

<b>Institution: University of West London</b>
<b>Unit of Assessment: 24 - Sport and Exercise Sciences, Leisure and Tourism</b>
<p><b>1. Unit context and structure, research and impact strategy</b></p> <p><b>1.1. Context</b></p> <p>The University of West London (UWL) offers a broad range of courses; structurally it is divided into six Schools and three Colleges, each led by a Dean or Head of School. The University is submitting to this Unit of Assessment for the first time, as a result of ambitious research objectives driven by the last two strategic plans (<i>Ambition 2013-2018</i>; <i>Achievement 2019-2023</i>), which have seen significant investment in physical and human resources to generate research growth (see institutional statement, section 2). Through these plans, UWL has provided support for submissions in three new UoAs of which this is one. It has invested in new facilities (labs, studios, simulation environments) and created 7 new research centres (two in UoA24) to support research, innovation, and funding opportunities for PGRs (see institutional statement on research centres, section 2.1). UoA24 capitalises on a strong 70 years+ hospitality heritage within the London Geller College of Hospitality and Tourism (LGCHT).</p> <p><b>1.2. Structure of the Unit</b></p> <p>The UoA has been shaped over the REF21 period and grown into a strong and ambitious multi-disciplinary entity. It has done this through new appointments made from 2014 onwards. The UoA is interdisciplinary and includes six researchers from LGCHT, one from the Claude Littner Business School (CLBS) and two from the School of Human and Social Sciences (SHSS). Our submission spans the fields of hospitality, tourism, and aviation management; food product development and nutrition; and sports nutrition, and sports psychology.</p> <p>The unifying themes underpinning UoA24's research are <b>business and societal risk</b> and <b>resilience management</b>. Research is co-ordinated mainly by two hubs:</p> <ul style="list-style-type: none"> <li>- The <b>International Centre for Hospitality and Aviation Resilience Management</b> (ICHARM), founded in 2014, is focused on the areas of risk management; human trafficking; consumer behaviour; industry dynamics and strategy; food and nutrition security. ICHARM and the integrated Centre for the Study of Human Trafficking are led by <b>Paraskevas</b>, Professor in Strategic Risk Management. ICHARM is connected to key industry partners and a strong advisory board chaired by John Ludlow, formerly Senior Vice President of Global Risk Management at InterContinental Hotels Group (IHG) and now Chief Executive Officer at AIRMIC (Association of Insurance and Risk Managers in Commerce). This advisory board consists of leading industry and policy influencers with specialisation in the six research themes in ICHARM.</li> <li>- The <b>West London Food Innovation Centre</b> (WLFIC) is a research and innovation centre created in 2017, which was funded by the European Regional Development Fund (ERDF) with match-funding from UWL. It acts as a research centre for work on sustainability and customer experience, and a commercial innovation hub for product development to support healthy and sustainable nutrition.</li> </ul> <p>This UoA comprises nine researchers, three at senior lecturer and six at professor/associate professor grades. The Unit's research is currently clustered around six broad themes which address critical sector-relevant issues and have solid impact pathways resulting from the university's extensive existing industry networks:</p> <ol style="list-style-type: none"> <li>1. Strategic resilience management (including analysis of risk and crisis management systems in practice; emerging risks and 'black swans'; cyber risk; operational, societal and environmental risks; corporate responsibility) with main contributions by <b>Paraskevas</b></li> </ol>

- in hospitality and tourism, **Papatheodorou** (left in 2016) in aviation management, and **Testa** in a sport context.
2. Ethical labour recruitment and broader business-related human rights issues (including labour exploitation, human trafficking, and modern slavery; and trafficking survivors' re-integration) with the sector-leading research of **Paraskevas**.
  3. Consumer behaviour and reputation management (including new consumer trends; brand reputation development and protection; public sentiment monitoring systems; reputational risk management) with research from **Iordanova, Li, and Xu**.
  4. Industry dynamics and strategies (including vertical disintegration in the corporate hotel industry; international business and tourism sustainable development challenges and opportunities; co-evolutionary sectoral and business dynamics) with contributions by **Roper** and **Izadi**.
  5. Nutrition risks and well-being (including nutrition and well-being of vulnerable groups; plant-based nutrition and product development; multi-sensory and emotional food experience; sports nutrition; elite and professional athletes' physical and mental health) with main contributions by **Tsiami** (in this REF submitted in UoA03), **Li** and **Douglas**.
  6. Human error and accident prevention in high reliability organisations (airport and aviation risk management) with contributions by **Padhra** and **Sikora** (in this REF included in UoA 12).

### 1.3. Research and Impact Strategy

UoA 24's strategy for growth was supported through industry-engagement, and enhancement of the research culture, including through new appointments, facilitative structures, and extensive support for research development. This strategy is based on the University's 'lessons learnt' from REF2014 and is articulated in our *Research and Scholarship Strategy* (RSS) and the *Knowledge Exchange* (KE) Strategy, and their engagement with national priorities (see institutional statement, section 2.1). This UoA has established its own specific objectives to meet the institutional targets. The capacity growth was facilitated by a combination of facilities expansion (two research centres), targeted recruitment, promotions, and opportunities presented by UWL's research support programmes (study leave, conferences, interdisciplinary collaborative schemes), early-career researchers' mentorship, and increase in PGRs recruitment.

