

RESOURCES PROBLEM

A ONE-DAY joint seminar and exhibition was organized by three of the professional recreational associations—ARM, IBM and IME—in Blackpool on February 27.

At the seminar Harry Hitchcock, Director of Leisure and Recreation for Stockport, addressed delegates on the subject of Financial Management. Harry set the tone of his presentation by stating that the local authorities only operated a moderate sized concession in the leisure sector. The problems of local authorities were not problems of money but problems of resources. To illustrate this point he identified important aspects of recreation management—marketing, presentation, communication, public relations and applied leisure psychology. If local authority recreation management organized its resources and achieved success in the areas which he had identified we would increase the popularity with the public in due course leads to popularity with the politicians. It was in this respect that Harry felt that so far local authority recreation management had not been very successful. While there were many good examples he felt that over-all there increase the popularity of leisure and recreational services with the public. Inevitably popularity with the public in due course leads to popularity with the politicians. It was in this respect that Harry felt that so far local authority recreation management had not been very successful. While there were many good examples he felt that over-all there was a lack of organization and enterprise to make the best use of available resources, whether they be disused railways, warehouses, derelict fields or new facilities.

Harry identified what he felt should be our main objective—to stabilize the way we finance leisure services. It would be better to defer, he said, some schemes if the inevitable maintenance costs involved were to be prohibitive. He did not share the view of some that local authorities should build facilities and then pass them onto the commercial sector to operate. He saw a loss of public control as a danger. If we deliver the services the public want and market them properly we will get the public response to continue the finance and provide further resources.

around the regions

He questioned why leisure and recreation was often hit the hardest in any cut-backs and considered a low financial priority. High financial priority did not by any means always equate with necessity. What are we doing wrong that we don't get the resources when "rubbish" is being marketed successfully elsewhere. One of our problems he felt was that we had a users v payers situation when often these two categories were not the one and the same. This had led to many misplaced intentions regarding provisions.

CULTURAL SCENE

Referring to libraries and art galleries Harry said we forget that traditional facilities were indeed difficult to establish. He was concerned at the trend not to replace some of the older traditional facilities. We should look very carefully at what we are going to provide in the future and should not forget the social and cultural need for facilities such as libraries and art galleries. Decrying the design of some new facilities and quoting many new swimming pools as examples he described many of these as hospitals with their downstairs flooded.

Recreation managers should defend themselves against unfair comparisons with industry. Industry would not provide facilities for the well-being of its employees. Yet the physical and mental well-being of industrial workers was known to be of benefit to Britain's production. We must therefore convince these profit makers who hold the purse strings that there is enormous benefit in the provision of leisure and recreation facilities. Turning to professional associations Harry said that the present disunity did not help to form a strong body.

Making suggestions for the future, Harry identified what he considered to be some important targets. The better use of resources was essential. Particularly the full utilisation of education

premises and their control out of hours by leisure and recreation professionals. In particular he felt that dual-use centres must develop a more commercial approach. Local authorities had been too reserved in the past and should move into the more lucrative parts of the market. Careful consideration should be given to the preservation of the new facilities we are developing and particular attention should be paid to adequate maintenance. We certainly needed to work on our public image. To create a better impression would enlarge our prestige. A faster turnover of assets was needed and we should be prepared to replace old facilities—dry rot was one of God's greatest boons for men! There was no regular consumer research on which to base future developments and it was essential that we developed output measurement.

Harry said we had outgrown the concessionary rate principle and we should look towards charging something approaching the market price. Cheap facilities worked against us by creating an impression that facilities were cheap to build and maintain.

In conclusion, Harry, wearing his hat as a leisure and recreation director who had previously been a borough treasurer, said that local authority finance required a reform of the rating system. Leisure and recreation must in the future rely more on "box office" receipts and look towards the involvement of private capital, although it was essential that the local authority maintained and controlled the facilities—or didn't build at all.

POLICE VIEWPOINT

Chief Inspector Longrigg of the Lancashire Constabulary gave delegates the benefit of his experience with his force's Youth Bureau. Hitting recreation managers squarely between the eyes Inspector Longrigg said that many of the facilities that those present managed did not cater for thousands of youngsters of the type with which he was faced. He identified four particular types of young offender.

1. Youngsters who commit crimes that the Police don't see—the teachers, youth leaders, etc, do but the crimes are never brought to court and many of these youngsters do not slip into regular crime.
2. Under age offenders (i.e. under ten years of age).
3. First offenders committing crimes which were not in the main serious. 70% of first offenders do not come back to the courts again.
4. The future population of prisons. These were the youths who were potentially hardened criminals and they represented an important target area for both his work and that of recreation managers. These offenders can be helped and there were many, many examples in his experience of running the youth bureau of potentially hardened criminals being put on the right path—often without too much difficulty.

It was refreshing to hear from somebody very much at the forefront of dealings with young offenders. Inspector Longrigg certainly identified an important area of community work that recreation managers should look at in relation to their own operations.

ACADEMIC APPROACH

Mike Smith of Salford University then addressed delegates. He said that leisure was a major commercial industry with 25% of all spending being on leisure. There were statutory requirements for leisure provision to be made. Technology had played a major part in changing leisure patterns and expectations in relation to the quality of life had a major effect on the leisure industry. Mike identified what he felt was a crisis in society to which leisure had to relate. He highlighted the "big is best" crisis (identity), the cultural crisis (anything goes) and the problems of the environment (social planning).

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North West wins



IAN DOUGLAS, ARM Chairman, present the "Region of the Year" Trophy to Alec Collins at the Blackpool dinner. Alec Collins was Chairman of the North West Region of ARM during their "winning year". The trophy was donated last year by founder and honorary member George Torkildsen. The East Midlands received the trophy for the first time last year.

MEETING NEEDS BY DEGREES

SPRING SEMINAR — AGM IN SOUTH-WEST REGION

THE SUN came out on April 10 to welcome members of the South West Region to Taunton for their AGM and Spring Seminar. Held in Taunton Deane's most charming Municipal Hall the day's business was fairly lengthy and 'meaty'.

The Seminar theme was educational and based on a discussion of the course for Leisure Centre Staff run in the South West by the Provincial Council. This theme was developed to cover supervisory and attendant levels with guest speaker Fred Harrison from Loughborough University of Technology talking about Management training, and leading the discussion towards finding ways of meeting the needs of managers in the South West. It was decided that the South West would like a three-day course — at no cost — giving an MSc. qualification!

The meeting was sponsored by Phonographic Hire (South West) Ltd — the youngest Company of the Associated Leisure Group. Brian Purves, the Company liaison manager, gave a brief but constructive talk on amusement machines of all types. After a most enjoyable lunch the delegates tried their skills on the exhibition machines with yours truly getting the lowest score ever on the Astro Wars (successor to Space Invaders).

Linda Bishop-Bailey

Regional Round-up

North of England and Scotland organized a one-day seminar on the choices available in the field of bars, catering and vending. Held at Strathclyde Park on March 25 speakers reflected the arrangements in six different centres or authorities. Stan Robertson (Magnum), Gerry Carver (Crowtree) and Mike Fulford (Concordia) spoke on franchise, local authority and management agreement arrangements respectively. In the afternoon Rich Vinnicombe described Edinburgh Council's self-operating outlets and Ian Douglas spoke on Inverclyde's contracted vending. GKN Sankey Ltd. sponsored the event and contributed to the discussion on vending and the hospitality of lunch was extended by Strathclyde Regional Council. The day was excellently organised and chaired by Tim Cruttenden, Director of Recreation for East Kilbride and retiring chairman of the Region. Tim is hoping to produce a summary of the day for inclusion in the next edition of ARM News (Speakers please note!).

North of England and Scotland have followed the North West's example and circulated a pocket guide of the region's calendar — included are Washington Hotel and Golf Centre (June 11), Muirfield, Edinburgh (September), Ice Management in Scotland (February 81), and A Wider Role for Leisure Centres (March).

The North West Officers of the Sports Council and ARM presented a one-day seminar on the promotion of roller skating on June 26 at Wigan.

The South West Region's spring seminar took place on June 6 at Minchanhampton Golf Club. Micro-chip technology was highlighted with presentations on computerised booking systems by Sharpe Ltd and viewdata systems by Prestel.

The Eastern Region have sought views from Centre Managers concerning a letter recently circulated by the Eastern Council for Sport and Recreation. The letter related to the use of sports centres for non-sporting events.



