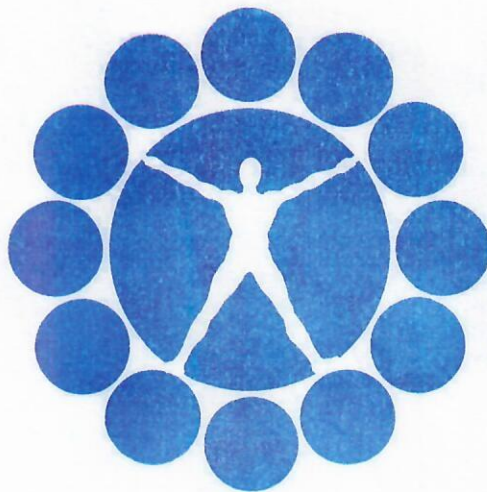


10TH ANNIVERSARY REPORT
INCORPORATING THE 1979/80
ANNUAL REPORT



The Association of Recreation Managers

1970 ~ 1980



DEPARTMENT OF THE ENVIRONMENT
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I am pleased to have this chance to contribute to your Special Annual Report, and to congratulate the Association on the energy with which it has conducted its affairs over the first 10 years. What challenging times these have been! The rapid changes and development of services and facilities for sport and recreation have posed considerable problems of organisation and management and it is a tribute to the dedication and enterprise of your members that so much has been achieved in so short a time.

Virtually all new professional bodies have to struggle to establish their identity and authority, and it was never going to be easy to do so in a profession so crowded and so diverse as recreation management. Without a doubt however you have made your mark, and I know that your members will continue in their role with the vigour they have shown in the past. There is still much to be done, new ground to be broken, new ideas to be explored, and I hope that the initiatives you have shown in seeking to reconcile so many different interests and activities will not be allowed to falter.

A handwritten signature in dark ink, appearing to read 'Hector Monro'.

HECTOR MONRO

MILESTONES IN THE DEVELOPMENT OF A.R.M.

INTRODUCTION: The ten years in the Association's history have seen many developments. Here are just a few random "events":

**Membership
stands at 25**

1969

The Afan Lido Seminar



The Trailblazers — the first ever photograph of ARM members



Was this the first Committee meeting?

**ARM is formally constituted
— 9th February 1970**

1971 Newsletter no. 1

A quote from the First Editor Roger Quinton:

"I was conned into editing the newsletter with George. He conned but never edited. I shudder at the early efforts of ARM News, but today's Association, its membership and its journal, show it got there in the end. I am proud to have been associated with it."

**Membership
stands at 220**

**The Association meets the Minister
— Mr Eldon Griffiths 1972**

**1973 The Association acquires
its first secretary**

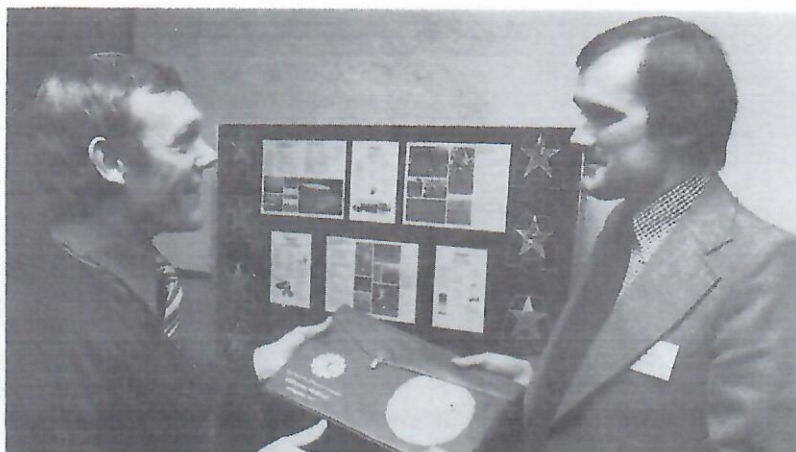


Here, Assistant Secretary Doreen Pinder, one of the early pillars of ARM, is seen relaxing with some of the senior members and colleagues from other organisations at one of the Sports Council National Seminars.

1976 HON. SECRETARIES & ADMINISTRATION

Honorary Secretary Peter Saunders reluctantly retires after four years of loyal service to the Association. Although handing over his office to one of the new breed, Mike Halpin, the way had been paved for the Association to appoint their first professional Administrator John Turner in 1977.

**1977 Membership
at 705**



John Turner seen here (right) at the highly praised Cobham Seminar greeting Founder member Geoff Gearing, late Foxhills Golf and Country Club, now Coventry City F.C.

1977 NATIONAL SEMINARS BECOME AN ESTABLISHED FEATURE OF THE ASSOCIATION'S CALENDER



Ted Blake — The wizard at work

Ted Blake, one of the Association's most respected friends and Honorary Life members sends the following message to the membership:

"Congratulations ARM on 10 years of outstanding achievement in pioneering...and winning...the greater management credibility and professionalism that Recreation both deserved and needed in the last decade.

Over the last 10 years our most memorable and enjoyable learning experience have been reading your stimulating "ARM NEWS" and attending your superbly organised Seminars and Exhibitions. They have been terrific.

Many thanks for those past opportunities and warmest wishes ARM for every success in the future."

1978 AMALGAMATION OF THE LEISURE PROFESSIONS

Talks commence in earnest, of all places, at the Royal Horticultural Society.

1979 THE ANNUAL DINNER IN NORTHERN IRELAND

1980 THE YEAR OF OPPORTUNITY

**Membership in
excess of 1,000**

...and we hope, when amalgamation plans are finalised, to the benefit of the profession in general and all the participating members.



Guess who's speaking? Founder member George Torkildsen (3rd from left) finds the going difficult.

THE PIONEERS

founder members reminisce

"I believe Recreation Management twelve years ago should be related to the early days of flying, 'learning by the seat of your pants.'