Having put its research centres at the heart of its research activities, the UoA has produced a dynamic research culture that is stirred by an empowered team of researchers working in a conducive research environment, engaging with colleagues across the University, and collaborating with external partners, regionally and internationally. The combination of people, infrastructure, and leadership both at College and University levels has produced significant individual and collective successes for this UoA over the census period with impact effected within and beyond academia. This outward looking approach forms the basis on which we aim to continue to develop and grow this UoA towards the next REF and beyond.

#### 1.3.1 Research objectives and achievements since 2014

Our objectives and their achievements were:

##### 1. To grow capacity, develop expertise and pursue academic excellence in each of the Unit's research themes and across them

Significant efforts were made since 2014 for the Unit to build research capacity towards a 2021 submission. We engaged with the large international industry network of LGCHT (see section 4) and with UK-based, European, and international academic collaborators to develop research in new areas. The foundational appointments of ICHARM's first director (**Roper**) and of a Chair in Hospitality Management (**Paraskevas**) in 2014 were instrumental to generate growth velocity. Since then, the Unit has also benefited by the

targeted appointment of experienced and junior researchers to support and expand its thematic research areas (see section 2.1).

**2. To develop industry-academia partnerships aiming at impactful research and knowledge exchange**

Building on our extensive industry networks, we have systematically (through public and direct engagement with users and industry) sought out new opportunities. For example, the Unit created a 'place-based' industry-academia research consortium involving West London Business, Old Oak and Park Royal Development Corporation, Brunel University and Middlesex University; a collaboration with West London Incubators and Accelerators; and further collaborations with professional bodies such as the Institute of Hospitality and the Association of Insurers and Risk Managers in Commerce (AIRMIC) to facilitate its research reach and impact.

**3. To develop links and pursue collaboration with national and international policy making bodies and organisations**

Over the REF period, and in the context of our research on human trafficking in hospitality, the Unit has extensively engaged with the UK Cabinet Office, the Welsh Government, the Association of Insurers and Risk Managers in Commerce (AIRMIC), the European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT), the UN Institute of Migration (IOM) and the International Centre for Migration Policy Development (ICMPD) and has influenced the development of several modern slavery policies and strategies (see section 4 and submitted ICS). The COMBAT research programme demonstrated for the first time the hotel sector's specific vulnerabilities to trafficking in human beings (THB). The research team proposed risk assessment techniques and mitigating strategies for the full range of THB risks in hotels and their supply chains, translating this into a Toolkit. This Toolkit was not only widely taken up by the sector as a valuable resource for hotel businesses to train their staff and meet their legal obligations but also helped the organisations listed above shape their policies and strategies.

**4. To provide support and opportunities for research impact**

To achieve impact the UoA has supported research projects with defined groups of beneficiaries and with specific academic, public, and private sector research partners (e.g., Lapland University of Applied Sciences, Arab Air Carriers Organization (AACO), Forum for the Future's Protein Challenge 2040 Coalition). In addition to the University's Impact Group forum (see institutional statement, section 4.3), the UoA has organised research workshops bi-annually for all researchers and doctoral students on how to facilitate impact (e.g., policy consultation, commercialisation, stakeholder mapping, community engagement) and on how to translate and communicate research impact (e.g., appropriate language, relevant examples).

**5. To develop a solid research and income profile towards a REF2021 submission**

Since REF2014 the Unit has deposited a total of 160 publications in the University Repository, 138 (86%) of which publications have full text associated with the record. It has submitted bids for 16 projects and has obtained funding from the European Regional Development Fund (ERDF), the European Commission (Directorate-General Enterprise and Industry and Directorate-General Home Affairs) and the European Union's Competitiveness of Enterprises and Small and Medium-sized Enterprises programme (COSME).

The two impact case studies submitted to UOA 24 demonstrate the range of activity and the close relationships developed with research users. One demonstrates the impact of the COMBAT research programme (described in 3 above) and shows this was widely taken up in the hotel sector

in the UK and internationally. The second shows the impact of UWL research on the legacy of a mega-event, the London 2012 Olympic and Paralympic Games. Focusing on the housing regeneration of east London, the research assessed whether an inclusive legacy has been achieved to date and provided an evidence base for campaigners holding public agencies to account on this issue. Outputs of this research are submitted in UoA20.

### **1.3.2 Plans towards 2025**

The UoA's 2025 strategy will be aligned with UWL's 2025 vision of sustaining research with global significance, designed for a positive impact on quality of the industry sectors it serves and our local communities. The UoA will continue building its capacity for impactful interdisciplinary research, reaching out systematically to national and international academic/industry research collaborations. Areas we wish to further develop as a continuation of our present impact, are waste management, post-COVID risk management and business and people resilience.

A significant focus will be on further capacity-building in both our established and 'next REF generation' researchers. We aim to double our PGR population through bursaries, scholarships, fees discounts, and by securing industry-sponsored PhDs (especially in the areas of sustainable food systems, and nutrition). In doing so, we will be actively promoting diversity in and access to doctoral education.

Considering COVID-19, both the tourism and aviation sectors will need further research on business and human capital resilience and on the physical and mental wellbeing of tourists, passengers, customers, and employees; we will engage with these themes.

The UoA will continue to support the 'next generation' of researchers to build capacity, ensuring diversity is nurtured. The UoA has embraced open research (for research and scholarship outputs) and will extend this in the future.

To achieve these aims we will use as key levers will include our research centres, the facilities acquired during this REF period (see section 3), and existing collaborations described in section 4, particularly the very strong networks developed with sports organisations, anti-slavery authorities and charities; and the impact of the pandemic on strategies and business models of the sectors at the core of this UoA. We will align the next research strategy with our increasing KEF activities.

