

Introducing ILAM

The Institute of Leisure and Amenity Management (ILAM) is the professional body for leisure professionals. ILAM represents every aspect of leisure, cultural and recreation management and is committed to the improvement of management standards.

The growing importance of leisure pursuits to the quality of life demands that financial, human, physical and other resources are managed in the most effective, productive and beneficial way. ILAM, the major body involved in the pursuit of these objectives, plays a key role in the development of leisure management, through education, research, information, debate and discussion with government and national agencies.

The Institute is the major voice and key player in the profession of leisure management and operates a voluntary regional network throughout England, Ireland, Scotland and Wales. The Institute is a registered charity and is directed by a democratically elected National Council drawn from the membership led by an nationally elected President and internally elected Chair of Council. Day-to-day management and administration is devolved to an appointed Chief Executive, Andy Worthington supported by a strong management team.

Objectives

The Institute's main objective is to extend the knowledge and efficiency of those engaged in all aspects of leisure management. This objective is achieved through the organisation of conferences, seminars and training events, the dissemination of best practice information and the provision of educational schemes and programmes.

The Institute is active on three levels:

- Provision of professional information and education services
- Regional and national provision of events and opportunities for networking
- Representation of the leisure profession at a national level

Membership Profile

Members are drawn from the public, private, commercial and voluntary sectors in the UK and internationally and from all levels of the profession. Leisure resources

managed by ILAM members include the natural environment of countryside, lakes and beaches, as well as built facilities, such as museums, libraries, parks, swimming pools, sports, fitness and arts centres. ILAM's role is to support the professionals who manage these resources in order to improve the quality of life of all.

Definition of leisure

The term leisure is an ever changing concept that reflects current social and economic conditions and aspirations, adapting in response to consumer demand and expectations. A strength of ILAM is the collective knowledge and experience of the membership which is drawn from a wide range of disciplines. The Institute endeavours to embrace the ever changing, overall concept of leisure advocating the following as a reasonable definition of leisure:

"The identification and satisfaction of a community's needs for the purposeful use of leisure time, irrespective of whether the service is delivered directly or facilitated through a range of partnerships. It consists of services utilised during the time not required for paid employment, parenting, domestic life or public duties and is for the purpose of recreation and an improved quality of life."

Weekly Mailing Service

Members receive a range of services designed to advance their professional knowledge, expertise and awareness. Information relating to these is circulated to members in a weekly mailing that includes a publication devoted to **Leisure News and Jobs**.

Professional Development

The Institute has a Professional Development Board, that reports directly to the National Council and addresses issues relating to the Professional Qualification Scheme (PQS) and other aspects of Professional Development.

The PQS is a professional qualification for leisure managers, that is recognised as an acknowledgement of their understanding, knowledge and managerial abilities in the generic aspects of leisure management. The scheme is



ILAM
Institute of Leisure and Amenity Management

FACT SHEET SERIES

The following fact sheets have been published by the Information Centre at ILAM. They form part of a developing series, which will provide information on topics of interest to leisure managers.

For replacement or additional copies please send an A4 stamped addressed envelope for each request of up to five Fact Sheets. Subscriptions to an updating service are available to non-members and others wishing to maintain the complete series for reference.

Current Fact Sheet Series

(A) Introduction

- A1** Introducing ILAM
- A2** A Guide to ILAM Networks – Parks, Places and Countryside Network
- A3** Introducing ILAM Services Ltd (ISL) Consultancy Practice –
Parks and Open Spaces
- A4** The Arts, Museums and Heritage
- A5** Children's Play Consultancy
- A6** Sport and Recreation Consultancy
- A7** A Guide to ILAM Specialist Networks
- A8** A Guide to ILAM Networks – Sports Services Network
- A9** Finding and using information in libraries and resources centres