East Midlands regional discussion on Olympics '80 brought together (left to right) Alan Guy, a lecturer in sports sociology at Loughborough University, Norman Sarsfield, secretary of the Amateur Swimming Association, John Whetton, international athlete, and Brian Kilby, Corby's Recreation Officer, and a former marathon runner.

London and South-East share in AGM success

CONGRATULATIONS go to all those Officers involved in the organization of this year's Annual Meeting, especially John Turner and Mike Halpin.

The Association's tenth Anniversary Report circulated shortly before the meeting was excellently presented and set the tone for the proceedings at the British Institute of Management Headquarters. Ian Douglas in the chair conducted the AGM business with aplomb, and there were lively and constructive comments forthcoming on all the issues set before the members.

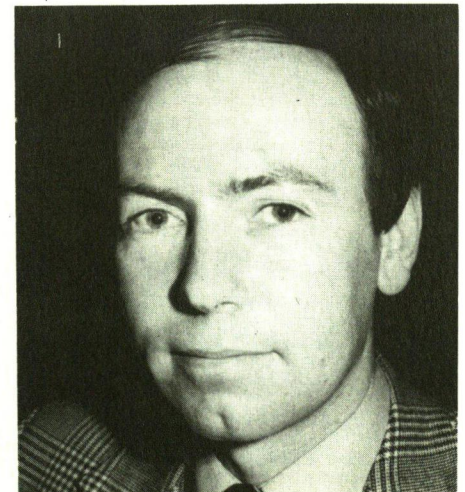
During the discussions on the motion for amalgamation two particular views were expressed from the floor. Firstly, that there was concern regarding membership categories and the eligibility of ARM members for the Diploma membership category which had been proposed for the new body. Secondly, concern was expressed that consideration was being given to the running of two Headquarters establishments (those presently owned by IBRM and IPRA) by the new amalgamated body during an initial period. It was felt that this was an inappropriate and costly precedent to set the new body on its way.

Following the AGM and guest speaker Harry Littlewood, lunch was served courtesy of Merricks-Sicomo Ltd. Afterwards Merricks-Sicomo Ltd. presented a product demonstration with their most famous and their latest space-saving units on show. Compact and neat storage, with ease of placement, were clearly the corner-stones of their units, whether it was a folding school-lunch table with integral stools, staging units for a dual-use Centre or their latest adjustable staging units which would grace any entertainment building. It was interesting to note that in the early days much of the Company's impetus came from directors who were anxious to make much better use of their American schools' dining halls. The afternoon proceedings represented London and South-East's regional meeting and this excellent product presentation got the afternoon off to a great start.

A successful new book is rapidly spreading the fame of the next guest speaker, David

Field, B.A. David's swift kaleidoscope of "Law in recreation management" gave those present the opportunity to refresh their memories on the application of the law especially in respect of Justices Licences and the opportunity to note a number of points of which they were perhaps not aware. Certainly David highlighted some of the very good reasons why Recreation managers should know more about the law than they do. After tea the proceedings were brought to an end by the best number 11 in the business — Ted Blake. Nissen International is based on theses such as "if you think training costs are high . . . consider ignorance" and Ted proceeded to demonstrate just how this applied to Recreation Management.

The London and South-East region have a way of establishing "firsts" and perhaps the opening of the bar at 4.30 p.m. was another. Congratulations to the London and South-East region for contributing towards an excellent day.



LES SPEIRS — introduced the AGM afternoon programme. He is just completing a year as chairman of the London and South East region.

Training for management

AS THE recreation industry grows in size, it follows that the reputation of the industry should have a corresponding growth in stature. This means building up and maintaining standards in order to establish ourselves into a truly professional body. Therefore a high standard of management must be achieved at all levels: from a supervisor in the smallest of sports centres, to a chief recreation director in the biggest of counties. The question we must ask is, "How do we achieve such a standard?" The answer must be: "In providing adequate management training at all levels."

Good progress in amalgamation

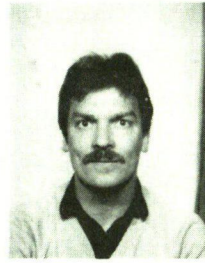
THE LATEST BULLETIN issued by the Amalgamation Steering Committee (comprising representatives of ARM, IBRA, IME, IPRA and IRM) records that the Institute of Baths and Recreation Administration are now fully participating in the amalgamation discussions and that there continues to be good progress made in deliberations.

The Steering Committee have agreed that the new body should take over and operate the existing examination and training structures of the amalgamating bodies until such time as a new examination and training system is implemented. This will ensure continuity for students and examination candidates. The report records that the staff establishments and headquarters of both IBRM and IPRA should be utilised initially for resources in respect of the new body. Following a report from the Conferences and Journals Working Group two decisions were made by the Steering Committee. Firstly that discussions be initiated with the Sports Council concerning the future of the Recreation Management Seminar and secondly that there should be a gradual phasing out of the existing separate specialist journals with, in due course, one representative journal being developed.

The Steering Committee accepted a recommendation from the Membership and Subscriptions Working Group concerning membership structure. This would take account of all existing membership patterns and thus protect the interests of all members. Proposed annual subscription rates were also approved in principle. The Organizational Structure Working Group submitted a comprehensive report which drew together all their main recommendations and it was particularly noted it was not the intention to devise a new body that perpetuated "divisions" based on existing bodies, but rather to make provision for specialists and specialisms through the examination and training structure.

A council to serve the new body for two years will be elected from the existing voting membership of the inaugural bodies each amalgamating body having equal representation. Twelve regional branches will be established based on the existing Sports Council geographical divisions. Instructions were issued to the Working Groups requiring their final reports by April, 1980, so that a "common statement of intent" could be prepared after the May meeting of the Steering Committee, for submission to the councils of the amalgamating bodies. The amalgamating bodies will offer their views and the next step will be to consider these in September. The Steering Committee have expressed the view that once the final "package" is resolved all bodies should then hold a postal ballot in order to reach a positive decision on amalgamation. This would be followed by the approving bodies holding extraordinary annual general meetings to wind up their own proceedings. The title for the new body has not yet been decided and will be considered shortly.

by
**Peter
Hayward**



Over the years, different types of recreation training and qualifications have developed. These include the Diploma in Management Studies (Recreation), the Diploma of the Institute of Baths and Recreation Management, the M.Sc. in Recreation Management and various others including the NEBBS course for supervisors and the SPATS course for pool attendants. These qualifications vary according to subject and individual. Obviously, I would like to see everyone in recreation given the opportunity for studying but, more important, I feel that people should take these courses at the appropriate time in their careers. In short, experience should first be gained in the working environment before management qualifications are taken.

This is best explained by example. How can we appoint a newly-qualified PE teacher who has then taken the DMS course as manager or assistant manager of a sports centre without him ever having worked full time in any working environment? Again, on what grounds can we appoint a head of PE department as manager of a sports centre without him ever 'managing' adults or being used to administrative work? Finally, how can we appoint someone who has just left the Services to a high management position?

Experience must go hand-in-hand with, or better still, before training. Day release courses offer part of the answer because working (experience) is coupled with studying (training). We now have the opportunity of being able to make the correct appointments; we should be able to 'pick and choose'. Newly qualified PE teachers who wish to enter the recreation profession can start off

their career as centre assistants or pool attendants thus enabling them to gain the vital 'ground floor' experience. I recently appointed a PE graduate as a pool attendant. She wants to work her way up the career ladder. Our head pool attendant of last year is now a trainee assistant manager. He now receives in-service training as well as attending a day release course.

More opportunities for trainee supervisors and trainee assistant managers should be created. People must be given the chance to gain the necessary experience for a job and should be able to use that experience, together with an appropriate qualification, to further their careers. I'm sure this happens in many local authorities. Let's see it happen in all of them.

In the not too distant future I would like to see the following type of job advertisement appear:

MANAGER REQUIRED

Must hold a D.M.S. or Dip. I.B.R.M. or equivalent qualification, together with at least five years experience in recreation.

Having written about the need for correct training, I must also say that qualifications are not the be all and end all of life. Obviously the person must come first. Nevertheless, each person must be prepared to better himself professionally and be aware that one never stops learning about one's job. Recreation management is a relatively new career so let's start as we mean to go on by maintaining our standards and continuously trying to improve them.