## **1.4 Support for research standards and ethics**

### **1.4.1 Academic research infrastructure to support standards**

The University Research, Scholarship and Enterprise Committee (URSEC) chaired by the Deputy Vice-Chancellor, receives reports on matters of University-wide interest, including regular updates and annual reports from schools on research, scholarship, and knowledge transfer activities. URSEC also advises on research governance within the individual Schools. It oversees key performance indicators and their fitness for purpose in the context of the University's Strategic Plan. A University Research Degrees Sub-Committee oversees progression of postgraduate research students to registration to MPhil status, and onward to doctoral (PhD) completion.

### **1.4.2 Ethics**

The University Research Ethics Committee (UREC) – also a subcommittee of The University Research, Scholarship and Enterprise Committee (URSEC) - has overall responsibility for ethics approval of staff and students' research. The UoA's approvals are scrutinised by the respective School/College's Research Ethics Panels (SCREPs) which report regularly to UREC. UREC subgroups are convened where 'high risk' applications are identified by any School/College SCREP.

In terms of the integrity of our equipment and facilities, they are regularly tested and inspected by our technicians for health and safety, and to ensure they meet the required technical standards.

### 1.5 Interdisciplinary Research and Open Research Environment

Research in hospitality, tourism and aviation is, by its nature, interdisciplinary. Over the period, we have worked on interdisciplinary research bids through ICHARM and other UWL research centres (e.g., the Cybersecurity and Criminology Centre and the Geller Institute of Ageing and Memory). The UoA is meeting regularly as a team, and we actively encourage interdisciplinary PhD projects, co-supervising, for example, with colleagues from Public Health, Biomedical Sciences, and Psychology. We have introduced an 'Interdisciplinarity Bootcamp' (a full-day workshop on interdisciplinary research) to improve the scope and competence in interdisciplinary research projects, so that we gain better understanding of the issues and challenges of such projects and ultimately become 'interdisciplinary integrators'.

We fully observe the principles of open research, and promote inclusivity and accessibility. We share all aspects of our research and make it accessible to all, where possible. The dissemination of our research outputs and the underpinning research methodologies are available in the UWL repository. All members of the UoA have received training from the Library, including bespoke sessions on compliance. UoA24 has run seminars to discuss Open Access with its members. Of the 160 publications associated with the Unit deposited in the UWL repository, 17% go over and beyond the REF requirements. UoA24 has fully embraced this opportunity with 88% of submitted staff with an ORCID ID.

## 2. People

### 2.1. Staffing strategy

In 2015, the University introduced a new Academic Employment Framework (AEF). The AEF addresses the recruitment, management, development, and support for all academic staff. It enables staff to focus (in addition to teaching) on research, scholarship and/ or knowledge exchange activities (see institutional statement, section 3.1). Academic staff agree targets for these activities which form part of their annual appraisals. Since 2015, the College and Schools supporting UoA24 have aligned their recruitment strategy with the AEF. Both the University's and the UoA's major priority has been to develop existing staff, and to appoint new expertise where relevant. The UoA has benefitted from the recruitment/promotion of 6 professors (**Roper, Paraskevas, Papatheodorou, Xu, Douglas** and **Testa**) and 2 associate professors (**Tsiami** and **Sikora**). It also includes other post-REF2014 appointments (**Iordanova, Li, and Izadi**). The UoA is also ensuring it is nurturing more junior colleagues and engaging them in its core research activities. Two colleagues who were appointed as lecturers on completion of their PhD, are amongst a group of 5 (at census date) 'next generation' colleagues identified for research mentoring. The Unit's REF lead is a member of the College Executive to ensure that their interests are considered, and their research time is preserved and supported.

### 2.2. Staff development

Career development is shared between central services and Schools/Colleges' specific activities. **Centrally**, Research and Enterprise Operations (REOps) run seminars on research issues including knowledge exchange; impact; collaborative projects; commercialisation; managing research budgets; funding opportunities, industry and user engagement. REOps also support applications for research funding. This UoA has greatly benefitted from training and support with its funding applications. Staff on this UoA have also attended research-related sessions run by HR on equality and diversity, managing stress, appraisals, preparing for promotion, working with external collaborators, and leadership. The Unit's leads and reviewers have attended mandatory training on Unconscious Bias. HR also hold a budget for conferences, sabbaticals, and other staff

development programmes. Researchers, including junior researchers and PGRs, are supported by UWL to attend national conferences (e.g., CHME, ATHE) and international conferences (e.g., EuroCHRIE, APacCHRIE, Critical Tourism Studies, European Aviation Wellbeing Conference, International Conference of Autoethnography). Over the census period, colleagues in the Unit have attended 91 conferences.

The University also pays for internal and external courses, and for staff to study additional qualifications, including MAs and PhDs (see institutional statement section 3.2). Staff who undertake PhD studies are supported financially (no fees are paid) and through a 100-hour reduction in their teaching load. Over the period, three LGCHT staff members were funded and awarded a PhD, one was funded by UWL and awarded at another institution, while a further three are expected to complete UWL PhDs in 2021 and one in 2022. One more is expected to complete a UWL-funded PhD in another institution in 2022. Two other members of staff completed an MA and are enrolling on a doctorate in 2021. These completions will significantly strengthen UoA24's research and impact in the longer term.

The Library has provided training and one-to-one support on open access; and has trained members of the UoA on compliance rules. The Graduate School provides a comprehensive programme of professional development for doctoral supervisors (see 2.3). The Communications department offers advice on media; public engagement; engaging with diverse audiences; social media; and lobbying. Its Research Communications Group meets monthly to strategize media exposure for its research; this UoA is represented on this group (Paraskevas).