The first official get-together of the "lost babes" i.e. those of us who felt we did not fit into the then recognised official recreation bodies was in Harlow in 1968 followed by a Seminar in Afan Lido a little later with 18 members present.

From this very small beginning has grown a thriving and most professional Management Association of which the Founder and now the present members can be justly proud.

My best wishes for continued success in the future."



Geoff Bott Founder member First Chairman of A.R.M. Chief Leisure and Chief Recreation Officer Northampton B.C.



George Torkildsen Founder member and Honorary Life member. Recreation Consultant.

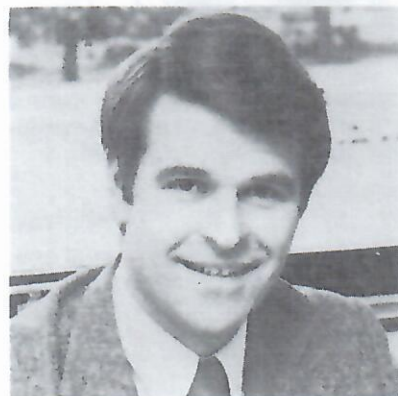
"Members will no doubt agree that an Ad Hoc Group of Sports Centre Managers just **had** to become something else.

From little acorns great oaks grow they say (or was it the "Woodman" himself?) This saying for me is symbolic of the progress of the Association over the last ten years and due entirely to the quality of leadership and dedication of its executives.

May 1979 — 1989 see ARM continue to lead in the field of leisure provision."



John Williams Founder member. Manager Bletchley Leisure Centre.



Roger Quinton Founder Member. Chairman 1976, Editor Newsletter, Recreation Officer. Thamesdown B.C.

"Credit Bernard Warden for what we are and have been. His vision saw local authorities as the principal providers — not sports, university and military sports administrators. He was dramatic and effective — we had identity. He, Bott, Torkildsen and others gave us sport with community, culture and entertainment. We all flow from their leadership. Another Vision — Bisham Abbey Seminar — Graham Jenkins — sent out to buy the booze — returns during the Coca Cola presentation in a Wee Willie Winkie nightgown and cap!"



Dennis Woodman Founder member, Chairman 1975 & 1977, Deputy Director Countryside & Recreation. Cheshire C. C.



Bernard Warden. Founder member & Secretary. Director of Leisure Services Dacorum D.C.

"My recollections of the early days were:-

Human

Bill Leadbeater selling raffle tickets in Basingstoke Market place to raise funds to build his Sports Centre.

At the Billingham Seminar, Ron Pickering trying to achieve a "corporate" input to solve the problems with Picketts Lock reception area.

In Köln, Germany, attending the first IAKS Conference and sharing a tent with "Griff Jones and Geoff Cornes" and seeing Gerry Williamson, Ted Blake and Harry Littlewood dancing arm in arm at 2.00 a.m. down the Outer Mittlering. At least they were able to look each other in the eyes!

The "Ghost" of Bisham Abbey, alias Graham Jenkins, appearing in a red flannel nightshirt in the middle of the Coca-Cola sponsorship talk.

Less Human

The earnest and sometimes desperate desire to improve our "seat of the pants management" by M.B.O. or any other techniques available. Still it was difficult with a title "Ad Hoc", a name sponsored by Dennis Molyneau.

And later, the welcomed professional helmsman to consolidate and guide the Association into maturity.

Many happy returns for the next 10 years."

"Memory can play tricks, but my earliest recollections go back to March 1968 and September 1968 when George Torkildsen organised Recreation Managers' Symposiums at Harlow and Billingham Forum. About sixteen of us attended these meetings and as well as discussing our facilities, aims and objectives, pricing policies, policies governing programmes and generally exchanging ideas, it was strongly felt that Managers should form an organisation and have an "official voice". It was agreed to form a committee which would in large measure concern itself with information, exchange of views and further gatherings. These initial meetings were the seed from which the A.R.M. has grown."



David Thomas. Founder member and Chairman 1973.



Barry Stowe. Founder member Chief Recreation and Amenities Officer. Cynon Valley B.C.

"The main objectives of meeting together in the late 1960's were to assist one another and apply a professional approach to our work. The "few" were widely dispersed — Basingstoke, Billingham, Bingham, Bishopriggs, Bracknell and Harlow (to spoil the alliteration!) but certainly the contributions and enthusiasm were infectious.

The Group worked towards a formalised association which is now served by officials who are as dedicated to its success as were the originals — and with the same basic objectives. May that continue."

Congratulations from the other Recreation and National Sports Bodies Organisations

Institute of Baths and Recreation Management



"The President, Officers, members of Council and the Institute membership extends greetings and congratulations to the Association of Recreation Managers on their tenth anniversary. Among your objectives are to maintain relations with professional associations in related fields and members of this Institute have been pleased to co-operate with your representatives on the National Advisory Council of Leisure Professions and the Central Council of Physical Recreation, Recreation Management Sub-Committee."

The Institute of Municipal Entertainment



"The President and Executive Council, on behalf of the 700 membership of the Institute of Municipal Entertainment, offer the warmest fraternal greetings to the Association of Recreation Managers, on the occasion of their tenth anniversary."

We are looking forward to closer links with all our professional colleagues in the leisure world, in the provision of a widening range of recreational facilities for the whole community."

The Sports Council



The Sports Council would wish to be associated with the Tenth Anniversary of the A.R.M. Ten years is a relatively short time in the history of any organisation but those who have watched the growth and progress of the A.R.M. over this decade can only be encouraged with the prospect of a good future for Recreation Managers, particularly those concerned with our many sports and leisure centres.

We have been happy and indeed fortunate to have worked closely with the A.R.M. particularly with the successful series of Recreation Management Seminars and Exhibitions and the launching and implementation of the Sports Council Award for Sports Centre Management, now in its fifth year.

Congratulations on the first ten years in which the Association has made a considerable contribution to sport and to Recreation Management. All at the Sports Council hope that the next ten years will be equally fruitful."