Peter Hayward is assistant manager, Willesden Sports Centre, London. After a three-year course in Physical Education at the City of Leeds and Carnegie College, he taught PE in Southern Nigeria for a year. Since then he has worked as a centre assistant at the Michael Sobell Sports Centre and as a supervisor at Hartspring Sports Centre, Watford, until his current appointment. He is studying for the I.B.R.M. intermediate exams.

REVIEW

By Roger Quinton

SPORTS & SOCIAL SCIENCE RESEARCH COUNCILS—Recent joint publications

The Commercial Sector in Leisure by John Roberts, 1979, 66 pps, £1.00 ISBN No. 0 906577 04 7.

This will broaden your view of the total leisure scene.

Leisure and the Role of Clubs and Voluntary Groups by Alan Tomlinson, 1979, 59 pps, £1.00 ISBN No. 0 906577 039.

The classifications of Clubs and Groups is valuable.

Countryside Trip Making by Martin J. Elson, 1979, 60 pps, £1.00.

The Leisure Use of Green Belts & Urban Fringes by Martin J. Elson, 1979, 46 pps, £1.00, ISBN No. 0 906577 055.

a useful statement of the "situation"!

First Annual Report of Sports Council & Social Science Research Council published 1979, 30 pps. Free.

Get a copy from the Sports Council!

RURAL LEISURE

Leisure Facilities in Rural Communities published by Hertfordshire Association of Leisure Officers, 1979, 50 pps, 50p per copy. Guidelines for leisure planning in rural communities.

Leisure Planning published by Hertfordshire Association of Leisure Officers, 1978, 44 pps, £0.75.

An advisory brief for District Leisure Appraisals.

BLACKPOOL SEMINAR

Recreation Management 1980 Seminar Report published by The Sports Council, 1980, 170 pps, £4.00.

Best report of an annual Recreation Manager's Seminar.

TOURISM

The Tourism Society published by The Tourism Society Ltd, 26 Grosvenor Gardens, London, 1980, £3.00, 100 pps.

Quite genuinely the handbook of tourism—facts, figures and faces.

Tourism Management published by IPC Science & Technology Press, Vol. 1, No. 1, March 1980, 72 pps, £45.00 per annum, ISBN No. 0143 2516.

A most professional journal, published quarterly. Specimen copy available from Ian Holloway, IPC Science & Technology Press Ltd, P.O. Box 63, Westbury House, Bury Street, Guildford, Surrey GU2 5BH.

TOWN AND COUNTRY

Countryside Rangers & Related Staff published by Countryside Commission, 1979, Free, 21 pps, ISBN No. 0 902590 936.

A guide to their role, organization and management.

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KEEP IT TOGETHER

by Dave Johnston

Bridgefield Forum Manager
Now Assistant Recreation Officer,
Knowsley Council.

HAVING competed twice in the Nissen-Sports Special Sports Centre Management Award, I would concur with many of the points raised by Howard Peters in the November issue of "ARM News."

First and foremost I agree with Howard that it is a competition well worth entering, and if you haven't already entered then do so next year. It really is an excellent way of making you analyse yourself and the way you run your centre.

However, I feel that greater efforts should be made to encourage participation among sports centre managers. I think the major problem is to try to attract entries from the smaller centres, but I don't think I agree with the idea of a separate award for smaller centres. That is rather like having an FA Cup from which the First Division teams are excluded. Furthermore, I think most people who compete would prefer to compete in open competition rather than one with restricted entry.

If awards are to be meaningful, then they must be difficult to achieve, but attainable. I would like to see an extension of the "Highly Commended" type of award. The smaller centres would now have an immediate target to aim for as well as the ultimate goal of winning either the regional or national award. A "Highly Commended" Certificate has been issued in some areas and proved very popular with the managers. It would be a nice touch too if the certificate could be personally inscribed with the individual reason for winning the award and suitably framed.

To further encourage an entry from centres, I feel that the assessors ought to alter their

"modus operandi." In the first place, I don't feel that their method of assessment should be veiled in secrecy. I have tried to find out how the assessors assess and I have found it very difficult indeed. I attended the excellent one-day seminar at Haden Hill and learned a lot from that. But I also want to know how the scoring system works. I believe that there is a detailed scoring system where some things are multiplied out more heavily than others. If so, why is it that we can't be told the scoring system? Whenever I have taken examinations in the past I have always been aware of the scoring systems and so knew on which areas to spend more time. "Ah!" you may say, "But if you were a good manager you would know which things to place the emphasis on." Not so, I would reply, because sometimes these systems are matters of opinion rather than fact and what the examiner feels is important, the manager may not feel quite so enthusiastic about.

Secondly, I feel that an award of this kind should be made by assessing the abilities of the sports centres management team and not of the recreation department, or the council, or of the other departments which at present affect the judgings! Is it the fault of the management team if the Direct Works Department don't attend to repairs in their building? Is it the fault of the management team that in some cases re-organization has forced weak, unqualified and unimaginative officers to become heads of their department? Is it the fault of the management team that the

council does not give a hoot about recreation in their authority? And these things do happen! Surely the management of a centre is the sole responsibility of a management team and they should be judged accordingly. A good team should not be allowed to lose the award because of factors over which it has no control. Thirdly, I feel that the assessors should spend more time in each of the buildings so that they can be given a clearer picture of what really goes on at the centre. Many of the managers I have spoken to have felt that they really did not have time to talk about their own building or for the assessors to see it in operation. Each centre should be visited at least three times—once for the oral assessment and twice for visual assessment at peak demand times. I realise that this would put extra pressure on the assessors—but the award is worth it, isn't it? Perhaps just two of the assessors only need attend to see the centres in operation during the evenings.

The Sports Centre Management is a great award and has done much to improve the standard of recreation management. But managers need to feel that they have been treated fairly if they are to be tempted to try or try again. Managers' views of assessors are as important as assessors' views of managers!

Two final observations. I would like to see the assessors' comments to be a little more brutal and a little more specific. Tell us what you think of us. Tell us how to improve. After all that's why we enter. Secondly (tongue slightly in cheek) why not make entry into the award compulsory? After all, schools have inspectors to see that they operate efficiently.

Gloucester scoop £1,000

IN THE national final of the Imperial Leather Shower Foam Trophy, the nine-man team from Gloucester Leisure Centre won the first prize of £1000.

The final took place at the Dacorum Centre, Hemel Hempstead, on April 26 and four teams from an original entry of 152 teams competed in the three sports, squash, badminton and table tennis.

In the semi-finals, Nab Wood Sports Centre (Bingley) played Crofton Leisure Centre (Catford) and defeated them by seven ties to two, losing the two ties at the number one and two position in badminton.

Gloucester beat their semi-final opponents, Stockton YMCA by the same margin, losing the number two squash tie and number three badminton tie.

In the Gloucester/Nab Wood final, Gloucester beat their very strong opponents by six ties to three, losing one squash and two table tennis matches. Some of the best squash seen in the whole competition was played during this final match. At the number two position John Christie of Gloucester narrowly defeated Alan Pugh by three games to two. Nab Wood, however, gained their revenge in the final squash match when Michael Watson beat Mark Woodliffe of Gloucester in an equally close-fought game.

In the play-off for third and fourth place, Stockton YMCA once again scraped through their match, this time against Crofton Leisure Centre, with a 5-4 victory, the same score they had had for the last four matches.

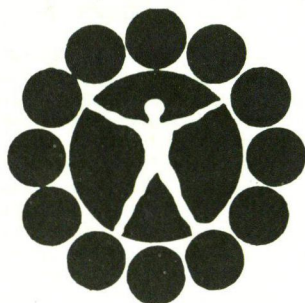
The Gloucester team took home the Shower Foam Trophy and a cheque for £1000; Nab Wood a cheque for £500; Stockton a cheque for £300 and Crofton a cheque for £200.



THE GLOUCESTER TEAM

Back row (left to right)—John Christie, John Hooper, Roy Carter, Bryan Merrett, Mike Collier, Reg Hooper, Hilary Cole (Miss Imperial Leather Shower Foam), Anthony Jackson and Frank Jones. Front row—Mark Woodliffe, Rod Alcorn, David Rolley (manager), Trevor Leahy and Martin Ralph.

OFFICERS OF THE ASSOCIATION OF RECREATION MANAGERS



Chairman A. Collins, Amenities and Recreation Officer, Council Offices, Bollington, Macclesfield, Cheshire.