Each College/School involved in the UoA has its own research mentoring schemes, mostly led by experienced researchers at professorial level. LGCHT, for example, has introduced a structured mentoring scheme in which **Paraskevas** in Hospitality Management, **Tsiami** in Food Science and Nutrition, **Sikora** in Aviation and, more recently, **Xu** in Tourism management, mentor all junior researchers in the College who wish to benefit from their support. Mentors support junior colleagues in developing and sustaining research plans and provide advice on all aspects of developing a stronger research profile. They act as reviewers and offer advice on choosing a publication outlet, and in dealing with reviewers' comments. Similar schemes exist in CLBS and SHSS.

### 2.3. Research students (PGRs)

Expanding doctoral education has been a key priority for this UoA, in line with the University's strategy (see institutional statement, section 3.2) Our doctoral provision grew from 7 PGRs in 2014 to 15 PGRs in 2020, all on traditional PhDs, none on Professional Doctorates. In parallel, supervisory capacity has increased (from 2 to 9). This growth has significantly transformed the research dynamics and the focus on research-driven activities.

#### Doctoral training and support

The formal doctoral training programme delivered by the Graduate School (see institutional statement, section 3.2) is informed by the *VITAE Researcher Development Framework* and includes embedded *Epigeum* interactive on resources. It runs throughout the period of study (intensely in the first year), with contributions from senior academics from across the institution. It covers all aspects of research and research development and includes several opportunities for students to present their research. Examples of training topics include research philosophies and methodologies; qualitative, quantitative, and mixed research methods (basic and advanced); literature review for PhD; research ethics and research integrity; managing your research project; achieving impact; writing for publication; identifying and dealing with predatory online journals.

A dedicated UoA24 librarian is available to all PGRs and researchers within the Unit. Pastoral advice is provided through the University's central student support services. These services offered additional financial support and advice during COVID-19 whilst the UoA put together a

support plan to support students who needed additional time, support or resources. Our students also have access to a dedicated PRG building, the Rami Ranger House, which offers social and study space, with access to kitchen facility, computers, and seminar room (see section 3).

### **Supervision**

Supervisor training is mandatory and takes place annually. The Graduate School provides a training programme for supervisors that covers all aspects of the VITAE framework, and ensures supervisors are familiar with the University's *Code of Practice for Research Students and Supervisors* which describes the best approach, responsibilities as well as the priorities of the University (see institutional statement, section 3.2). The training also covers all aspects of supervision – regulations, progression, transfer, good practice, equality and diversity, university support systems. PGRs in UoA24 are supervised by at least two supervisors with at least one subject specialist; interdisciplinary projects may be allocated a third supervisor if relevant. Students meet at least once monthly (in most cases every two weeks) with their supervisory teams to report on their progress and take feedback/advice for next steps.

### **Opportunities**

The University offers alumni discounts and fee waivers to widen access to doctoral education. It also provides annually a number of 'Vice Chancellor's PhD Scholarships' on a competitive basis (see institutional statement, section 2.1, point 2), to encourage broader access to doctoral education. This UoA has benefited from the award of one scholarship and several fee-waivers over the period.

We provide opportunities for PGR students to gain teaching experience wherever possible (6 hrs/week maximum, including 3hrs of preparation time). Like all teaching this is assessed by students and feedback is given to PGRs by supervisors and line managers (see institutional statement, section 3.2). PGRs in Hospitality Aviation and Food Business/Nutrition Science have all taught in various undergraduate and postgraduate courses in the College. They are mentored by the supervisor in these duties.

Our PGRs have access to a central conference fund for attending national and international conferences and doctoral colloquia and are supported in preparing their presentations. They are an integral part of our research community and have many informal opportunities to present their work internally. They attend and contribute to research seminars organised on a monthly basis; and other research events (research meetings and journal clubs organised by the LGCHT). They present at the UWL Annual Doctoral Conference organised by the Graduate School and get valuable feedback from peers and staff. The conference is always very well attended by this Unit and our PGRs have been awarded prizes over the assessment period, including best paper presentation awards (Czyzewska, 2015; Lengyel, 2016; Morales-Mediano, 2017), runner-up best paper (Morales-Mediano, 2016) and best poster award (Devlin, 2018). They are also encouraged, and supported, to publish in discipline-specific journals. UWL University Press publishes a bi-annual peer-reviewed academic journal (see institutional statement, section 2.1, point 5), *New Vistas*, to develop PhD students and junior staff in publishing work for a wider audience. Three PGRs have taken advantage of this publication opportunity.

### **Progression and feedback**

One of the University's priorities has been to support students to complete on time (see institutional statement, section 3.2). We aim for completion within 3 to 3.5 years of enrollment, and this is supported through mechanisms that enable student progression - monthly supervision meetings, annual reports, milestone presentations, and opportunities to speak directly to the Graduate School for extra support. Progression is monitored by the Graduate School through the university-wide 'doctoral journey'. We subscribe to Postgraduate Research Experience Survey (PRES) and results show a very high level of satisfaction of our graduate students with the support and

opportunities they receive. In the 2020 survey, UWL was ranked 4th (out of 103) on the research skills measure, 5th on Responsibilities and 7th on Progression.

Our students also provide feedback throughout the annual cycle. An annual report is reviewed each year. PGR representatives attend, and make distinctive contributions to, the LGCHT Committees and the University Research Scholarship and Enterprise Committee (URSEC).