Harry Littlewood — Deputy Director

The Central Council of Physical Recreation



"The demand over the last ten years for sport and leisure which has manifested itself in the provision by local authorities of a whole variety of sophisticated sporting facilities has, of necessity, created a demand for management expertise to ensure the fullest use of these new sporting opportunities.

The CCPR congratulates the ARM on its outstanding achievements in co-ordinating services and developing management skills and techniques.

The ARM has given a lead to all those involved in the field of recreation management. We are proud to have the Association as an active member of our own body and appreciate the valuable contribution its representatives have made to the work of the CCPR."

Mary Glen Haigh Chairman

The Institute of Park and Recreation Administration



"The Institute of Park and Recreation Administration is pleased to have been given the opportunity to extend its congratulations to the Association of Recreation Managers on the occasion of their Tenth Anniversary.

For a decade, ARM, one of the youngest yet most virile organisations has made an increasingly important contribution to the local government scene of recreation. The part played by its membership is well and truly acknowledged by one of the older established bodies.

In recent years ARM and IPRA have come to work in close harmony and their co-operation at all times has led to a better mutual understanding of the needs of the profession. Best wishes ARM."

Institute of Recreation Management

"The Institute of Recreation Management sends its very best wishes to the A.R.M. on the occasion of its tenth birthday.

The Association is widely recognised in the leisure world as a source of innovation and enthusiastic expertise.

The dynamism which characterises your Association augurs well not only for the future of Recreation in this country, but also for the development of the professional status of the managers and administrators who are your members."

1979/80 ANNUAL REPORT

1979 Annual General Meeting

Minutes of the Annual General Meeting held at the Huddersfield Sports Centre, Southgate, Huddersfield, on Wednesday 16th May 1979 at 11.00 a.m.

There were 54 members present (see list overleaf).

Mr. K. Harlow (Chairman) welcomed members.

1. Apologies for Absence (see list overleaf).

2. Minutes of the 1978 Annual General Meeting: The minutes of the AGM held on 4th April 1978 were accepted by the meeting as a true record and signed by the Chairman.

3. Chairman's Report: Referring to his report circulated with AGM papers the Chairman reported that the year had witnessed continuing development particularly with regard to the progress made by many regions. Special thanks were due to Dennis Woodman concerning his initiative taken on amalgamation discussions and to the main officers for their support and guidance.

4. Hon. Secretary/Treasurers Reports: The report as tabled was adopted.

5. 1978 Accounts: The accounts as tabled showing a surplus for the year of £1,252 were adopted.

6. Motions: Mr. I. Lodder and Mr. J. Churchill were appointed as Counters.

(i) **Retired Members:** The Constitution amendment for a Retired Member classification was carried unanimously.

(ii) **1980 Subscriptions:** The following subscriptions were agreed:

Full £15

Associate £12

Student £7

Entrance fee £6 (Full and Associate only)

(iii) **Amalgamation:** The Chairman introduced the subject by stating that the motion was a statement of hope and intent for amalgamation by all participating bodies. Support of the motion would enable the dialogue to be continued.

The motion as detailed below was carried unanimously.

This Annual General Meeting is of the opinion that amalgamation of the Association of Recreation Managers with other professional Associations or Institutes representing recreation management interests is both desirable and achievable.

Subject only to a favourable response from a postal referendum of all Full and Associate members, this Association shall pursue a programme designed to achieve amalgamation with like Associations and Institutes by 1981, or earlier if possible.

This statement of intent shall not bind the Association to a final commitment without a full report upon the proposed scheme of amalgamation being laid before a General Meeting of the Association.

(iv) East Midlands: Motion:

"The members of the Association of Recreation Managers (East Midlands Region) deplore the decision by the National Executive Committee to retain all the financial profit in central funds that was gained from the Recreation Management Seminar held in Nottingham in September 1978.

The East Midlands region therefore propose that proceeds from such events organised by regions should be equally divided or otherwise mutually agreed." Supporting the motion B. Kilby stated that the East Midlands Regional Executive were responsible for the organising of the Nottingham based National Seminar. The minimum profit of £150 expected by the National Executive had been interpreted that surplus profit above this figure would be retained by the Region. The National Executives unilateral decision had created a deep and bitter sense of injustice which endangered the autonomy and initiative inherent in many regions. A principle was at stake.

Speaking against the motion I. Douglas stated that previous National Seminars had been run by groups and not regions so the problem had not occurred. Hitherto all profits had been ploughed back to the National purse as it was a National event. Similarly, any loss incurred would have been financed from National funds. At the last National Executive agreement had been reached to make an ex-gratia payment to the East Midlands region to settle the differences.

After considerable debate the motion was defeated by 39 votes to 9.

7. Election of Officers: The following officers were elected to serve during 1979/80.

Chairman: I. Douglas.
Vice Chairman: A. Collins.
Hon. Sec: M. Halpin.
Hon. Tres: D. Woodman.
Executive Committee: B. Kilby.

The incoming Chairman thanked the membership for their confidence placed in him for his second term of office.

Attendance at AGM

N Sargeant	I Douglas	M Halpin
K Harlow	A Whitfield	A Collins
J Churchill	R Riddell	T Jones
R Jones	K Barton	G Pickford
B Bartholomew	I Lawless	I Lodder
L Welsh	J McGuinness	R Poppleton
M Hartley	B Warden	R W Barrot
M Atkinson	G D Nash	V W Butterworth
C Hawker	A Clark	I J Kendall
M F Jones	C Riley	J W Binks
S Melton	R Tedder	B Hodgson
G Sandles	L Spiers	R Quinton
G Carver	D Hinds	D Arthur
H Williams	T Firth	D Denton
P Johnson	B Kilby	J Spencer
R Hutchins	B R Hughes	D Voyce
J Gray	J Detchon	E G Brown
T Mansfield	R A Blackshaw	J A Dobbelaar

Apologies for absence:

R Collins	A Davies	K Barby
N Appleton	B Barnes	A Stringer
P Ashe	B Gleaves	M D Rees
D F C Thomas	R A Brind	F Agutter
T Cruttenden	D Fisher	J Knowles
M Robinson	D Woodman	B Breeze
G Whitson	T C Butler	M C Barron

THE CHAIRMAN'S REPORT



Whilst the conception of 'a body amalgam' was not of 1979/80 the year nonetheless has seen an enormous amount of energy and effort by all bodies concerned in striving to achieve what it is hoped will be an acceptable solution to all parties. A strict timetable has been set but with the good will shown to date. I am sure, the labours will bring forth rewards acceptable not only to our own membership but to our colleagues in similar organisations.