Vice-Chairman R. Quinton, Recreation Officer, Thamesdown Borough Council, Swindon.

Hon. Treasurer D. Woodman, Deputy Director of Countryside and Recreation, Cheshire County Council, County Hall, Chester.

Committee M. Fulford, Indoor Recreation Manager, Concordia Leisure Centre, Borough of Blyth Valley.

M. Halpin, Assistant Director of Recreation, Ipswich Borough Council, Ipswich, Suffolk.

B. Kilby, Recreation Officer, Civic Centre, Corby, Northamptonshire.

Ex-Officio G. C. Carver (Editor ARM News), Deputy Manager, Crowtree Leisure Centre, Crowtree Road, Sunderland, Tyne and Wear.
J. A. Douglas, Director of Recreation Services, Inverclyde District Council, Municipal Buildings, Greenock.

The elected representative of each formally constituted region sits on the Executive Committee.

Association Address.

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YEAR'S EFFORT SHOWS

THE TENTH AGM was opened by the Chairman, Ian Douglas, who expressed regret that the demands of amalgamation and the discussions on poster advertising in particular had prevented him attending as many regional association events as he would have liked.

Ian praised Alec Collins for his strong support throughout the year and Dennis Woodman's contribution especially on amalgamation. John

Turner, he said, put in an enormous effort throughout the year, effort which was undoubtedly beyond that which we could have expected. Ian had particular praise for Mike Halpin who was after a number of years retiring from the post of Honorary Secretary. Since the appointment of an Association Administrator in 1976 Mike had done an enormous amount to assist John Turner into his post and establish a new structure and set of systems to see the Association into the '80s. Due to pressure of work Mike was now unable to continue as secretary but Ian expressed hope that he would remain an active member of the Association. In conclusion Ian thanked all the officers and members of the National Executive for their support throughout the year and especially for their time and efforts in attending and contributing so well to the National Executive meetings.

Mike Halpin then presented his final report as secretary. Dennis Woodman, Treasurer, presented the financial statement. The statement, Dennis said, reflected the difficulties of running an organization like ours in a period of inflation. He said it was to the credit of Mike Halpin and John Turner that effective controls throughout the year had resulted in a favourable situation. Dennis said it was anticipated that costs involved in the poster advertising scheme would be recovered during the next 12 months.

The motions before the meeting referred to the creation of a "fellows" category within the membership, an increase in membership subscriptions from January, 1981, and lastly amalgamation. On the creation of a fellows grade, Dennis Woodman, proposing, said that this was not only to ensure comparable grades within our Association if amalgamation comes about

but was also appropriate after ten years to facilitate the recognition of past service. The meeting unanimously approved the creation of such a grade.

Also proposing the revision of membership subscriptions from January, 1981, Dennis Woodman said that the proposed rates represented a reasonable calculation taking account of inflation, would ensure a firm subscription base and also took account of those for sister organizations. Bearing in mind that the new rates would not apply until January, 1981, he did not consider the increases onerous. The revised rates were approved unanimously.

The motion before the meeting concerning amalgamation of the various professional bodies was approved unanimously as detailed on page one.

The nominations for Chairman (Alec Collins), the Vice-Chairman (Roger Quinton) and Treasurer (Dennis Woodman) were unanimously approved. The Executive Committee's proposal that the office of secretary be left vacant for an initial trial period of one year was also unanimously approved. Two vacancies existed for the Executive Committee, one to serve for three years and the other to serve for one year. Three nominations had been received and the voting was as follows:

Mike Halpin 162 votes (elected for three years).

Mike Fulford 128 votes (elected for one year).

Bob Brind 75 votes (not elected).



MIKE HALPIN retired as ARM Secretary but was elected to the National Executive for three years.

Executive file

THE NEWLY APPOINTED National Executive met on Friday, June 6 at the Greater London and South-East Sports Council Offices, Great Portland Street, London. The full agenda occupied the Executive for six hours from 10.30 a.m. Items of business included:

1. National Seminars, 1980 and 1981.
2. Amalgamation.
3. Financial Statement.
4. Publications - initial meeting with Sports Council.
5. Education Sub-Committee developments.
6. Regional business.
7. Summary reports were received on: advertising in leisure centres, sponsorship, 1980 annual dinner, squash tournament and AGM, Sports Centre of the Year Award, ARM News, facility survey, rackets championship, selection committee, links with the Netherlands.

A full report on the executive meeting will be given in the next edition of ARM News.

NEW CHARGES

THE ASSOCIATION has announced new charges for its appointments and direct mail services. The fee for the appointments service is £97.50 + VAT (plus £50 plus VAT for each additional page). The direct mail service costs £85 + VAT. Bearing in mind the increased circulation of these services (now over 1000) they still provide excellent value for money. Further details of the services can be obtained from the Association's office. These two services make a substantial contribution to the running costs of the Association and all members are asked to do everything possible to encourage the use of these services by appropriate agencies.

ALEC TAKES THE CHAIR

The closing address at the AGM was given by the newly-elected Chairman Alec Collins, Director of Recreation and Amenities and now of Administration as well for Macclesfield Borough Council. Alec expressed his pleasure at his election and felt that he was very privileged. He thanked the members of the Executive Committee for their support in recent years and also expressed thanks to the members for supporting his nomination. He was mindful of the high standards set by previous Chairmen and as a relatively new member of the Association he felt he had a lot to live up to. It was his intention to keep going the momentum of the Association which was reflected in the Tenth Anniversary Report. Quoting from Chris Field's speech at the Association's annual dinner at Blackpool he said it is the Association's vitality which is so particular and he would endeavour to see that the vast resources of talent and ability within the membership were used to the full benefit of the Association. Alec referred to the outstanding services of Ian Douglas. In his second term of office as Chairman he had served with distinction, had set high standards and ably led the Association. His chairing of all meetings had been excellent and he had been a first-class ambassador for the Association.

AT THE conclusion of the annual meeting, Ian Douglas introduced Harry Littlewood, Director of Development Services for the Sports Council. Harry is due to retire at the end of June and in view of his close association with ARM, he had been invited to address the members. Like many of us, said Ian, Harry had a physical education background. He had joined the CCPR after the war and had worked for them until the formation of the Sports Council in 1972. He had been appointed Head of Facilities undertaking this role until his appointment as Director of Development Services a few years ago. It was a little known fact, Ian went on, that Harry Littlewood had been directly involved in the birth of ARM and founder members would bear witness to the assistance given by Harry at that time. Harry advised members he was not retiring because of age but because of ill-health and fatigue—the Sports Council were sick and tired

HARRY O.K.

of him. He would miss his professional links with ARM and congratulated the Association on achieving, in ten years, the most solid progress of any professional body. We should not worry about our status but worry about the quality of our input. Amalgamation, Harry said, was long overdue and would strengthen the lobby for good recreation management and facility provision. This lobby was at present lame and weak. He admired ARM's professionalism. True professionalism was difficult to define. Don Revie had defined a professional as one who does not have sex on a Thursday or Friday, John Conteh when asked whether sex before affected his performance replied "which performance?" Virginia Wade had defined it as using her intelligence more intelligently. As far as recreation

managers were concerned Harry viewed professionalism as making sure people mattered more than paper and that bodies were important more than bureaucrats.

Looking into the future of sport Harry foresaw a dramatic change. No longer would it be possible to say that sport and politics are not intertwined. Politics has a serious affect on top-level sport. He recalled with pleasure the 1948 Olympics at which he had attended—true Olympics he said—but the Olympics were now buried on the battlefield of Afghanistan. Yet out of all the present difficulties Harry foresaw the opportunity for a true Olympic spirit to emerge. He hoped the aftermath would remove nationalism and offer an opportunity to participate on an equal footing.

Harry clearly felt deeply about the Sports Council. He hoped that it could, in the near future, re-shape itself. He looked for a Minister

Continued on Page 24

ARM Congratulates . . .

FULL

B. Beaumont,

Manager, Hornchurch Swimming Pool, Essex. (GL & SE).

R. Dickman,

Manager, Newbiggin Social & Community Centre, Northumberland. (N & S)

K. V. Douglas,

Assistant Manager, Eldon Square Rec. Centre, Eldon Square, Newcastle upon Tyne. (N & S)

P. A. Evans,

Head of Recreation, Oman Research Dept. Sultanate of Oman.