#### **2.4. Equality and Diversity**

62% of members in the UoA's are female, with representation from six different nationalities. Countering the context of UK research funding which sees fewer women applying for grants, our UoA's gender ratio for funding applications since REF2014 is three females to one male. We have arrangements to support flexible and/or remote working and we can ensure that the duties of women or male colleagues taking parental leave or adoption are fully covered. The Colleges/Schools supporting the UoA also operate flexible and with reference to personal circumstances. Our 15-strong PGR community includes seven female and eight male researchers from nine countries around the world.

#### **Research development opportunities**

The research development opportunities available to staff – including research funding, sabbaticals, and conference funding - always state the conditions and criteria that are applied. There is a transparent process for these applications. Academic staff in this UoA have attended briefing sessions on research funding opportunities and received advice when applying for funding and sabbaticals.

#### **Recruitment and progression of research students**

The recruitment of doctoral students is based on regulations that specify entry requirements, and their application is supported by a written statement and an interview by a panel including supervisors and a Graduate School Directors of Studies to ensure fairness and consistency across the institution. Progression is monitored by the Graduate School, and final registration to PhD status (transfer) is overseen by the University Research Degrees Sub-Committee.

#### **REF**

Members of the UoA have received training on recruitment, promotion, appraisal; and have been included in wider consultations on the code of practice for REF 2020; and the UoA lead and reviewers have received specific training on equality and diversity, and unconscious bias to support them in their role.

### **3. Income, infrastructure and facilities**

#### **3.1. Income**

Our strategy to grow has been to support applications to both external income (Research Councils, industry, government agencies, consultancy, etc.) and internal investments. Internal funding is used to support active researchers with travel and equipment, and to provide funding for bursaries for PhD students.

The UoA has its own panel of expert reviewers to support bids development, and ensure high quality research bids. During the census period, the UoA has seen income generation of £105,000 from UK central government bodies and local authorities; and £206,225 from EU government bodies for research projects in collaboration with other UK and European partners including:

- The University of Zaragoza (Spain) as lead partner, Bournemouth University (UK) and TEI of Crete (Greece) and partner organisations the Government of Aragon, Sargantana S.L., Comarca La Jacetania (Spain), the NGO My World (Bulgaria) and 5-Senses (Malta) for the project "GRAIL: Mystic Routes and Activities to Improve Local Tourism" with **Fidgeon** (now retired) as co-investigator. The project was funded by the European Commission,



Directorate-General Enterprise, and Industry (SI2.682292, GRAIL) and sought to identify, design and promote a tourist/pilgrimage route for the Holy Grail that would start in Bulgaria and through Greece, Malta, Spain and France, end to United Kingdom.

- The University of Zaragoza (Spain) as lead partner, and partner organisations the Fundación para el Desarrollo Social, Ayuntamiento Sos del Rey Católico, Diputación de Cáceres, Rodando (Spain), DIESIS (Belgium), Good Spot, Mazedia (France), and AITR/ Associazione Italiana Turismo Responsabile (Italy) for the project “FILM-SET Film Locations in Small, Smart and Significant European Towns” with **Fidgeon** as co-investigator. The project was funded by COSME (SI2.711047, FILMSET) and sought to design and promote a thematic tourist route where European cinema was the main driver reflected through the film locations in European towns.
- Oxford Brookes University (project co-ordinators), Lapland University of Applied Sciences (Finland) and the Ratiu Foundation for Democracy (Romania) for the project “COMBAT-Combat Measures Against Human Trafficking in the Tourism Industry” led by **Paraskevas** (PI). The project was funded by the European Commission, Directorate-General Home Affairs (HOME/ISEC/AG/THB/4000005873) and sought to assess the landscape of human trafficking in the European hotel sector, identify the sector vulnerabilities traffickers exploit, and propose policies and practices to address this crime within its operations and supply chains.

### 3.2 Infrastructure and facilities

In term of infrastructure, the University’s Estates and Facilities significant investment programme during this REF period allowed, among others, the creation of social and open learning spaces, a library without boundaries, a large flexible performance auditorium, and advanced simulation spaces for research. The University has also built a Sports Centre and a postgraduate building for doctoral students (the Rami Ranger House), and several laboratories and specialist facilities, including the West London Food Innovation Centre (WLFIC) mentioned earlier.

This UoA has benefited from investment towards the creation of ICHARM and the West London Food Innovation Centre. Those centres offer an inclusive platform for UWL’s researchers to collaborate with leading practitioners to generate new knowledge, develop cutting-edge ideas and solutions, and disseminate to the wider business and societal environment. Through these, we are able to impact numerous beneficiary groups, as evidenced by the Unit’s REF2021 Impact Case Studies and the ERDF project outputs (see section 3.3). ICHARM has been set up with the generous support of c£800K from industry donors including InterContinental Hotels Group, Hilton Worldwide, the Lord Forte Foundation, Geller Investment Company and Westmont Hospitality Group (for Roper) as well as the Compass Group, Geoffrey Harrison Foundation and WSH Foundation (for Paraskevas). WLFIC is a £1.4 million ERDF match funded UWL research and development facility (ERDF 23R16P00904), used for research in new food products and for product development and processes within the wider hospitality sector. The University has also acquired a Boeing 737 flight simulator (FlightPad) which is used for airport-related teaching and supports experimental interdisciplinary research.

