support. All support staff roles will now include contribution to the operations of both Subject Centres. Unfortunately this means that in the summer of 2010 we will be saying goodbye to two integral members of the HLST support team, Anna Willmore and Terri Morris. We would like to formally thank Anna and Terri for their dedication, hard work and commitment to HLST and wish them well for the future. We would also like to register our congratulations to Terri, who went on maternity leave at the end of October, and gave birth to a healthy baby boy in November. Our thanks go to our colleagues who have taken on extra duties to provide maternity cover.

Losing team members is never a pleasant experience, but we are confident that we are putting in place a staffing structure that can take us into future years and maintain our service to the BMAF community.

2009/10 is to be the last year in which HLST operates with four subject area liaison officers supporting the core team. While our liaison officer colleagues have provided a vital and effective service to the Network, the challenges faced by a reduction in funding in future years unfortunately means that this formal relationship can no longer continue. We do intend to maintain communication with the ex-liaison officers and would like to thank them for their hard work over the years.

Continued review of the institutional partner programme has also lead to this being the last year of operation with our ten formally contracted partners. The Network is hoping to move to a model of 'key contacts' during the 2010/11 academic year, which is hoped to include all of our previous institutional partners as part of a wider, more open and inclusive network of contacts in HEIs offering HLST subjects. Again HLST would like to thank our ten institutional partners, without whom the Network would not have been able to

achieve all it has over the last ten years. It is our intention to offer those who have worked with us as Institutional Partners and Liaison Officers the title of Honorary Associate of HLST.

The Joint Academy JISC Academic Integrity Service (JAJAIS) Senior Adviser, Erica Morris, has an office with us in College Close, and we have benefitted from being able to work closely with her during 2009/10. We hope to continue this working relationship in the future.

- [Collaborate within the HE Academy and with other Subject Centres](#)

Collaboration with other Subject Centres

HLST has continued to benefit from collaboration with the BMAF Subject Centre. The joint HLST/BMAF management group has continued to meet on a regular basis. In addition, HLST and BMAF have continued the practice established during 2005-6 of meeting with the Economics, UKCLE, ESCalate and C-SAP Subject Centres. This has led to further sharing of insights, effective practice and collaborative working. HLST team members have also worked closely with other Subject Centre colleagues regarding consultations on the future of the Higher Education Academy.

Engagement with Academy York

HLST has continued to make an active contribution to the work of the Academy as a whole.

We remain concerned about the variable level of response by Academy York to our communications and requests for support, but appreciate that we represent one of a range of competing demands. Issues remain regarding future funding, co-ordination of Academy-wide initiatives, the maintenance and development of the web site and the INTEGRA CRM.

HLST staff are involved in the Web Portal users group, the INTEGRA users group, the Gateway Project, the HE Academy Admin Network, the Supporting Academic Staff facilitation group, the Joint Systems Steering Group, and the HE Academy Admin Network. Representation at groups and meetings of Directors, Managers, technical and other staff, and more has also been maintained.

- [Evaluate and report on the Network's activities](#)

Evaluation

We continue to adopt a process of ongoing reflexive evaluation of our activities throughout the year. The continuing appointment of an Associate Director has provided evaluative feedback. The Associate Director report can be found in the Appendix.

- [Maintain effective and professional methods and standards of communication, internally and externally](#)

At the moment our communication channels include our website and our publications, as well as brochures and a regular news e-mail bulletin. We are continuing to develop our use of alternative communication tools such as Twitter and Facebook. Our communication procedures have also been the subject of an internal review, along with those of BMAF, during 2009-10.

Development of a communications strategy will be completed early in 2010-11.

Our use of the INTEGRA CRM system, which is designed to enhance our capacity for managing events and network contacts as well as providing a tool for market research and annual reporting, has followed the same pattern as in 2008/09. Where possible, HLST activity in 2009/10 has been logged on INTEGRA, with a view to producing end-of-year engagement data automatically as happened in 2008/09.

As reported last year, the INTEGRA system remains rather unwieldy and difficult to use, especially for non-regular users. This means that the aim of all HLST staff using the system to log their activity has not been pursued. Instead, the Centre Administrator has taken data from colleagues for input in most cases. The upgrade to the system in autumn 2009 unfortunately didn't seem to solve usability problems as had been hoped. We would still wish to work towards all core HLST staff using INTEGRA competently, thereby taking steps to capitalise on the potential offered by the system, but this relies largely on stronger support from Academy York and/or further development of the system.

Financial information and accountability

HLST is funded by the Higher Education Academy to which we submit annual reports, budgets and operational plans. Our core staff are employees of Oxford Brookes University, within which we are hosted by and located within the Business School.

Income and expenditure for the year ended 31 st July 2010		
Income	Core grant (from HE Academy)	£511,219
	Other income (funds carried over from 08/09)	£80,352
	Total income	£591,571
Expenditure	Staff costs	£299,792
	Travel and subsistence	£11,565
	Communication and marketing	£28,015
	Commissioned work (including project grants)	£78,509
	Other (including Liaison Officers and Institutional Partners)	£44,250
	Office running costs and overheads	£127,970
	Total expenditure	£590,101

Prudent budgeting and careful spending has enabled us to make significant savings during 2009-10. However, these savings will need to contribute to contingency for redundancy payments and maintaining activity levels in 2010-11 in light of funding cuts.

Advisory Board

Our Advisory Board met twice this year.

Advisory Board members	
David Airey (Chair)	University of Surrey
Kathryn Benzine	Institute of Hospitality (IoH)
Lyn Bibbings	HLST Network
David Botterill	HLST Network
Glenn Bowdin	Association for Events Management (AEME)
Maureen Brookes	HLST Network
John Buswell	HLST Network
Emma Butler	Sport and Recreation Information Group (SPRIG)
Mike Collins	Institute of Sport and Recreation Management (ISRM)
Martin-Christian Kent	People1st
Crispin Farbrother	Institutional Partners representative
Kate Filochowski	Podium
Ben Gittus	SkillsActive
Cathy Guthrie	Tourism Management Institute (TMI)
Patsy Kemp	HLST Network
Robert Maitland	Association for Tourism In Higher Education (ATHE)
Dorota Maton-Mosurska	Secretary to the Board
Paul Radford	HLST Network
Clive Robertson	HLST Network
Angela Roper	Council for Hospitality Management Education (CHME)
Lucy Roper	Institute of Sports, Parks and Leisure (ISPAL)
Chris Rust	Oxford Centre for Staff and Learning Development (OCSLD)
David Sadler	The Higher Education Academy
Martin Sellens	British Association of Sport and Exercise Science (BASES)
Karl Spracklen	Leisure Studies Association (LSA)
Sue Sutton	Institute of Sports, Parks and Leisure (ISPAL)
Richard Tong	HLST Network/BASES

Centre Staff

Clive Robertson
Centre Director

Also Director for BMAF Network

John Buswell
Assistant Director

Patsy Kemp
Academic Developments Co-ordinator

Paul Radford
Centres Manager
Also Manager for BMAF Network

Sam French
Publications Officer
Also for BMAF Network

Karen Pettit
Events Officer
Also for BMAF Network

Dorota Maton-Mosurska
Legal and Finance Co-ordinator
Also for BMAF Network

William Ross
Web Development Assistant
Also for BMAF Network

Affiliated Staff

David Botterill
Associate Director

The Hospitality, Leisure, Sport and Tourism Network
Oxford Brookes University
Wheatley Campus
Oxford
OX33 1HX

Tel: +44 (0)1865 483861
Fax: +44 (0)1865 485829

hlst@brookes.ac.uk

www.heacademy.ac.uk/hlst