A. Freeman,

Assistant Chief Leisure & Recreation Officer, Nuneaton Borough Council. (WM)

R. Gardiner,

Manager, Bushey Pools, Bushey, Herts. (E)

W. Gray-Brown,

Manager, Allander Sports Centre, Bearsden, Glasgow. (N & SE)

D. Gurr,

Baths Manager, Runnymede S.P. Benfleet, Essex. (E)

E. L. Houghton,

Manager, Clarendon Recreation Centre, Salford, Lancs. (NW)

D. L. Johnston,

From: Manager, Bridgefield Forum, To: Assistant Recreation Officer, Knowsley Council.

Y. S. Kowan,

Baths Manager, Hereford Swimming Baths, St Martins Avenue, Hereford. (WM)

H. Leach,

Baths Manager, Gt. Harwood Baths, Lancs. (NW)

J. Lowther,

Manager, Castle Leisure Centre, Bury, Lancs. (NW)

A. C. McDowall,

Assistant Amenities Officer, Crewe & Nantwich Borough Council. (NW)

J. F. McGinley,

Manager, Beechmount Leisure Centre, Belfast. (I)

P. V. Moors,

Director of Countryside & Recreation, County Hall, Chester. (NW)

D. J. Morse,

Deputy Leisure Centre Manager, Stratford Park Leisure Centre, Stroud. (SW)

E. J. Moss,

Assistant Borough Amenities Officer, London Borough of Lewisham. (GL & SE)

D. M. Ramsay,

Baths Manager, Dumfries Swimming Pool, Greensands, Dumfries. (N & S)

T. Walsh,

Assistant Recreation Officer, Blackfriars Public Baths, Salford, Lancs. (NW)

T. T. Young,

Manager, Indoor Facilities, Town Hall, Runcorn, Cheshire. (NW)

ASSOCIATE TO FULL

A. A. McNeill,

Manager, Cambridge Road Baths, Huddersfield (Y & H).

Mrs P. B. Mosley,

Pools Manager, Taunton Swimming Pool, Taunton (SW).

STUDENT TO FULL

D. Albutt,

Manager, Bricket Wood Sports Centre, St. Albans, Herts. (E)

ASSOCIATE

R. F. Anderson,

Rec. Supervisor, Elmbridge Leisure Centre, Surbiton, Surrey. (GL & SE)

D. W. Ayton,

Recreation Assistant, Skelmersdale Sports Centre, Dignoor Road, Lancs. (NW)

I. M. Badham,

Promotions Supervisor, The Old Caol, Bridge Street, Abingdon. (S)

R. J. Bird,

Sen. Ass. (Amenities & Recreation), Watford B. C., Herts. (E)

P. R. Edwards,

Supervisor, Grange Park Swimming Pool, Falconer Road, Herts. (E)

E. W. Elford,

Assistant Manager, Lewisham Leisure Centre, London. (GL & SE)

P. Gowans,

Assistant Manager, Abbey Stadium S.C., Birmingham Road, Redditch. (WM)

C. T. Hughes,

Recreation Supervisor, Strathclyde Country Park. (N & S)

G. Kennedy,

Chief Coach, John Wright Sports Centre, E. Kilbride. (N & S)

W. Kidd,

Recreation Officer, Concordia Leisure Centre, Cramlington. (N)

Miss S. A. Maidment,

Recreation Supervisor, Leiston S.C., Leiston, Suffolk. (E)

Mrs P. Marchant,

Assistant Manager, Hightown R.C., Bedford. (E)

F. Melaniphy,

Recreation Supervisor, Chalfont Leisure Centre, Chalfont, Bucks. (S)

E. Mills,

Admin. Manager, Leatherhead L.C., Guildford Road, Surrey. (GL & SE)

S. Palfaman,

Assistant Manager, Norton Recreation Centre, Runcorn, Ches. (NW)

G. R. Peal,

Supervisor, Bury St. Edmunds Leisure Centre, Bury St. Edmunds, Suffolk. (E)

T. J. Perch,

Admin. Assistant (Rec.), Melton Mowbray College Leisure Centre, Leic. (EM)

S. W. Plumble,

Assistant Manager, Oval Sports Centre, Wirral, Merseyside. (NW)

R. Stone,

Recreation Development Officer, Tryst Sports Centre, Cumbernauld. (N & S)

J. K. Sugrue,

11, Boothbed Lane, Goostray, Cheshire. (NW)

G. P. Warren,

Assistant Manager, Britannia Leisure Centre, London N1 (GL & SE)

R. Wheat,

Assistant Manager, Woolston Leisure Centre, Woolston. (NW)

STUDENT TO ASSOCIATE

C. J. Laurence-King,

Deputy Manager, Morwellham Quay Centre, Tavistock, Devon. (SW)

A. B. Ottewell,

Chief Administrator, London Borough of Hounslow. (GL & SE)

Miss M. J. Strongman,

Assistant Manager, Craiglockhart Sports Centre, Edinburgh. (N & S)

R. M. Toovey,

Recreation Officer, Crawley Leisure Centre, Crawley, W. Sussex. (GL & SE)

STUDENT

Mrs M. H. Burns,

Newark Technical College. (EM)

D. Claxton,

S. Glamorgan Institute of Higher Education. (W)

P. M. Henson,

32, Townend Lane, Deepcar, Sheffield. (Y & H)

R. E. Koralewski,

Head Pool Attendant, Askern Swimming Pool, Campsall, S. York. (Y & H)

Miss S. McDiarmid,

New College, Durham. (N & S)

G. R. Messenger,

Newark Technical College. (S)

G. Oldfield,

Polytechnic of North London. (GL & SE)

G. B. Parsons,

Loughborough University, Loughborough. (EM)

R. J. Paton,

Barnborough College of Technology, Farnborough Road, Farnborough, Hants. (S)

R. P. Scott,

Chester College of Higher Education. (NW)

R. Yellowlees,

Moray House College of Education, Edinburgh. (N & S)

NEW POSTS FOR . . .

A. P. OSMANSKI,

From: Deputy Leisure Services Manager, Burntwood Town Council To: Deputy Manager, Farnborough Recreation Centre.

HARRY O.K. Continued from Page 23

to re-design the structure so that instead of the Sports Council comprising nominated members it would be run by eight or nine controlling directors. He wanted to see the council represented by the governing bodies and professional organizations meeting, say twice a year. This would enable forward planning in a clearer light and provide a much surer footing.

Harry expressed the hope that the Association would go from strength to strength as it had done during its first decade. On behalf of the Association, and in recognition of the enormous help and support given to the Association over ten years, Ian Douglas presented Harry with a set of wine goblets and honorary life-membership of the Association. Not lost for words, Harry thanked the members for their kindness and said he particularly appreciated life-membership of a dying body.

ARM News is certainly not going to let Harry spend all of his retirement in his chosen role as Canoeing Instructor to Ted Blake and through these columns invites Harry (the very best form of blackmail) to contribute an article covering both his life-long experiences in sport and his aspirations for the future. Harry-O sounds a likely title for this thriller series.

ACADEMIC APPROACH

Continued from Page 18

The mainspring of Mike's presentation revolved around six assumptions which he felt had been made by recreation planners. Firstly that mass usage equalled success. He questioned who actually used the facilities and who were they successful for. Secondly, he suggested that recreation planners assumed they knew what people wanted although they never asked them. Thirdly, planners assumed they knew the causes of demand. Fourthly, the over-emphasis on providing for physical participation whereas leisure is a much broader sphere. And lastly the assumption that leisure is something different to all other parts of life.



We are not the only ones staging recreation conferences. ARM committee member BILL BREEZE, Torfaen's Assistant Director of Recreation and Leisure, is pictured (centre) at a glass-back squash court seminar in the Kwara State Stadium, Ilorin, Nigeria, during a British Council lecture tour of Africa last September.

ENGLAND'S FIRST SKI RIX

A NEW indoor cable tow which enables water skiers to train all year round, was opened at Porchester Baths, Queensway, in London, by Hector Monro, Minister for Sport. The fixed towing unit, known as Ski Rix, is mounted to the edge of the swimming pool and pulls the skiers with uniform acceleration, automatically switching off at the end of the run. Supplied by Bishop (Sport and Leisure) Marketing Ltd, Ski Rix is an ideal trainer for beginners.