**WLFIC** has been helping food and drink start-ups and SMEs turn concepts and ideas into commercially viable products. It also supports research experimentations on the modification of existing food and drink products, and production processes to adapt to issues related to nutrition, health, and product shelf-life and packaging. Primarily designed for commercial research, the Centre is also used for knowledge generation with research focusing on plant-based proteins and product development, nutrition of vulnerable groups and food waste management. The laboratory is fully fitted with cutting edge equipment such as mass spectrometer, oscillatory rheometer, enthalpy measurer, high performance liquid chromatograph (HPLC) with UV detector, texture and

protein analysers that allow accurate property measurements of the food and drink products developed and analysed in the Centre.

In the three years leading to the end of the REF period, WLFIC was dedicated in new product and process research and development for 96 London-based food start-ups and SMEs developing 58 new products - 29 of which were completely new to the food and drink retail market. In terms of socio-economic impact, this work has created 5 new jobs and an independent assessment at the end of the project estimated that, within the next 5 years, it could create 150+ gross FTE jobs (103 direct and 53 indirect) and a total NPV GVA of £5.9 million. The Centre's work with businesses has been synergistically used as a teaching and learning platform for both undergraduate and postgraduate programmes and opened new research directions for its post-ERDF era (vegan food analogues, multi-sensory and emotional food experience, innovations in food waste management adopting circular economy models, and food research and development (R&D) project risk governance).

The **FlightPad** is a simulator offering a complete representation of the 737-800 passenger aircraft and uses Boeing original instrumentation and a wrap-around screen the simulator giving users a full sensation of movement. The simulator has a 220-degree cylindrical display system with triple projection and photorealistic scenarios (landing strips, taxiways, stands) with configurable weather, categories I, II and III, NPA, missed approaches, windshear, winter conditions, etc. It has CANBUS electronic control of all systems, real Boeing stick shaker with controller, seats with 5-points seat belts, panels with breakers for performing procedures according to the QRH and offers an immersive cabin with 100% real hardware (faithful to the original cabin, its functionality and configuration). It is linked with a global database with all airports and their updated approaches (ILS, LOC, GLS, VOR, NDB, RNAV, Radar, etc). The simulator includes an integrated instructor position isolated behind the cockpit with touch screens and dedicated software (tracking in all phases of flight, approaches, TCAS resolutions including TA/RA, loading sheets, technical analysis, generation of ECAM systems failures, etc).

Apart from its educational and training purposes, it is used for experimental interdisciplinary research. It has been used for feasibility studies to support aviation risk management and has future applications for research on professional pilots' cognitive psychology, pilot fatigue, reaction measurement, human error measurement and prevention, and flight risk and safety

The **Rami Ranger House** (RRH) is a postgraduate research centre that was built for PGRs as a learning and social space. The house built over 3 floors, offers to the Unit's PGRs spaces for collaborative working, socialising, supervision and mentoring on the ground floor. The first floor offers individual workspaces while the second floor provides teaching and learning spaces that can be used as a space for interdisciplinary collaboration. The centre has both quieter and group study areas, including networked computers and flexible seminar rooms that our PGRs and their supervisors can adapt to suit their research-led activities and events. This enables them to access support, work in a collaborative environment, and socialise with peers. RRH is host to regular skills workshops, as well as well-being and cultural events.

#### **4. Collaboration and contribution to the research base, economy and society**

##### **4.1. Collaborations**

Since REF2014 members of UoA24 have developed a significant range of national and international collaborations that reflect the UoA's growing position within the research community. Examples include collaborations with:

- The Lapland University of Applied Sciences (Finland), the Ratiu Centre for Democracy (Romania) and Oxford Brookes University (UK) on human trafficking in the European hotel sector and the ensuing collaboration with the Home Office-led UK Anti-Slavery Training

Delivery Group, the Welsh Government, InterContinental Hotels Group, Hilton Worldwide, Shiva Hotels and the Institute of Hospitality and anti-trafficking networks and organisations (Stop the Slavery Hotel Industry Network, Shiva Foundation) in adopting the project's findings in their training programmes; with the Welsh Government's Anti-Slavery Leadership Group, the Association of Insurance and Risk Managers In Commerce (AIRMIC), the European Federation of Food Agricultural and Tourism Trade Unions (EFFATT) and the European Trade Association of Hotels Restaurant and Cafes (HOTREC) for policy development (see submitted Impact Case Study); and with the UN Institute of Migration (IOM) on raising modern slavery awareness to the Swiss hoteliers and the UN International Centre for Migration Policy Development (ICMPD) on doing the same in Albania and subsequently in Azerbaijan, Bosnia-Herzegovina, Moldova, Pakistan, and Turkey (**Paraskevas and Roper**).

- The University of Zaragoza and the Foundation for Social Development (Spain) on a thematic tourist route where European cinema is the main actor (**Fidgeon**)
- The University of Zaragoza (Spain), Bournemouth University (UK) and the TEI of Crete (Greece) on the Holy Grail route (**Fidgeon**)
- Leeds Beckett University, University of Hull and Liverpool John Moores and the Network for Performative Research in Sport and Exercise ("the boomerang project") on innovative approaches to sports narrative storytelling (**Douglas**)
- The University of Jyväskylä (Finland) on sport transition research (**Douglas**)
- Bologna University (Italy) and its SportComLab - Centre for Research on Sports Communication, Department of Education Science on the rise of populism and nationalism within the European democratic political arena and their influences on sport (**Testa**)
- Keele University on the ENABLE research project on safety and security challenges confronting crowds attending Swedish and UK professional football matches. In the UK, this project partnered with law enforcement organisations such as the West Midlands and Sussex Police and College of Policing, as well as Cardiff City Football Club and the Welsh FA (**Testa**).
- Essex University on research on football and the Italian Mafia in partnership with law enforcement agencies (Italian Ministry of Interior Affairs; Anti-Corruption Authority; Italian Police; National Anti-Crime Force; Anti-Mafia Investigative Directorate; German State Criminal Police – LKA; and Interpol), football authorities (Italian Football Federation; Lega Serie B) and NGOs (Transparency International; Libera) (**Testa**).