There has also been much discussion on Poster Advertising in which it was finally felt to be more appropriate for ARM not to be directly involved thus allowing the leisure centre to make its own arrangements with Leisure Sports Advertising. The Association however was privileged to work with London and Provincial Posters Group Ltd. and to be guided by S.A. & S. Marketing Ltd.

Sunderland and in particular Crowtree provided an enjoyable highlight in which the Association can take a great deal of credit for assembling such an eminent body of speakers for its Autumn Seminar. In addition we were indebted to Denis Hinds for hosting us so admirably.

A conversation has now been established as a result of the aforementioned Seminar with the Henley Centre for Forecasting who have spoken jointly to representatives of several recreation management bodies under our Chairmanship. We can look forward to the fostering of this particular contact.

Our Membership was again to the fore in the Sports Centre of the Year Award and whilst our member Tom Clitherow must rightfully be congratulated on his and his centres achievement it is worth reflecting on the number of our members who annually participate and gain much from such involvement. The Sports Council and the British Institute of Management, must also be thanked for their continuing support.

Communication from our new offices just outside Cambridge has kept apace of our development with a continuing interest by prospective employees for our appointments service and an encouraging reaction from companies now wishing to use the mailing service to pass on their literature. However to Gerry Carver we must extend a special thanks for his consistently high production of ARM News which helps bridge the formal with informal news to all members.

Sponsorship by companies for both national and regional meetings has given rise to several problems not least being the moral issue itself. The Executive Council has now drawn up guidelines which will be beneficial to all yet still allow the sponsor value for money.

'Yates' has not yet produced its final report whilst a sister working party has been established under Professor L. Gunn to view similar problems of management in Scotland. Members north of the border have been advised that a report is expected shortly and it is even hinted that this may be in advance of 'Yates'.

Applications for membership were received steadily and for a trial period, the Eastern Region are kindly co-operating in a pilot study in which applications from that region will be vetted locally before the Sub-Committee on Membership considers each application. The scheme is still in its infancy and it is thus too early to indicate its usefulness.

Whilst I have not been able to visit as many regions as I would have wished during my term of office, everywhere I have gone I have been impressed with the professionalism of our members and the sincerity with which they give service to an ever demanding public and to expectant employers. With such an attitude of mind and spirit the public will continue to receive an excellent service from members. This is highly encouraging in a society which appears prepared to accept lower standards.

In conclusion, I am indebted to all members of the Executive Committee but feel that special mention must be made to one or two. As Vice-Chairman, throughout my term of office, Alec Collins has been a constant source of help and guidance particularly in the delicate poster discussion. He is going to be an admirable Chairman.

Dennis Woodman has worked beyond the call of duty on amalgamation affairs and spent many hours in discussions as well as overseeing our own financial affairs.

John Turner, who in the course of the year moved office twice, became a father and yet still was able to provide a high quality service which is now the hallmark of ARM.

Lastly, but not insignificantly to Mike Halpin, who retires from his position as Honorary Secretary after 4 years. Pressures are such that regrettably Mike has asked to be relieved of his position. His enthusiasm and devotion to duty will be missed.

To those and the other members of the Executive Committee the Association owe a debt of gratitude.

John A. Douglas,
Chairman.

NATIONAL EXECUTIVE REPORT

INCORPORATING THE HON. SECRETARY'S REPORT



During the last twelve months the Executive has met on five occasions. The following paragraphs give a brief resume of the major areas which have come under discussion by the Executive Committee during this period.

1.0 Amalgamation

This item has been included on every agenda over the last twelve months. The Executive have been kept informed of the progress of the Steering Group and the five working parties and a resume of what has been agreed up to date is to be circulated to members shortly.

The Association is still working to achieve Amalgamation by early 1981. In the meantime to assist the transfer of existing members into the new Body the Executive has submitted a motion to the 1979 A.G.M. proposing a new level of membership — that of Fellow. This will then put us in a similar position to that of the more established bodies.

2.0 Membership

Following the highly successful membership drive 'Operation 1000' the total membership of the Association now stands at 970.

The Executive Committee, ever aware of maintaining membership standards, have set out this year to standardise applications from prospective members. This has been very successful and linked with the redesign of the Application Forms and a request for more detailed information it has led to a much smoother application process.

However, mindful of the role of the Regions, the Executive have agreed to a trial scheme with the Eastern region whereby any applications in that region are vetted first by a Regional Selection Committee. It is early days to comment on the success or otherwise of this operation.

3.0 Sponsorship Strategy

An excellent paper from John Knowles of the North West Region led to the Executive Committee producing a draft Sponsorship Strategy in February this year as well as Guidance Notes for Sponsorship of Regional Events. This was an overdue area for action and the Strategy has now given the Association a solid foundation for future sponsorship involvement at both National and Regional level.

4.0 Regional Branches

New regions have been established in the Yorkshire and Humberside and Southern regions over the last twelve months.

Regional finances have been considered by the Executive over the year and it was resolved in December 1979 that each region can continue to handle its own finances, with an Annual Audit conducted by the National Body.

5.0 Advertising in Leisure Centres

Without a doubt, this was the agenda item which received most attention over the year. What appeared to be excellent progress during the latter part of 1978 suddenly came to a grinding halt in May 1979 when the Executive expressed concern over the way some Regional Presentations were being conducted by the successful tenderers, Leisure Sports Advertising.