(B) Fact sheets

- B1** A guide to the leisure industry – some key facts
- B2** Safe practice for swimming facilities
- B3** Disability and parks, open spaces and countryside
- B4** Example Leisure Facility Byelaws
- B5** Employment legislation: A guide to recent changes
- B6** Tourism support structure in Wales
- B7** Frequently asked questions
- B8** Pesticides legislation: guidance on EU 91/414/EEC
- B9** Membership software systems (replaces 01/7)
- B10** Exercise, health and fitness, therapies: Training and qualifications (replaces 99/3)
- B11** Management of asbestos: The control of asbestos at work regulations 2002
- B12** Monitoring performance within tourism destinations
- B13** Frequently asked questions (2)
- B14** Child Protection
- B15** Preparing a tourism strategy: guidelines for local authorities
- B16** What is Leisure?
- B17** Disability Discrimination Act (DDA)

(B) Fact sheets (cont.)

- B18** Tourism Policy and Scotland
- B19** Children's Participation
- B20** Database Issues: Data protection, and monitoring data (replaces 00/10)
- B21** Rights of Access – a guide to the Freedom of Information Act (FOIA) 2000
- B22** Frequently asked questions (3)

(C) Sources of information

- C1** Government departments and offices (updated in 2006)
- C2** Tourism organisations
- C3** Leisure companies (replaces 98/4)
- C4** Leisure recruitment agencies (replaces 98/5)
- C5** Amusement park equipment suppliers
- C6** Catering contractors
- C7** Heritage and museum organisations
- C8** Play organisations and associations (updated in 2006)
- C9** Information sources on the Internet (updated in 2006)
- C10** Grounds Maintenance Contractors (replaces 01/5)
- C11** Education and Training Websites

Lists of the previous ILAM Fact Sheets are available on the Internet at

<http://www.ilam.co.uk>

or on receipt of an A4 sae sent to the ILAM Information Centre

Up-dating service from 2006/07

The Fact Sheet series is issued as an annual subscription service. New subscribers will receive the binder with all current Fact Sheets up to date, and new or revised copies as they are issued. There will be a discount for annual renewals.

New subscription £25 (members), £30 (non-members)

Renewals £20 (members), £25 (non-members)

New subscribers will receive the binder and all Fact Sheets issued within the current series, and both subscribers and renewals will continue to receive all new Fact Sheets and updates for the duration of their subscription period. A complete list of all Fact Sheets which have been published is available on receipt of a stamped addressed envelope, and on the website at www.ilam.co.uk

Earlier Fact Sheet series and binders are available from the Information Centre. Fact Sheets from these series have been withdrawn pending revision, however they are still available within the Information Centre for reference only on receipt of an A4 sae.

For more information or to receive Factsheets contact:

Information Centre, ILAM House, Lower Basildon, Reading, RG8 9NE

Tel: 01491 874841 Fax: 01491 874801 E-mail: infocentre@ilam.co.uk

1999

- 99/1 The Regulation and Provision of Outdoor Adventure Activities for Children
- 99/2 Preparing a Tourist Strategy
- 99/3 Exercise, Health and Fitness Qualifications
- 99/4 Internet Sites of Leisure Interest (Now withdrawn and replaced by 01/6)
- 99/5 Funding for Sport Through Sportsmatch
- 99/6 Sport England Lottery Fund – the Two Fund Approach
- 99/7 Tourism and Resort Action Plans – Identifying a Methodology
- 99/8 The Sports Council for Wales Lottery Sports Fund – SPORTLOT
- 99/9 The Sports Council for Wales Strategy: Young People First
- 99/10 A Question of Sport: VAT Exemptions for Sports Clubs

1998

- 98/1 Health and Safety Regulations
- 98/2 Management Systems for Best Value
- 98/3 Legionellosis
- 98/4 Leisure Companies (Now withdrawn and replaced by C3)
- 98/5 Leisure Recruitment Agencies (Now withdrawn and replaced by C4)
- 98/6 Community Involvement in Parks
- 98/7 Child Protection in Sport
- 98/8 A Guide to the Leisure Industry – Some Key Facts (New edition produced 2002 – B1)
- 98/9 Best Value: Sources of Information (Now withdrawn and replaced by 01/1)
- 98/10 Sport and Leisure Management Contractors
- 98/11 Grounds Maintenance Contractors (Now withdrawn and replaced by 01/5)