#### 4.2. Networks

The work of the Unit has greatly benefited from the ICHARM's advisory board, with members from varied positions in the hotel real estate and investment sector, aviation safety and security, food sourcing and distribution, risk and crisis management and public service. The board offers guidance and strategic input on how the research undertaken can best meet the needs of the sectors the Unit serves and of society in general. Board members provide research resources, knowledge, and connections to experts around the world. WLFIC, as a research and development unit in the food and drink manufacturing sector, has strong ties with the Institute of Food Science and Technology (IFST), is a member of the Agrifood Knowledge Transfer Network and of the West London Incubators and Accelerators Group.

Paraskevas and Roper have also developed impact-focused relationships outside the academia as, for example, **the anti-slavery network** which works on raising awareness of modern slavery and setting educational and training standards with the UK Modern Slavery Training Delivery Group (Cabinet Office), the Crown Prosecution Service (Cymru Wales), the Local Government and Communities department of the Welsh Government (Anti-Slavery Co-Ordinator) and the

Gangmasters and Labour Abuse Authority (GLAA) and have worked with them policy and standards development.

At hospitality industry level they have been working with **Shiva Hotels** to advise them on their anti-slavery strategy; and with the **Institute of Hospitality** (who endorsed the COMBAT training toolkit, a significant impact vehicle as described in section 1) and developed management guidance to its 15,000 members worldwide. The collaboration with Shiva Foundation (an anti-slavery charity) resulted on the development of a 'Hotel Anti-Slavery Blueprint' which became the national standard for the UK hospitality sector. This blueprint proposal was endorsed by UK Hospitality, the UK hospitality Trade Association (formerly British Hospitality Association).

Another important collaborative network for the UoA is with the **Forum for the Future's Protein Challenge 2040 Coalition** focusing on sustainable plant-based proteins. Within this coalition, WLFIC colleagues have collaborated with major national and international food manufacturers (Nestle, Hershey, Tulip, Danone), food retailers (M&S, Waitrose, Ahold Delhaize), caterers (BaxterStorey), and charities (Sustainable Restaurant Association, Seeding the Future, WWF), informing their strategies for reducing reliance on real meat. The network aims to contribute to sustainability strategies to globally reduce consumption of meat, fish, and dairy with a view to increase the proportion of non-animal protein in the average diet by 50%.

We also have a significant place-focused network on **food in the circular economy** (from sourcing to recycling/reusing) which includes large local organisations (West London Business, Old Oak and Park Royal Development Corporation, London Waste and Recycling Board and Heathrow Airport) and local London Universities on innovative 'circular economy' models and approaches for commercial food waste management. This is an area where WLFIC will focus its research, over the next few years.

Testa has worked with the **European Commission's Radicalisation Awareness Network (RAN)** Centre of Excellence on research on the role of sports and leisure activities in preventing and countering violent extremism and in workshops for preventing hooliganism and right-wing extremism in sports. He has also worked the **BRISWA Research Network** consisting of academic institutions (University of Macedonia - Greece and University La Sapienza - Italy), and non-academic partners such as System Dynamics, Academy Football Club (Italy), Youth Football Tournament doo (Serbia), Debreceni Honved Sport Egyesulet (Hungary), Associatia Club Sportiv COLTEA 1920 (Romania), and the 'Sport for All Association' (Bulgaria) on research on racism and discrimination. Also, with the UN Institute of Migration (IOM) on mapping extremism in the Bosnian football terraces in the USAID-funded Bosnia & Herzegovina Resilience Initiative (BHRI) Programme.

Papathodorou has worked within the EU's **Air Transport and Regional Development COST network** on research related with air transport and its economic, social and environmental implications aligned with Europe 2020 strategy.

Douglas' engagement with **sports networks** includes Raindance Independent film making network (2019 to date); Sport England and UK Sport (ongoing); Sport Resolutions, Specialist arbitrators and sport resolution panel (2012-2021); and Christians in Sport (2020).

#### **4.3 Wider activities and contributions to the research base, economy and society**

This small but growing UoA has produced shared outputs with international collaborators and developed many UK and international partnerships. The increasing international recognition of our work is apparent in various academic formats; a) international peer-review journal editorial roles (7 members had editorial roles in 19 journals between 2014 and 2020), b) invited international conference keynote invitations (3 members were invited as keynote speaker at 16 conferences in

9 countries), c) participation in conference scientific committees (5 members on 12 committees) and d) visiting/adjunct professorship appointments (2 members).