Westminster City Council has brought the ski tow at a cost of £2,060 with the help of a 75 per cent grant from the Sports Council. It is regarded by the Sports Council as a prototype scheme which can give a lead to other local authorities. Up to 100 starts an hour are possible with Ski Rix and it is suitable for water areas between 15 and 50 metres. With an appropriate electrical supply, Ski Rix can also be installed at outdoor swimming pools or the shore of a lake.

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Marketing speed-up

THE OPENING of a craft centre at Rufford Country Park was brought forward by two years as a direct result of a marketing study being carried out on Nottinghamshire County Council's original plan. In addition, the whole scheme was streamlined, its appeal widened and the centre's trading potential much improved.

The county's original plan was to convert a stable block into a craft centre, cafe, shop, kiosk and accommodation for the craftsmen. Elsewhere, a mill would be developed into an interpretive centre containing an exhibition centre and auditorium.

After a close study of the design and timing of the development, its potential market, competitive attractions, questions of charging, promotion and planned benefits, various changes were made. Improvements at the mill were dropped, for instance, and work on the stable block was rescheduled.

Nottinghamshire County Council, as a result of this innovative study, now use the marketing approach in all their planning and managing of informal recreation.

Commercial marketing principles, the report explains, have to be modified where services, not products, are at the centre of an operation and where conservation and certain social aims take higher priority than profit-making.

In the report, which is expected to broadly influence other local authorities in their thinking on recreation management, the role of marketing—which, it is claimed, is often misunderstood to be wholly concerned with selling—is explained.

At Rufford, the craft centre and the park's existing features, which include parkland, woodland, an abbey, lake and the mill, will make it into one of the East Midlands' major attractions, receiving up to 200,000 visitors per year. The craft centre and park area can be visited separately.

NOT SO EAGER BELVOIR

THE NATION could not afford to let the attractive countryside in the Vale of Belvoir be sacrificed. This is the belief of the Countryside Commission, whose officers gave evidence at a public inquiry into the National Coal Board's mining proposals for the Vale.

The question of mining and the associated tipping in the Vale is seen by the Commission as a test case, the outcome of which could have important repercussions in other, perhaps even more sensitive areas where mining might be contemplated.

In his evidence, Mr John Davidson, the Commission's Assistant Director for the North, outlined the Commission's case for dumping the colliery spoil in the massive clay pits at Marston Vale in Bedfordshire. Not only would this scheme help to eradicate an existing eyesore but it would also prevent a new one from being created, in the form of colliery tips.

The proposal affects 250 sq km (91 sq miles) of varied countryside, much of it protected by special planning policies. Although no part of the area in question falls within a national park or area of outstanding natural beauty, it is nevertheless extremely attractive countryside.

The Commission believe that the question of remote disposal is an issue of national importance. Said Mr Davidson: "Over the last 20 years or so, the awareness of the importance of the environment amongst the general public has developed enormously and there is every indication that this concern will continue. In particular, the environmental aspects of tipping will become increasingly important."

Mr Frank Walmsley, the Commission's East Midlands Regional Officer, spelled out in detail

Countryside news



how damaging the N.C.B.'s proposals would be for the Vale. He put forward a six-point plan which the Commission would want to see adopted if both mining and tipping in the Vale were approved.

Great recreational use is currently made of the proposed coalfield area. But, said Mr Walmsley, the N.C.B. had not planned to realign any of the footpaths which the development would affect to a greater or lesser degree. "Apparently no regard has been shown for those who enjoy using such paths to gain access to the countryside," he said.

LAKES INQUIRY

At a joint public inquiry into proposals to take more water from Wastwater and Ennerdale in the Lake District National Park, the Countryside Commission urged the Environment Secretary to dismiss or refuse the applications before him and to support an entirely new scheme which would leave these two lakes untouched.

Graham Coggins, the Commission's Northern Regional Officer, explained the benefits of the new scheme to pipe water from Ennerdale direct to British Nuclear Fuels Ltd's Windscale plant, leaving their supply from Wastwater unchanged.

This way, Ennerdale would stay at its present level and there could be no call for extra from Wastwater. It would be preferable, said Mr Coggins, to other schemes which would mean taking new, large amounts of water from one or both of the lakes.

It would be cheaper than the North West Water Authority's first scheme to raise the level of Ennerdale and only slightly more expensive than BNFL's schemes to satisfy their needs from Wastwater. The public supply, which the suggested scheme would reduce, could be met from the River Derwent, supplemented when necessary by water from Thirlmere.

The Countryside Commission are proposing this alternative because they feel the environmental damage, in the form of new buildings and works, the unsightly effects of raised or lowered water levels and the loss of amenity and agricultural land would be unacceptable in the national park.

No dales other than Ennerdale and Wastwater "can offer anything like the same degree and combination of solitude, isolation, peace and natural landscape," said Mr Coggins. "In short, they are beyond compare, and it is impossible to contemplate what need, which would certainly have to be of the most compelling national significance, could possibly justify further interference with their natural rhythms and landforms."

FINAL LINE PROPOSED

THE COUNTRYSIDE Commission have agreed a proposed final line for the Peddars Way and Norfolk Coast long-distance path. Copies of maps and a detailed description of the proposed path have been sent to local authorities for comment and to be available for public inspection. The same material can be examined at the Commission's headquarters in Cheltenham.

Landowners and other interested individuals and organizations have also been sent copies and invited to comment.

The Peddars Way and Norfolk Coast Path starts (or finishes) at Knettishall Heath, near Thetford, goes to Hunstanton on the coast and along the coast to Cromer. It is intended mainly for walkers but some sections may also be used by pedal cyclists and horse-riders.

As proposed, the path will be nearly 140 kilometres (87 miles) long, making it one of the shorter long-distance paths and the first one in East Anglia.

Although there are only three youth hostels along the way, there is other accommodation on or near the path throughout its length.

Knettishall Heath, at the western end of the path, is a recently created country park and is an example of original breckland—or sandy heath—which is peculiar to this part of Suffolk. Castle Acre, the fine church, castle and priory, is one of the best-known sites through which the path passes. There was a pilgrims' path to this site in medieval times.

On the coast are internationally-known RSPB and National Trust reserves. The path forms a link between all the major coastal villages from Hunstanton to Cromer.

HILLS UNDER STUDY

ENVIRONMENTAL problems caused by the hundreds of thousands of visitors to the Malvern Hills each year are the subject of a study. Erosion, caused by simple activities such as walking, picnicking, nature study and car parking, has produced scars on the landscape and is a threat to some plants and animals.

The Countryside Commission, the Malvern Hills Conservators, Hereford and Worcester County Council and the Malvern Hills District Council have asked Land Use Consultants to look at the problems in detail and to report on them by December 1980.

The go-ahead for a further two phases—specifying policies for the area and putting those policies into action—will depend upon the findings of phase one and upon availability of funds.

NEW YOUTH HOSTEL

A NEW, 54-bed YHA hostel, at Knighton, Powys, was officially opened in March.

The hostel, in the former Knighton primary school, was converted with the help of a £40,000 grant, representing three-quarters of the total cost, from the Countryside Commission.

Knighton Youth Hostel, which is on the Offa's Dyke Long Distance Path, was opened by Lord Hunt of Llanvair Waterdine, who opened the path in 1971. Lord Hunt led the British expedition to Mount Everest in 1952-53.

Offa's Dyke Association's information centre is attached to the hostel and a heritage centre—sponsored by Powys County Council, Radnor District Council, the Offa's Dyke Association and the Tref-y-Clawdd Society—will be opened there soon. The Commission have granted £6,000 toward the centre's development.

The hostel and its associated facilities are half-way along Offa's Dyke path and on a main tourist route into Wales. The heritage centre will include information and interpretation facilities indoors and informal recreation facilities in the adjoining grounds.

GUIDED WALKS BOOKLET

A FREE booklet which tells where and when guided walks are taking place in the West Midlands has been published by the Countryside Commission.

This booklet lists more than 20 sites in the West Midlands where such walks have been organized between May and October this year.

REVIEW continued from page 20

The Councillor's Handbook 1977, 33 pps, £1.00, ISBN 0900552 204 and **The Parish Councillor's Handbook 1979**, 17 pps, £1.00, ISBN 0900552 255, both published by *Municipal Publications Ltd*, 1978-202 Great Portland Street, London.

Two booklets which are in my opinion essential reading.

Research on the Urban Fringe by J. C. Phillips & A. J. Veal, published by *Centre for Urban & Regional Studies*, 1979, 77 pps, £1.95, ISBN No. 07044 0373 0.