A subscription to the current ILAM Fact Sheet series, including a binder and updating service, is available as follows:

2002/03 £35 (members) / £45 (non-members)

Complete sets of the previous ILAM Fact Sheet series, including a binder, are available as follows:

2000/01 £25.00 members/£30.00 non-members

The 1998/1999 Fact Sheet binder has been withdrawn, but individual Fact Sheets from this series are still available on receipt of an A4 sae.

Fact Sheets issued between 1992 and 1997 have all been withdrawn pending revision. Copies are available within the ILAM Information Centre for reference only.

For more information or to receive Factsheets contact:

Information Centre, ILAM House, Lower Basildon, Reading, RG8 9NE

Tel: 01491 874841 Fax: 01491 874801

E-mail: infocentre@ilam.co.uk Web: www.ilam.co.uk

Fact Sheet Series

The following fact sheets have been published by the Information Centre at ILAM. They form part of a developing series, which will provide information on topics of interest to leisure managers. All ILAM Fact Sheets are advertised in *Leisure News and Jobs* as they are produced.

For replacement or additional copies please send an A4 stamped addressed envelope for each request of up to five Fact Sheets. Subscriptions to an updating service are available to non-members and others wishing to maintain the complete series for reference.

2001

- 01/1 Best Value: Contacts and Sources of Information (Revision of 98/9)
- 01/2 Lottery Funding: Contacts and Resources
- 01/3 Introducing ILAM
- 01/4 Arts Therapies
- 01/5 Grounds Maintenance Contractors (Revision of 98/11)
- 01/6 Information Sources on the Internet (Revision of 99/4)
- 01/7 Membership Software System Suppliers
- 01/8 Funding Sources for Sport
- 01/9 Leisure Centre Safety for Under Fives

2000

- 00/1 A Better Buy: a Guide to Reviewing Fees and Charges for Local Authority Leisure Services
- 00/2 Manufacturers and Suppliers of Soft Play, Indoor Adventure Equipment and Related Services
- 00/3 Landfill Tax and the Environmental Bodies Credit Scheme
- 00/4 Selection of Architects for Stadia and Sports Buildings
- 00/5 Performance Indicators for Leisure and Cultural Services 2000/2001
- 00/6 Best Value Terminology
- 00/7 Free-Standing Goal Frames
- 00/8 Sunbeds
- 00/9 Open Space Terminology
- 00/10 Database Issues: Data Protection and Monitoring

MAKING A DIFFERENCE



Following his first year in post as ILAM chief executive, **Andy Worthington** reviews the past year's achievements and highlights the future challenges facing the Institute

ONE OF THE THINGS I was aware of when I arrived was the perception, rightly or wrongly, that ILAM was ploughing something of a lone furrow. The industry is fragmented and there is a need to strengthen our collective voice, raise our profile and work more collaboratively with partner organisations. We have worked hard to achieve a more joined-up approach with a number of key organisations.

Most significant perhaps is the agreement we have reached with the Chief Cultural and Leisure Officers Association (CLOA). This involves a memorandum of understanding about how we can work together sharing resources and lobbying and responding to government and other national agencies on policy issues. We are jointly promoting a conference for June this year in association with the Department for Culture, Media and Culture (DCMS). In the coming weeks we will be broadening that collaboration to include among others the Office of the Deputy Prime Minister (ODPM) with whom we will be working closely to deliver on their agenda of revitalising urban parks and open space. Our intention is to remodel the annual conference to become the major national leisure event of the year.

We have also been successful in establishing effective links with the health and fitness sector through the Fitness Industry Association (FIA). We intend to look at ways we can provide more support to people on the Register of Exercise Professionals and provide opportunities for those who wish to pursue a broader leisure management career to become members of ILAM.