### Editorships

Members of the UoA make a range of contributions to the discipline and the research base. This includes serving as editors or in editorial boards and reviewing for broad-scope and discipline-specific national and international journals:

- **Papatheodorou**, Editor-in-Chief of the *Journal of Air Transport Studies* (2010 – present)
- **Papatheodorou**, Resource Editor of *Annals of Tourism Research* (2015 – present)
- **Paraskevas**, Guest Editor of a special issue on 'Global Refugee Crisis and the Service Industries' in the *Service Industries Journal*, Volume 39, Issue 9-10 (2019)
- **Testa**, Co-Editor of the *Security Science Journal* (2020 – present)
- **Testa**, Review Editor of *Frontiers* (2019 – present)
- **Testa**, Associate Editor of the *Journal of Qualitative Criminal Justice & Criminology* (2015-2019)
- **Xu**, Associate Editor of *Tourism Review* (2018 -present)

### Membership of Editorial Boards

- **Iordanova**, *Cambridge Scholars Publishing* (2017 - present)
- **Iordanova**, *The European Journal of Tourism Research* (2015 – present)
- **Izadi**, *Cogent Business and Management Journal* (2020 – present)
- **Izadi**, *Management and Business Academy* (2016 - present)
- **Papatheodorou**, *Journal of Air Transport Management* (2015-present)
- **Paraskevas**, *Tourism Review* (2016 - present)
- **Paraskevas**, *Tourism Today* (2004 - present)
- **Paraskevas**, *Tourismos* (2014 - 2017)
- **Paraskevas**, *Journal of Tourism, Heritage & Services Marketing* (2015 - present)
- **Paraskevas**, *International Journal of Contemporary Hospitality Management* (2010 – 2016)
- **Roper**, *International Journal of Hospitality Management* (2004 – present)
- **Roper**, *International Journal of Contemporary Hospitality Management* (2004 – present)

### Invited Keynotes

- **Paraskevas**: eight invited keynotes on risk management and human trafficking in conferences and research events organised by the University of Brighton and Leeds Beckett University (2015), the 2016 APacCHRIE conference (Bangkok, Thailand), the 2017 World Travel Market (London), Stenden University (Netherlands, 2018), CHME 2018 Research Conference (Bournemouth University), University of Sunderland (2018) and by the Federal Department of Foreign Affairs (FDFA) and the International Organization for Migration (IOM) in Bern (2019).
- **Roper**: one keynote on the hospitality industry's disintegration at the Pandox Hotel Market Day (Stockholm, Sweden, 2015)
- **Testa**: seven invited keynotes on far-right extremism in sports at the University of Vienna (2017), the Radicalisation Awareness Network (RAN) Centre of Excellence in Warsaw, Poland (2018), the International Security Expo 2019 (London), the Radicalisation Awareness Network (RAN) Centre of Excellence in Lisbon (2019), Portugal. the United Nations Human Rights Council in Geneva (2019), IOM-United Nations Headquarter in Sarajevo, Bosnia (2020) and at the USA Embassy in Sarajevo, Bosnia (2020).

### Conference Convenors and Programme Chairs

During this REF period, the Unit has organised two research conferences in UWL under the aegis of WLFIC:

- **Tsiami** (submitted in UoA3) and **Paraskevas** “Nutrition and Hydration through life stages” (UWL, 14 March 2019)
- **Tsiami** (submitted in UoA3) and **Paraskevas** “Plant Based Diets” (UWL, 25 February 2020)

UoA24 members in this submission were members of conference scientific committees:

- **Douglas**, Chair of the International Conference of Autoethnography (formerly the British Conference of Autoethnography) held in Bristol every year since the last REF.
- **Iordanova**, Scientific committee of the 8th International Conference on Tourism (ICOT) on Emerging Tourism Destinations: Working Towards Balanced Tourism Development (Kavala, Greece, 2018)
- **Iordanova**, Special Session Chair at 6<sup>th</sup> International Conference on Tourism (ICOT) on “New challenges and boundaries in tourism” (Naples, Italy, 2016).
- **Iordanova**, Scientific committee of the 3rd International Conference on “Contemporary Marketing Issues” (Thessaloniki, Greece, 2015)
- **Izadi**, Scientific committee of the International Conference on Accounting, Auditing and Finance - ICAAF 2020 (Perth Australia).

#### **Leadership of Advisory Boards, Industry, Commerce, Research Councils, Learned Societies or Professional Bodies**

- **Douglas**, Member of the National Anti-doping Panel for Sport (2014 – present)
- **Papatheodorou**, Member of the Management Committee of COST (European Cooperation in Science and Technology) Action TU1408 (Air Transport and Regional Development) (2015 –)
- **Testa**, Expert member at the European Commission’s Radicalisation Awareness Network (RAN) (2017 - present)
- **Testa**, UK representative at the Institute for National and International Security (INIS), the international think-tank for intelligence, national and international security, defence, and counterterrorism (2018 – present)

#### **Awards and Honours**

- **Paraskevas** and **Roper** CHME SHARE Award - Research Award Category awarded jointly by the Council for Hospitality Management Education (CHME) and the STR SHARE Centre (Smith Travel Research’s Supporting Hotel-related Academic Research and Education Centre) for their research work on Human Trafficking (2017).
- **Paraskevas** and **Roper**, ATHE Making the Case Award - Research Award Category awarded jointly by the Association for Tourism in Higher Education (ATHE) and the Association of British Travel Agents (ABTA) for their research work on Human Trafficking (2016).
- **Roper**, Honorary Fellowship of the Council for Hospitality Management Education (CHME) for services to hospitality management education and research (2015).
- **Testa**, Royal House of Savoy ‘s Cavaliere (Knight) of the Ordine Militare e Religioso dei Santi Maurizio e Lazzaro (KOSSML) in recognition of service to Italy for research impact on racism in football and the Far-Right (2018).

#### **Visiting Professorships and Research Fellowships**

- **Xu**, Visiting Professor in Tourism at Cardiff University / Prifysgol Caerdydd (2018 – present)
- **Testa**, Senior Visiting Research Fellow at the SportComLab – the Centre for Research on Sports Communication in Bologna University, Italy (2014 - present)