A revised proposal by L.S.A. was put to the September 1979 Executive and it was resolved that A.R.M. should withdraw allowing each authority and/or Centre to come to its own arrangement with advertising companies.

Discussions are still progressing to conclude outstanding matters with Leisure Sports Advertising.

6.0 Finance

The Executive has continued to receive excellent financial information from its Administration Headquarters which has enabled the Association's financial affairs to be monitored in an efficient and effective manner. The Report by the Honorary Treasurer will give a more detailed view of the year's financial progress.

7.0 Seminars

The success of the Sunderland Seminar can be attributed to some excellent long term planning by John Turner and Gerry Carver. The Executive were always able to make informed decisions with detailed papers being presented at meetings, illustrating the progress A.R.M. has made in conducting its affairs over the last ten years.

8.0 A.R.M. News

The Executive have been able to agree to new schemes to raise income to offset the costs of printing the Newsletter and our Honorary Editor, Gerry Carver was unanimously offered an Honorarium for his excellent services to date.

This publication is without a doubt the Association's most successful vehicle for promoting its professional attitudes in the Recreation Management world.

9.0 Other matters

The Executive gave its attention to other less important matters over the last year:

a. Sports Centre of the Year Award.

The ARM continues to support this excellent scheme.

b. British Olympic Association

Closer links with this body are being explored at the present time.

c. Facilities Survey

The Executive was delighted to give its blessing to a comprehensive survey of facilities/finishes in Recreation Centres by one of its London and South East members, Dennis Allard.

d. Region of the Year

The first award went to the East Midlands for its excellent contribution towards the membership drive "Operation 1000".

e. Conditions of Service

Owing to pressures of work, past Chairman Ken Harlow was not able to pursue this matter in detail. This item has now been temporarily shelved by the Executive.

Michael J. Halpin
Honorary Secretary

HON. TREASURER'S REPORT



1979 was a year of continuing inflation which inevitably affected every sphere of our operations. In particular some areas of income were lower than expected —subscriptions, exhibition profit, publications profit and advertising in ARM News. Nevertheless, had we approached the year in a mood of pessimism we could have been less dynamic as an Association than members would have wished and been entitled to. In addition, we have always approached our trusteeship, on behalf of members, on the premise that high standards are essential in all matters with which we deal and these often cost money.

It has therefore been our policy to closely follow our financial resources throughout the year in order to ensure that the trends in income have shown a reasonable expectation of covering our projected expenditures. In the event this has proved to be wholly satisfactory. The Appointment Service, initiated as a service to our members, as well as a revenue earner, has proved to be of considerable value to members, employers and the Association. This has been due as much to John Turner's watchful care in following up all profitable leads as well as to its intrinsic value.

The generous contribution of £1,000 for the Racquets Championships is a welcome donation which can be invested for future income. Our present investments are held in gilts, Local Authority bonds, Forward Trust and on bank deposit. This gives a spread across the money market which ensures availability within the periods of call we require. Obviously as interest rates have soared, our investment income on short call funds has improved.

Our expenses on paid administration show a remarkably low gearing against other costs of executive committee and regional meetings. The Association is greatly indebted particularly to the Executive Committees of the branches who exercise such ingenuity and commitment in providing excellent programmes, often with sponsored support, at low relative cost to the Association's general funds. If branches were wholly self-supporting it would, of course, be even better.

The money and time investment we have made in poster advertising in centres has not reached the conclusion we originally wished for but expenses should be met. The other seed corn we are sowing in talks on amalgamation should be well repaid within the foreseeable future.

I took this first term of office as Honorary Treasurer with extreme reluctance. I was concerned that daily detailed work would be necessary. In the event I have found that owing to Mike Halpin's excellent procedures and systems the Honorary Treasurer's function can be simply administered. The Association owes him a very great debt of gratitude for this and for the time and thought he has given the Association on other matters; as it does also to John Turner. John unfailingly provides what we require when we require it and always acts in the best interests of the Association. I commend them and the 1979 Annual Accounts to the Annual General Meeting.

DENNIS WOODMAN
HONORARY TREASURER

Regional Reports

EAST MIDLANDS

The East Midlands Region has operated from a base of strength, built upon membership in an area where leisure developments have been both prolific in number and often original in concept from the very early days of the profession's emergence.

Whilst aiming primarily to achieve an established regional association the ultimate object has always been to underwrite the parent body through broad based subject matter at regional level.

The past year has moved in this direction perhaps more clearly than ever with the strengthening of membership and a diversity of papers from speakers of national standing in their respective fields.

Included have been Countryside and Tourism, Sponsorship and the Media of Television, financing the now vital element of Sporting Excellence and concluding with the Olympics 80 in focus. Attended by over 120 delegates with more than 50% of whom were non-members, ARM was brought to the public's awareness through regional newspapers and radio coverage. We have again moved forward with purpose.

LONDON AND SOUTH EAST

The previous year has, in London & South East Region, been one of a continuing widening of horizons and, through an imaginative programme, fostered the views that Recreation is "all things to all men". Regional meetings have included visits to a farm providing an insight and understanding of country life to city dwellers; examination of dockland redevelopment schemes to improve the quality of life in deprived areas and discovering the meaning of community theatre.

Members have attended a series of seminars on the theme of employment legislation, entertainments and the thorny subject of VAT. The regional executive have obtained sponsors for each meeting without whose help the meetings would not have been so attractive and, combined with a lively social atmosphere, a sense of the worthwhile and the pursuits of standards we believe London & South East's a good place to be."

WALES

The Wales Region has always found it difficult to come to terms with its geographical problems and this year only one meeting has been held at the St Pierre Golf and Country Club in Chepstow. This was fully reported in the Newsletter. Long serving secretary Geof Wilson has resigned through pressure of work. The Welsh members are indeed grateful for his efforts in keeping the Regional structure together in spite of difficulties experienced over the last three years.