Several meetings have also taken place with representatives of the Leisure Management Contractors' Association (LMCA) to agree a closer relationship, involving reciprocal representation on networks and committees and dissemination of good practice through events and publications. We have also had initial discussions with SPORTA, representing the trust sector, who have agreed to endorse a forthcoming publication on the development and operation of trusts.

This is all about establishing a wider network of relationships and demonstrating that ILAM is seeking to reflect within its membership the diverse nature of provision within the industry beyond the traditional boundaries.

Clearly one of the key links we want to establish, and we are aware of this from the many comments from within our own membership, is with the Institute of Sport and Recreation Management (ISRM). We have had a number of meetings to look at ways we can work more effectively together and although progress has not been as fast as we might have hoped I have to say

We are delighted to have been included by the ODPM as one of the partners in the strategic alliance that will be guiding the work of CAGE Space, the newly established partnership charged with responding to the government's priorities on championing green space

that in recent months there appears to be a clear willingness on behalf of both organisations to work more closely together and we are currently engaged in discussions that might result in a whole new way of looking at our relationship.

In our discussions with DCMS officers and with the Secretary of State both have acknowledged the fragmented nature of the leisure business and are supportive of the need for a more joined up approach particularly in relation to more robust performance management measures and gathering evidence of the powerful role that leisure and cultural services can play in helping to deliver on the government's wider social agenda. Our work in the coming year with them will focus on this along with our colleagues in the other partner organisations.

ILAM is playing its role in influencing national policy in many other ways. It is represented on two major government-led task forces dealing with human resource development in the sport and recreation sector and the coaching delivery board, which is overseeing the practical implementation of the recommendations of the Coaching Task Force. We are delighted to have been included by the ODPM as one of the partners in the strategic alliance that will be guiding the work of CAGE Space, the newly established partnership charged with responding to the government's priorities on championing green space. We anticipate that this will have a massive impact on the quality of our parks and public open spaces in the years ahead and are fully committed to playing our part in ensuring that it is successful.

Looking at the organisation and its services to members, it has been an extremely important year for us in the professional development area. The new ILAM Professional Qualification Scheme is rapidly gathering momentum. We will be promoting it hard in the coming months along with some new programmes specifically designed for the needs of duty managers and leisure assistants. This is all in addition to the CPD and other training events which continue to be popular. We are in the process of taking on additional staff to support these initiatives and ensure that we can really provide what our members need.

Regional development has been a major focus for us also. It has been noticeable in recent years that there has been a reduction of activity within regions and we've taken a look at how we can improve our service to the regions and assist them to become more effective in backing members out there. We held a two-day seminar with the regional reps at ILAM House and agreed an agenda as to how HQ can be much more responsive and more supportive. This will involve identifying people here who will act in a liaison role with the regions, helping them promote the Institute more effectively at the local level and supporting membership recruitment. We will be looking to co-ordinate the national and regional events programme to avoid duplication and to play to each other's strengths. The regions will be at the heart of a new drive to promote membership in the new year following a review recently of our existing marketing activity.

This year marks the twentieth anniversary of the amalgamation of the predecessor bodies which was the formation of ILAM. We are looking to do one or two special things to recognise that. Far more important though is that we mark it by recognising the way the industry has changed. ILAM has to change in order to respond to that and meet those requirements. It already has in many ways with the introduction of the new cabinet and council system which will enable us to respond to the changing scene around us far more quickly and to make decisions more effectively. We have replaced the old panels with specialist networks of advisers on each of our key topic areas. These are now up and running and will rely far more on communication through the new technology available to us with a radically improved computer system in place. This will also enable us to improve the website, to make it more interactive for members and to promote our services more effectively to non-members.

Underpinning all this will be an improved performance management process for the organisation itself as we introduce a new business plan and move towards accreditation for Investors in People. We have come through a difficult period but I believe we have the opportunity now to establish a stable base from which we can face the continuing challenges with a fair degree of optimism. The future is bright (if not orange).