Report of a Countryside Commission Seminar organised in June, 1978.

Wild Birds & The Law published by *Royal Society for the Protection of Birds, The Lodge, Sandy, Beds*, 1978, 12 pps, free. A valuable little reference book and free!

The Pennine Way by Tom Stephenson, published by *Her Majesty's Stationery Office*, 1976, 110 pps, £2.50.

If you want to walk it, get it!

A Directory of Training Opportunities in Country Conservation and Recreation 1978-9, published by *Countryside Commission*, 1978, 28 pps, free.

UNITED STATES

Parks & Recreation, Official publication of the National Recreation & Park Association, USA published monthly, 164 pps, \$1.50 each.

Alive, colourful journal of the American scene.

Your Review

Review has been a regular feature under the pen of Roger Quinton since the inception of ARM News ten years ago. In the past ten editions the coverage has been extensive. The editorial and Review teams now require YOUR ADVICE on the Review feature.

"Do you prefer to see a comprehensive list with little or no comment, selected publications extensively reviewed or something in between?"

Your views are valued, please write and tell us.

Letters to the Editor as soon as possible.

REVIEW

By Roger Quinton

ARM Biographer

40 Cricklade Road, Highworth, Wilts.

ARM News 1980/81

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Material should be sent to:
Gerry Carver, Editor ARM News,
6 Audley Gardens, Sunderland, Tyne & Wear.
(Not to Crowtree).

STOP PRESS . . . STOP PRESS

Minister's Inquiry



A MAJOR restructuring of the Lawn Tennis Association, the game's governing body, is called for in a report published on June 10 by a Ministerial Inquiry Committee headed by John Smith, chairman of Liverpool FC.

The Committee, set up two years ago by Denis Howell to look into the state of lawn tennis in Britain, has the support of the present Sports Minister, Hector Monro.

The report concludes that the LTA has not fully recognized the importance of the game at grass roots level and criticises the Association for failing to provide leadership and inspiration. Too high a proportion of the LTA's resources, the report says, have been poured into the top tier of lawn tennis.

The LTA came under heavy fire for the number of "elderly people in office in a cumbersome administration which produced endless committee meetings."

Mr Smith said: "British tennis badly needs a shot in the arm and I believe this report points the way ahead. If we are to reverse the decline, this report must be implemented — and soon."

Full report in next edition.

COST EFFECTIVENESS IN RECREATION MANAGEMENT

ARM NATIONAL SEMINAR

Organised in conjunction with the Association's South West Region

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OCTOBER 16th, 17th, 18th, 1980

Superb Venue — Professional Topics

BLACKPOOL TRADE FRONT

PACEMAKERS FOR TRAINING

No exhibition would be complete without Nissen and their very professional presentation. Their universal gymnasium equipment was on display complete with an American expert to give advice and demonstration. The 16 station exercise machine was there as well as the universal rear runner — a quick start rapid acceleration power machine which permits an athlete to exercise under conditions that exceed those in competition. He may select resistances over 360lb and regulate speed, pace and stride length.

The machine is used by the track team at the University of California and at £440 represents good value to anyone wanting to provide a facility for the competitive athlete. Also on show and of great benefit to all users of fitness equipment was the Power-Pak. This wall-mounted exercise machine offers in a small space a whole host of exercises. The Nissen stand carried their well illustrated catalogue as well as the comprehensive Universal gym machine training manual and power-pak exercise manual. All of these catalogues and manuals are available on request from Nissen International (Sports Equipment) Ltd., Tallon Road, Brentwood, Essex CM13 1TT.

BE SEATED

There are few facilities that do not at some stage need spectator seating. All delegates will have been interested therefore in the exhibition stand of Audience Systems Ltd. On display and supported by a new colour brochure was the firm's "Arena Plus" seating. Whether

ARM'S ROVING REPORTER Mike Hathaway paid a visit to the Exhibition held in conjunction with the Recreation Management Conference at Blackpool. We have rescued his empty cigarette packets and reproduced for you here his notes.

it is retractable seating for multi-purpose areas or fixed seating for auditorium use Audience Systems have a seat unit for you. With new sources of income being explored by many Authorities certain categories of spectator event can make an important revenue contribution. The number of spectator seats available within the facility certainly has an important bearing on a facility's success at attracting major spectator events. Audience Systems were also displaying a new retractable flat staging unit. These would be custom built and could be used in conjunction with existing stages. This new equipment may well have particular application in dual-use Centres where both school and Centre could make use of the equipment. Full details of all types of spectator seating and the new retractable staging units from Audience Systems Ltd., Washington Road, West Wilts Trading Estate, Westbury, Wiltshire BA13 4JP.

PROTECT AND EARN

Helmman Coin Controlled Lockers were displaying their full range of locker systems including the very successful Nimrod Locker. The success of this company in the sale of lockers to Leisure Centres reflects the rapid progress made in Recreation Management. The need to provide a quality service, make

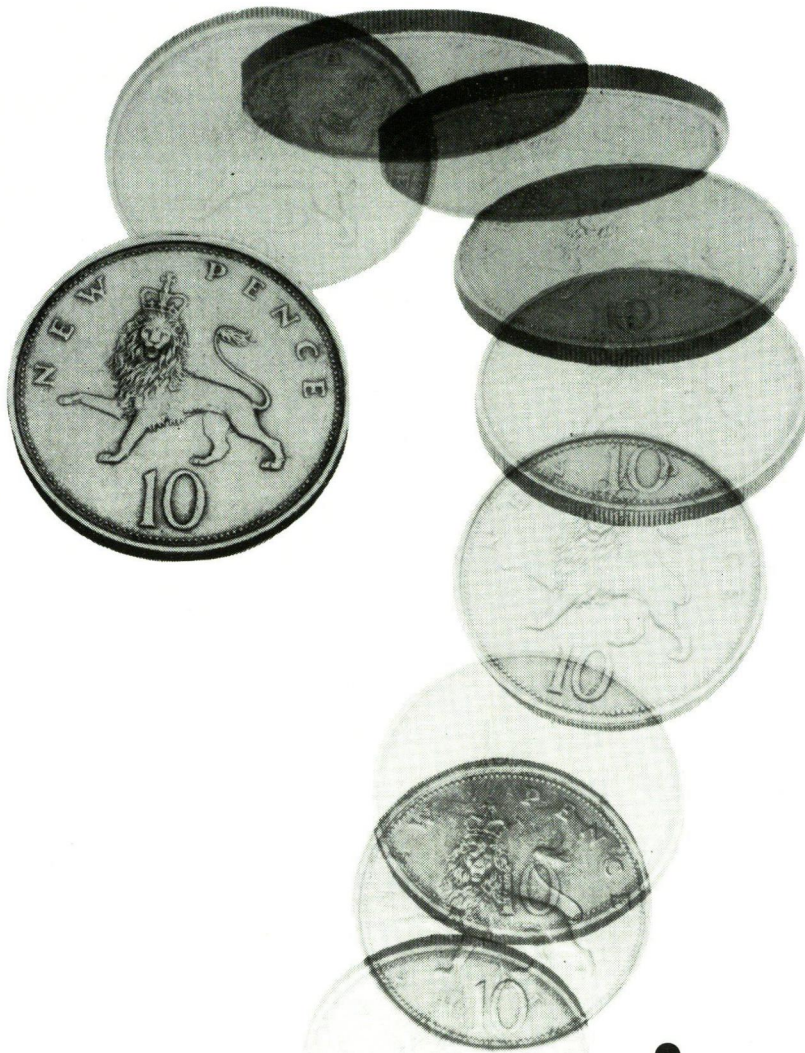
adequate capital investment when equipping new buildings and make a contribution to running costs has meant that a durable locker system is a great asset to any facility. Helmman are able to demonstrate that many facilities have been able to pay for their locker installations in periods as short as 12 - 18 months. Full details of Locker Systems are available from Helmman Coin Controlled Lockers, Northern Way, Bury St. Edmonds, Suffolk IP32 6NH.

WORLD OF LEISURE

Displaying on their colourful stand the full range of services they offer were En-tout-cas of Leicester (sponsors of ARM's National Seminar in Sunderland in 1979). Reflective of the excellent comprehensive service offered by En-tout-cas is their 104-page "World of Leisure" colour brochure. This is available on request from En-tout-cas Ltd., Sports Equipment Division, 690 Melton Road, Thurmaston, Leicester LE4 8EP.