NORTH WEST

1980 saw considerable progress in the North West. Membership and meeting attendances have grown considerably and a sound financial base has been established by relating sponsorship income to attendance. A successful seminar with IBRM, IRM and IPRA indicated the strength of fraternal goodwill. The enthusiastic executive produced a varied programme including visits to an artificial ski slope, porous dri-play pitches, a university sportscentre, an indoor crown green bowling rink. Next year an arts centre and water park will feature along with other recreation facilities.

The over subscribed bar management seminars drew members from afar.

On a national front Alec Collins and John Knowles have been active at NEC. The future of ARM looks bright in the North West.

YORKSHIRE AND HUMBERSIDE

The Yorkshire and Humberside Region is one of the youngest and the Regional Executive very quickly realised that to generate interest and to further the standard of recreation management it was necessary to set the following target...

Four regional meetings per year each regional meeting to have stimulating content and to be of no cost to the persons attending. (Sponsors would be found).

It was felt very strongly that because many members and other people had to pay self-expenses to attend then further charges (for meals etc) should be eliminated.

Results after 3 meetings 1979/80

Average attendance — 70

One weakness, however, has been realised is that very little time is being spent discussing actual ARM business and it is doubtful if the regional members are in touch with what is happening.

SOUTH WEST

This was probably the most successful year for the South West Region since its natural separation from the previously very unwieldy Wales/South West Region in 1976. Membership reached an all time high which from a Region where there was comparatively little new development of recreational provision was particularly encouraging.

Three seminars were planned during the year, the two most successful being the Spring meeting at Barnstaple Leisure Centre and the Autumn meeting at Broome Manor Golf Course. Both these seminars were very well supported due mainly to the very attractive and informative nature of the unique content which covered new ground for most members attending.

It was during the afternoon session at Barnstaple that the details of the Regional Executive's work on staff training was disclosed. Ashley Wirdnam, Personnel Officer of the South West Joint Provincial Council announced that through A.R.M. South West is initiative and guidance a new four day residential course had been established in the South West for the training of leisure centre staff. Course members attended from several regions and the agreed success has established the course as an annual event. South West Executive members Len Thomasson and Roger Perkins acted as course tutors and are to be congratulated on their achievements. The Executive is now working on a similar course for senior management staff in recreation.

Perhaps the highlight of 1979 for the South West was the knowledge that their offer to stage the 1980 National Seminar had been accepted. Various venues were vetted by the region and the organisers are delighted to announce that a very attractive venue indeed has received unanimous approval. Saunton Sands Hotel on the glorious North Devon coast is going to make the 1980 National Seminar something really special and members in the region urge everyone to make a supreme effort to ensure they attend this event.

NORTH AND SCOTLAND

The North and Scotland Region has the largest geographical area of all the regions of ARM and the development of a sense of unity and purpose has perhaps been more difficult than in other areas.

The Region has attempted over the past year to develop a programme of Seminars which are interesting, informative and relevant, as well as being socially attractive, and which will as far as possible cover the whole region. These have included a joint meeting with the Sports Centre Managers Discussion Group (North) on the development of ties between the Professional Football Club and the Community (Carlisle); Synthetic Surfaces for Sport (Edinburgh); a pleasant meeting with a miscellany of topics at the Wallace Monument in Stirling and the AGM at Strathclyde Park, Motherwell.

The Regional Committee has met on four occasions throughout the year and a programme has been mapped out for 1980-81.

The Region is looking forward to the possibility of amalgamation when the geographical factors will be minimised by a larger potential membership.

SOUTHERN

"The past year, our first as a Region, has shown an increasing interest and attendance at meetings by most of our members. During this time we have managed to spread regional meetings over the four corners of our area, thereby giving everyone the opportunity to attend, and it has been pleasing to see members from other regions at some of these meetings."

"As Chairman, I have had the backing of a strong, hard working and enthusiastic committee who, I am sure will — given the opportunity — carry on the good work."

"I, therefore wish the Association, and particularly the Southern Branch, much success for the future." Roy Clayden

EASTERN

The Region has been administered by an energetic and enthusiastic Executive which has met at regular intervals to conduct Regional business.

Design with Management in Mind

A very successful booklet for the New Manager with quite humorous illustrations. (Now published).

Health and Safety at Work

Progress on this has been slow, but it is hoped that the information gathered will be processed and published in time for the Seminar, November 1980.

Health and Safety within the Leisure Field — Seminar

Progress has been made with the one-day Seminar which is expected to take place at Luton in the early part of November, 1980.

Supervisors' Training

The Executive is examining the feasibility of a one-day Seminar for Supervisors, to be repeated in two or three venues in the Region and lectures staffed from local expertise.

Regional Meetings

The Eastern Region has had a variety of Regional Meetings, but regrettably one had to be cancelled through lack of support.

Membership

As at 7th March, 1980, membership is 125. Previous year — 102: an increase of 22%.

Association of Recreation Managers

Income & Expenditure Account for year ended 31 Dec 1979

1978 Income

£		£	£
7,017	Subscriptions		10,709
10,375	Appointment Service		16,753
768	Direct Mail		1,010
105	Advertising - ARM News		881
3,515	National Seminar		7,367
1,040	Annual Dinner		364
630	Publications		31
497	Investment Income		897
114	Sundries		226
<u>24,061</u>	Total Income		<u>38,238</u>

Expenditure

6,659	Secretariat — Wages, Commission	8,539	
916	Printing/Stationery	1,261	
1,460	Post/Telephone/Office	1,782	
	Other	<u>472</u>	12,054
4,323	Appointment Service		6,812
—	Advertising in Leisure Centres		1,948
1,434	ARM News		3,858
1,084	Annual Dinner		561
2,630	National Seminar		6,408
429	Other Printing		420
2,490	National Executive		3,442
299	Regional Expenses		873
546	Sundries		405
<u>22,805</u>	Total Expenditure		<u>36,781</u>
<u>1,256</u>	Excess of Income over Expenditure		<u>1,457</u>