ILAM helps you extend
and build upon your
management skills

- professional qualification scheme
- over 100 training courses, seminars and conferences attended by over 2,200 delegates
- technical training courses, eg pool plant operation, safety management
- launch of ILAM duty manager and ILAM leisure assistant award

15 years supporting the Institute and the industry

Many members and organisations used to working with ILAM will not be aware of the range of services provided by the Institute's subsidiary company ILAM Services Ltd. *James Emmett*, ISL head of business development, explains what the company does for ILAM and what it could do for you

In 2004 it will be the fifteenth anniversary of ILAM Services. Since 1989 the company has achieved a great deal both as the commercial subsidiary of ILAM and as a supplier of events management, consultancy and sales-related services to the leisure industry.

what we have achieved. The company's portfolio of services across the three main business strands is extensive. The company not only manages ILAM's events programme but we also work with external clients and in 2003 the Royal Institute of British Architects, the Highways Agency and the Sports Council of Wales were just three organisations included in our client list for event management services.

In terms of sales, the company sells all the display advertising space for the ILAM magazines, the jobs service and exhibition space at ILAM's main conferences and seminars. The sales team also generates sponsorship opportunities to assist the Institute's commercial members and also non-members to promote their services and activities to the leisure industry through comprehensive marketing packages.

With regard to consultancy, ILAM Services undertakes over one hundred contracts a year, providing services that range from playground inspections and mystery shopper visits to non-user surveys and interim management. Working with clients such as Greenwich Leisure Ltd, the Spirit Group, SPI Play Europe and numerous local authorities has meant that we have worked with our member consultants on a wide range of projects across all leisure disciplines.

So what will the next fifteen years bring? As it has done during the last fifteen years, ILAM Services will continue to respond to the changing needs of the leisure industry by introducing new services, providing new event programmes, establishing new consultancy products and expanding on the services that we currently deliver.



Members of the ILAM Services Board meet ILAM Chief Executive Andy Worthington

For further information about ILAM Services and to explore the range of services available visit: www.ilamservices.co.uk
Alternatively contact either Sue Stayte, Managing Director or James Emmett, Head of Business Development and Consultancy on 01491 874800 or e-mail: suestayte@ilam.co.uk or jamesemmett@ilam.co.uk

Looking back over the last fifteen years, there have been a number of major achievements, including the delivery of over 2,000 training courses, seminars, conferences, exhibitions, festivals and fairs on behalf of ILAM and our many external clients (during 2003 alone over 2,500 members and non-members have attended ILAM events and seminars, all managed by ILAM Services). We have advertised approximately 10,000 leisure jobs to members and subscribers and provided consultancy services to over 500 local authorities and private sector clients.

These figures are just a fraction of



Over the next twelve months ILAM Services will introduce to the industry the ILAM Healthy Leisure Award and the ILAM Innovation in Leisure Award. The Institute's events programme will see the introduction of new training courses and seminars, such as disability awareness training and a 'risky sports' seminar. The sales team will continue to support the Institute's magazines, exhibitions and other commercial activities while exploring new opportunities with regard to sponsorship packages. The consultancy practice will introduce new services and provide further opportunities for members

of ILAM to undertake paid consultancy work.

ILAM Services' main purpose is to support the needs of ILAM's members and, by doing this, the company is supporting the needs of the leisure industry. Fifteen years ago ILAM Services was unique because of its wide range of services. ILAM Services will continue to offer a unique service to its clients over the next fifteen years.

- To discuss any element of the work of ISL, call James Emmett on 01491 874851 or e-mail jamesemmett@ilam.co.uk

ILAM can help you to advance your career

- access PQS through duty manager and leisure assistant awards
- training courses aimed at all levels of the leisure industry
- weekly job vacancy service
- continuing professional development
- local and national networks and support

Professional developments

- The Professional Development Strategy was approved by the ILAM Council in November 2003. The strategy is now being delivered by ILAM Professional Development. For copies of the strategy see www.ilam.co.uk/prof-dev.asp, call 01491 874831 or e-mail profdev@ilam.co.uk



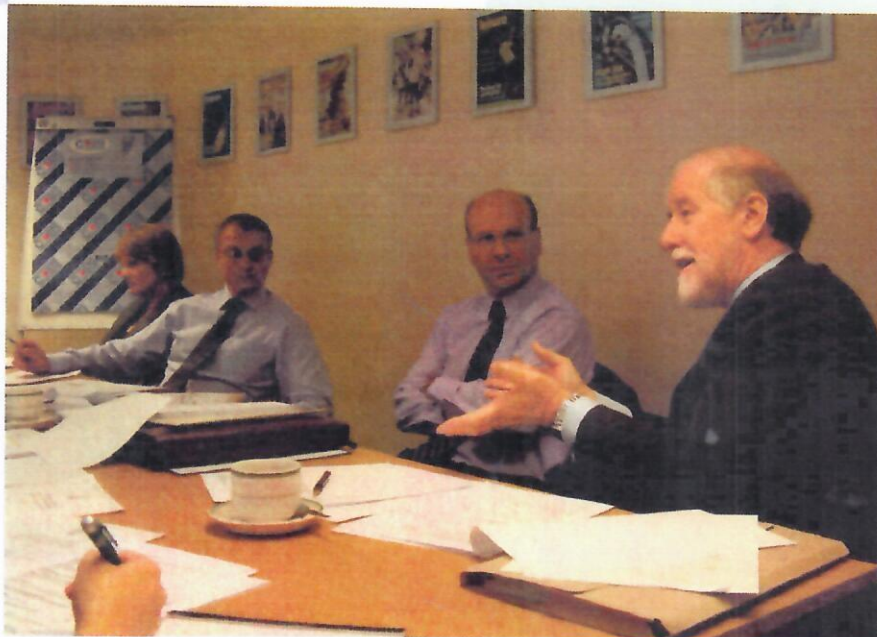
- The ILAM Education and Training Seminar for 2004, to be held in association with Manchester Metropolitan University and the Learning and Teaching Support Network, will take place on the 4 November 2004 at Manchester Metropolitan University. The seminar will be titled 'From PDP to CPD'.

Further details about the event will follow.

ILAM Professional Development:
Tel: 01491 874830
Fax: 01491 874801
E-mail: profdev@ilam.co.uk
Web: www.ilam.co.uk

Below and left: the ILAM Professional Development Board at work

- During 2004, ILAM Professional Development will also be launching the 'Best Dissertation Award'. Universities that offer leisure-related courses can enter what they consider to be their best dissertation by a student. The prize will consist of £100 plus a year's free membership to ILAM at the appropriate level. For further details of the award, please contact Professional Development at ILAM.
- Contact ILAM Professional Development for details of the Professional Qualification Scheme, the Duty Manager Award and Leisure Assistant Award.



Developing the PROFESSION

The remit of ILAM Professional Development reaches across all areas of the Institute's work and provides one of the most valued membership services, developing the leisure managers of today and future industry leaders

THE GOOD NEWS about professional development is that by reading this article you are already well on your way to significant career development. That is the message from ILAM Professional Development, working within ILAM House to ensure that leisure managers get all the help they need to develop their skills.

According to Heather Lamb, head of ILAM professional development, the key facet of ILAM's role in developing its members is in encouraging them to keep updated and informed of what is happening in the industry.

"We work hard to ensure that members can not only access professional qualifications but, through the many supporting services, can take control of their own continuing professional development, keeping themselves updated and informed. That is the key," she said. "It is up to individuals to take control of their own learning; employers aren't going to do it for you."

The strength of continuing professional development (CPD), which is embedded within ILAM's CPD scheme, is that it essentially recognises work that most professionals are already doing as part of their day-to-day jobs.