Association of Recreation Managers

Balance Sheet as at 31st December 1979

1978

£

£

Accumulated Fund

6,891	Balance as at 1st January 1979
1,256	plus excess of income over expenditure
8,147	

8,147
1,457

9,604

Regional Funds Barwell Sponsorship

8,147

995

1,000

11,599

Represented by: Fixed Assets

173	Office Equipment
1,403	plus purchased during year
1,576	
167	Less depreciation during year
1,409	

1,409
—

1,409
167

1,242

Investments

1,521	13¼ % Treasury Stock
2,000	11½ % Preston Bond
2,538	Forward Trust
6,059	

1,521
2,000
2,834

6,355

Current Assets

14	Stock of Ties at cost
3,181	Debtors
7060	O/D Cash - at bank
—	in hand
—	in regions
2,489	
1,810	Less Creditors
679	
8,147	

77
8,517
356 O/D
—
995
9,233
5,231

4,002

11,599

Note: Advertising in Leisure Centres

The accounts for 1979 exclude an expenditure contingency of £1,650 for professional fees incurred but not yet invoiced. During 1980 it is likely that £5,000 will be received to reimburse the Association of all expenses incurred on this project; this sum is also excluded from the accounts.

AUDIT REPORT

In my opinion the accounts show a true and fair view of the income and expenditure for the year ended 31st December 1979 and of the state of affairs as shown in the balance sheet as at that date.

K.N. Barnes I.P.F.A.
21st April 1980.

10 years on — Facts and Figures

The Association's ten year history has witnessed continuous development in many areas. We illustrate below some examples of the growth that has been achieved.

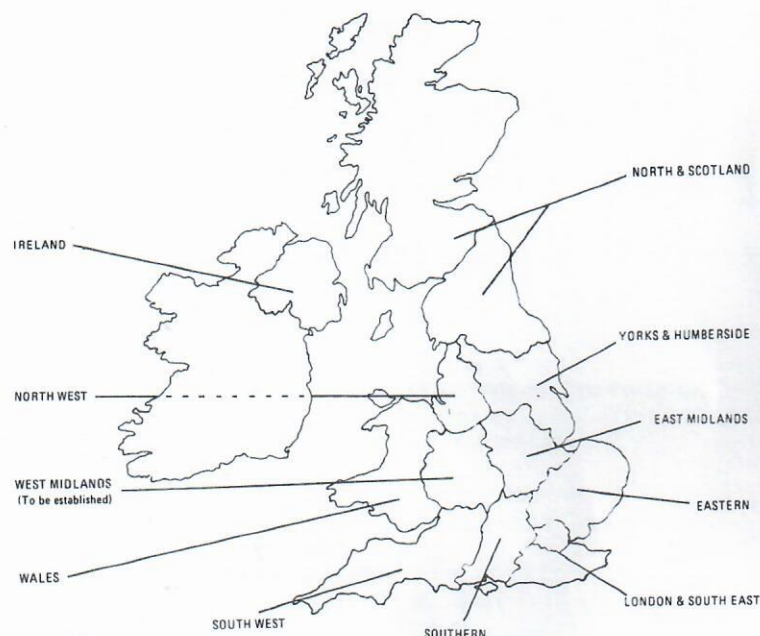
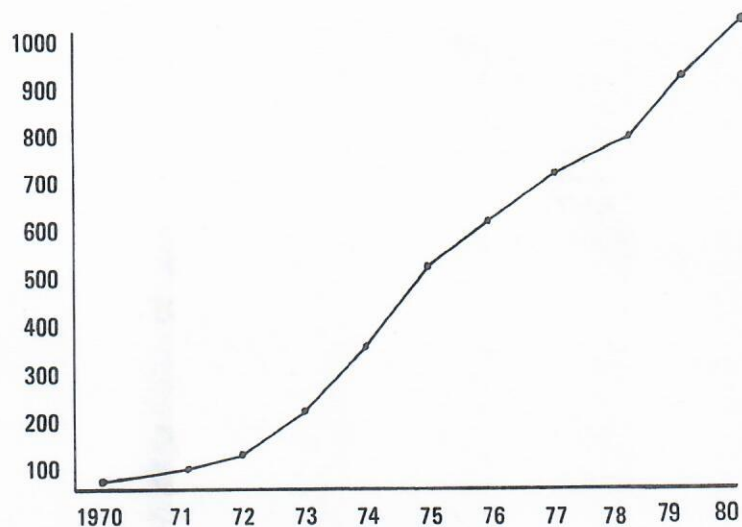
1,000 members in 10 years

Whilst the Association has strived to develop its membership to ensure a sound financial structure, the criteria for membership has never been debased.

1,000 members in ten years reflects the increasing number of recreation managers as well as the demand for the services the A.R.M. provides.

Today, membership is multi-disciplined comprising Directors and Deputy Directors of local authority Leisure Departments, Recreation Officers, Baths Managers and Leisure Centre Management.