"If you started keeping a diary today of all the things that you have done in the day, who you have talked to, what magazines you have read, you will actually be quite impressed and quite amazed at what you are doing on a daily basis," said

Heather. "Because we recognise the importance of continuing professional development, because we know it doesn't just involve taking qualifications and training, the scheme that we have at the moment gives people credit for everything that they do." Reason enough to keep on reading.

ILAM's work within the field of professional development has developed to meet changes within the industry which have seen both budget and time restrictions affecting the development activity that leisure managers can undertake. These restrictions have driven the need for ILAM to ensure that the training, qualifications and CPD scheme that it offers are as up-to-date and relevant as possible.

"As the professional body for the leisure industry we recognised a long time ago the importance of a skilled and well-trained workforce," explained Heather. "We have worked tirelessly with both HE and FE and with the government agencies and also with other bodies like SPRITO to make sure that we are as up to date as possible."

A long-running service offered by ILAM to leisure managers is the Professional Qualification Scheme (PQS), the core of ILAM's professional development package. The need to ensure the scheme's relevance led to an overhaul of the top three levels of the scheme, which were relaunched last year.

"The PQS is a generic management

qualification and we have to make sure it is as updated and relevant to those working in industry as it possibly can," said Heather. "It is an ongoing scheme and we will carry on working in tandem with changes in the industry, keep watching the scheme and updating it to take account of that."

As with ILAM's continuing professional development scheme, the aim with the PQS is to ensure its relevance and accessibility for all levels and sectors of the industry. The scheme is offered at five different levels and each has pre-entry levels. All candidates applying for the scheme are independently assessed to determine which level of the scheme they may access.

"Regardless of where you are working in the industry, whether you have qualifications or you don't, there is a level of the qualification scheme that you can fit into, that you will be welcome into," Heather stressed. "One of the key things about the PQS is the emphasis on there being a level for everyone, regardless of what you are doing."

As well as the more formal approach of the qualification scheme, other courses run by ILAM to complement its CPD scheme include technical training on pool plant operation and health and safety management, training courses on subjects such as play inspections, bar management and preparing arts strategies and a new range of occupational qualifications for duty managers and



leisure assistants which are due for launch shortly. Reacting to the needs of members and other leisure managers is key to success of this wide-ranging training programme and ILAM continues to develop its range of titles as the industry develops.

At the end of the day the success of ILAM professional development, and its vital role within the Institute, can only be measured by its ability to stay ahead of the game and to continue to develop along with the leisure industry it is serving. Developing skilled and effective leisure professionals is a key aim of the Institute and a cornerstone of its existence. Through effective development work, and the continuing development of its membership, ILAM can continue to grow and better serve its members and wider industry.

"We recognise that everything you can do to develop professionally is important," concluded Heather. "You have got to use every opportunity to build and therefore become a more rounded person. At the end of the day, as well as the sense of achievement, it gives you more confidence in your own ability. That 'can do' attitude is something that is so valuable to an employer because if you have got a confident workforce, people that are confident in their own ability, you can stretch further and build for the future."

Professional Development

• ILAM Professional Qualification Scheme

- Available at five levels with pre-entry requirements depending on qualifications and experience
- Candidates taking the First Award and Certificate in Leisure Operations levels are required to submit work-based projects
- Higher levels are modular and assessment is based on a combination of project work, examinations and exemptions through accreditation of prior learning and recognition of prior experience

• Technical Training

- Certificate in Technical Operations (Pool Plant Operators)
This two-day course aims to cover the correct operation and maintenance of pool plant, from design to routine maintenance and is delivered for ILAM by a number of specialist trainers
- Managing Safety in Leisure
This course provides delegates with a clear framework within which to understand and implement their legal responsibilities. The course covers the legal, Health and Safety at Work act, management regulations, COSHH, PPE, safety signs, display screen equipment, manual handling, fire precautions, accident reporting, RIDDOR and accident investigation
- National Aquatic Rescue Standards (NARS)
NARS is a group of qualifications designed to provide life saving, lifeguarding and first aid skills for professionals working in swimming pools and on the beach, developed in association with the Swimming Teachers Association and the Surf Life Saving Association of GB. Contact the STA on 01922 645097 or visit www.sta.co.uk for details