MEMBERSHIP GROWTH



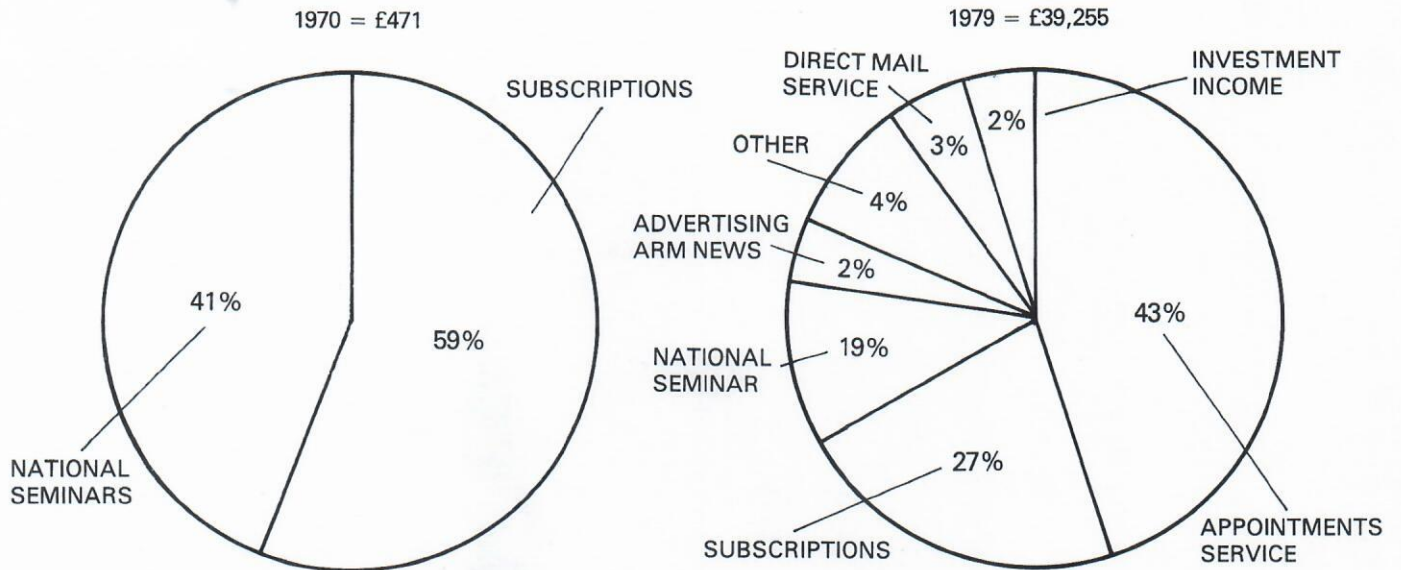
A.R.M. Regions

The backbone of the Association is the number of active regional branches. These provide regular meetings on topics of common interest and enable the practising recreation manager to exchange views and discuss problems with fellow managers.

The 1979 True Cost of Servicing an A.R.M. Member

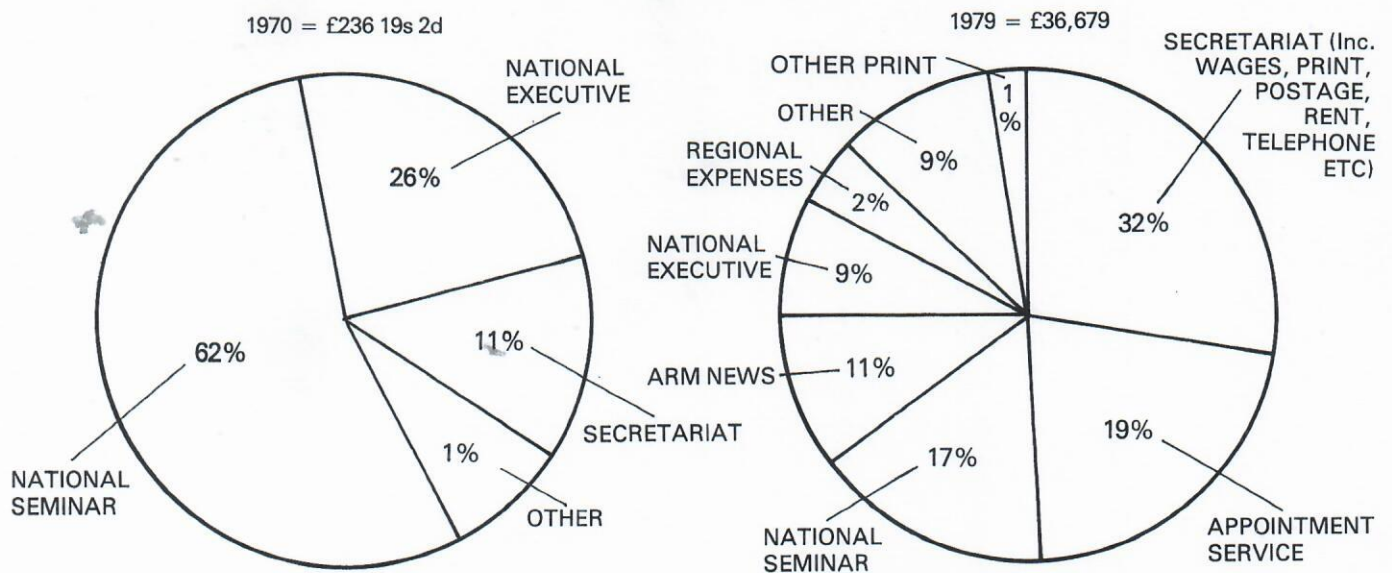
Secretariat	12.85
Appointment Service	7.54
A.R.M. News	4.17
National Seminar	6.92
National Executive	3.72
Regional Expenses	0.94
Other Print	0.45
Other costs	3.03
Total costs	£39.62
Income per member	£42.43

Income



1980 will see the further development of advertising revenue for A.R.M. News and the expansion of the Direct Mail Service to lessen the dependence upon the Appointments Service.

Expenditure



In spite of ten established regional branches throughout the U.K. the cost to the Association is minimal due to the active "self supporting" policy adopted by most regions.



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OFFICERS 1979/1980



*The Hon Secretary:
M. Halpin*



*The Hon Treasurer:
D. Woodman*



*Editor, Newsletter:
G. Carver*



*The Chairman:
I. Douglas*



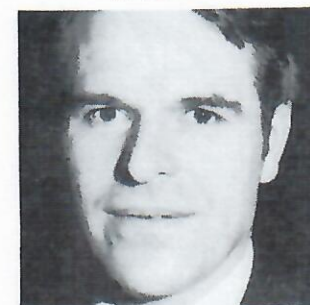
*The Past Chairman:
K. Harlow*



*ARM Administrator:
J. Turner*



*The Vice Chairman:
A. Collins*



*Committee Member:
R. Quinton*



*Committee Member:
W. Breeze*



*Committee Member:
B. Kilby*

Offices:

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