• Continuing Professional Development scheme

- Participants on the ILAM CPD scheme are awarded points for updating their skills and experience, ranging from reading magazine articles to undertaking leisure-specific degree courses
- Members attaining the specified number of points in each year will be awarded a CPD certificate and will qualify for a £15 discount on their next year's membership subscription

Coming soon: Occupational Qualifications – Duty Manager's Award and Leisure Assistant's Award



To discuss any aspect of ILAM Professional Development, contact Heather Lamb at ILAM House on 01491 874830 or e-mail heatherlamb@ilam.co.uk.

The Last Word

Carolyn Thackrah offers some personal thoughts on ILAM and the development of ISPAL and what this might mean for the leisure sector.

THERE COMES A time when preparing any article when you have to spend a certain amount of time staring at a blank page. It is that moment when all outcomes are possible and there is arguably the most potential in whatever you are writing.

This moment, with the winding down of ILAM and the creation of ISPAL, feels a bit like that. While there is a certain amount of apprehension in the feeling of work still to be done and approaching deadlines, the freedom of starting out with a blank sheet of paper and creating a new

issue, I have been impressed and entertained by the submissions from people who have been involved in ILAM and, in particular, the Leisure Manager for many years. There is a tendency, through involvement with the creation of something new, to forget the foundation on which ISPAL will be based, that is the good work of ILAM over more than twenty years and, more recently, that of the National Association for Sports Development. Correspondents in this issue highlight the many strengths of ILAM and many, many facets of the work

balancing the need for specialised support with the desire to bring sectors together to lobby more effectively and benefit from each other's best practice. Arguably, this is not a task in which ILAM has always succeeded. I do feel, however, that ISPAL needs to continue to work at getting this balance right and that this will give it the membership support and development it needs to grow in the future. While there will always be small, narrowly-focused organisations specialising in different areas of the industry, the wider sector deserves the support and

One of the major strengths of ILAM has always been its inclusive approach to all sectors of the industry

organisation from scratch offers such an opportunity that these are very exciting times to be working in this sector.

The last year seems to have flown past and yet some will say that the progress over the last few months has been almost painfully slow. I share some of the frustrations that have been voiced over the delays getting your new institute fit for purpose and ready for business. However, it is difficult to argue with those driving the process that, in light of the risks inherent in a new venture, it is absolutely imperative that we get this right. The industry has waited a long time for a more coherent and representative body to represent the whole sector and drive forward improvement and development: in this context, what cost a few months while the technicalities are put into place?

Putting together the editorial for this

undertaken by the Institute to raise standards and profile within the leisure industry.

A key issue for ISPAL is to successfully balance the need for a new approach, new culture and new focus for its work with the best initiatives that ILAM and NASD can offer. Certainly we are at a stage where the sector needs innovation and fresh thinking to make sure that its impacts and outcomes are better recognised nationally, regionally and locally. However, carrying forward some of the best practice of both organisations will give ISPAL the strength and capacity to deliver its potential.

One of the major strengths of ILAM has always been its inclusive approach to all sectors of the industry. There are some who have argued that this can also be a weakness, a jack of all trades and master of none, and it is certainly no easy task

lobbying power that it can only get in a wide-ranging body that is inclusive to all regardless of sector or industry type.

As deadlines approach, more of the paper will inevitably get filled and more details will become apparent. With ISPAL in its embryonic stage, this is a good time to be an enthusiastic supporter and get in on the ground floor of its development. My belief is that the new organisation has enormous potential as long as it gets a few basic concepts right: all functions of the new body must be driven by the needs of its members and the wider leisure sector; the core aims and objectives of the work of ISPAL need to be rooted in the development of skills for people working in leisure; and a modern, innovative culture must be cultivated to match the vibrancy and enthusiasm of those working in the sector.