PLAY-TIME

Pity the Recreation Management Exhibition without pinball machines and Space Invaders to keep the Managers happy. This excellent service was provided by Brighthouse Games Ltd. who reported an extraordinary fact. The Mayor of Blackpool had visited their stand and had actually played Space Invaders for the first time — little short of unbelievable in a place like Blackpool! Full details of contractual services for the installation of amusement machines, juke boxes, pool tables and fruit machines from Brighthouse Games Ltd., Brighthouse, Yorkshire.



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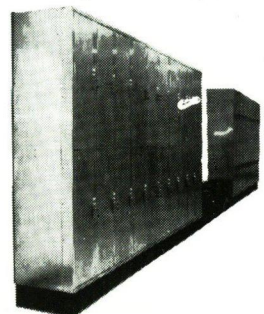


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ARM NEWS
ASSOCIATION OF RECREATION MANAGERS

ARM NEWS
Journal of the Association of Recreation Managers

1970 - 1980

LAUNCHING OUT

CELEBRATING ten years of publication ARM News has launched a new development programme. In recognition of its standing as a lively and informative professional journal and in response to popular request ARM News has been placed on general subscription. Thus for the first time the journal is available to a host of individuals and organizations concerned with the leisure and recreation scene.

In conjunction with the subscription scheme advertising within the journal

is being expanded. A rate and data leaflet circulated to promote these developments is already bearing fruit. This reflects increasing interest in the selling power of a professional journal which directs 1500 copies to the heart of recreation management. One national company has already placed a bulk subscription to circulate copies to all regional representatives.

ARM News started life a decade ago as a pamphlet printed through the generosity of Nissen and has grown into one of the Association's most valuable assets. In those early days ARM News took the form of a newsletter with helpful tips for the new breed of sports

centre managers, titles of books worth reading and association gossip about new jobs, centres and members. Over a period of five years under the editorship of Roger Quinton, ARM News grew to 16 pages reporting the early association seminars, raising topical management issues and warning managers to beware of bars, bowlers and bosses!

Since 1976 the journal has been under the editorship of Gerry Carver and the four years have seen continued growth with a doubling of size and broadening recreation content. What has not changed is that ARM News relies essentially on the efforts of members and it is the credibility of professional contributions that has been the backbone of success over the years.

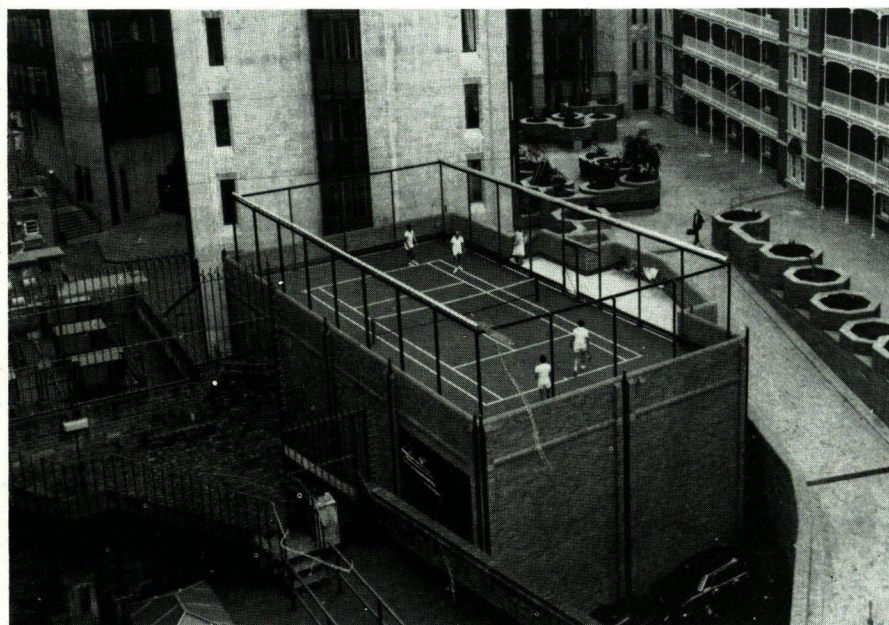
ARM News has always been keen to cover the issues of the day and as long ago as February, 1977, featured the problems and potential of the cycle and cyclist—and in this issue we pursue the topic in Joining the Revolution on page 20.

For a glance back at ARM News over the last decade turn to page 30.

Out of a hole

IF AT FIRST you don't succeed—remember Jim Nelson. Former secretary of ARM's North West Region, Jim organizes the Knowsley Eagle golf competition in a Festival of Sport for the Borough in which he is principal recreation officer. More than 100 golfers take part, including Jim who operates off a 12 handicap. This year the Nelson touch deserted him at the seventh hole which took him eight strokes—five over par. Undaunted, Jim carried on to total 77 gross (65 net) to win his own competition and a superb carriage clock.

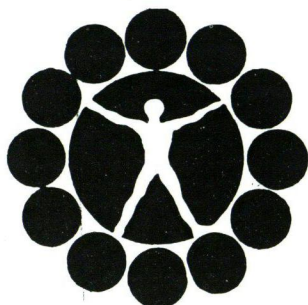
FIRST IN THE U.K.



A PLATFORM tennis court—the first in the UK to be built on a roof—has arrived in London. Platform tennis was introduced from America about four years ago and the court has been built for the London Diamond Companies on the roof of a squash court in Saffron Hill. The court is surfaced with Tenniprene—one of the newest sports surfaces—and has En-tout-cas Devoe floodlights. Apart from a 12 feet high wire surround which is used in play on a quarter-size court, most of the rules are similar to lawn tennis. The court is now in regular use by members of the staff of the London Diamond Companies.

**Special Centre Focus on ARM
National Seminar,
Saunton Sands, North Devon,
October 16-18.**

OFFICERS OF THE ASSOCIATION OF RECREATION MANAGERS



Chairman A. Collins, Amenities and Recreation Officer, Council Offices, Bollington, Macclesfield, Cheshire.

Vice-Chairman R. Quinton, Recreation Officer, Thamesdown Borough Council, Swindon.

Hon. Treasurer D. Woodman, Deputy Director of Countryside and Recreation, Cheshire County Council, County Hall, Chester.

Committee M. Fulford, Indoor Leisure and Amenities Manager, Concordia Leisure Centre, Borough of Blyth Valley.
M. Halpin, Assistant Director of Recreation, Ipswich Borough Council, Ipswich, Suffolk.
B. Kilby, Recreation Officer, Civic Centre, Corby, Northamptonshire.

Ex-Officio G. C. Carver (Editor ARM News), Deputy Manager, Crowtree Leisure Centre, Crowtree Road, Sunderland, Tyne and Wear.
J. A. Douglas, Director of Recreation Services, Inverclyde District Council, Municipal Buildings, Greenock.

The elected representative of each formally constituted region sits on the Executive Committee.

Association Address:

John Turner,
Administrator, ARM,
Berry House,
41 High Street,
Over,
Cambs.
Tel. (0954) 30940.

Chairman's Message

IT IS particularly pleasing to learn that the Association has now admitted its 1000th member and we congratulate David Hughes, Director of Sport and Recreation at the Adams Sports Centre in Shrewsbury in having the good fortune to claim this distinction.

To attain a membership of 1000 has long been one of the declared aims of the Association and I am delighted it has been achieved. I hope that it will encourage us all to seek to attract even more new members to our ranks, not simply to swell the numbers, but because there are still very many recreation managers throughout the country who would derive more benefit than perhaps they realize through membership of the association.

It is, therefore, a marketing exercise. New members require to be canvassed and the advantages of membership sold to them. Regional branches should look particularly for areas within their regions where potential membership is known to exist and should plan a campaign to try to recruit.

A word of welcome and thanks to my colleague from the North West Region, Richard Tibbott, who has kindly agreed to accept the chairmanship of the association's education sub-committee.



Alec Collins, ARM Chairman (left) being welcomed with North West colleagues to a regional meeting at Morecambe Leisure Park by Mel Diack, Assistant Manager.

In this capacity he will serve with the representatives of the other professional bodies on the amalgamation Education and Examinations Working Group. Richard is well qualified and experienced for this task and we are singularly fortunate in having someone of his quality to represent our interests in what is perhaps one of the most vital areas of the amalgamation discussions. Thanks, too, to Roger Quinton and to John Davies for their past work for the association in the education field.

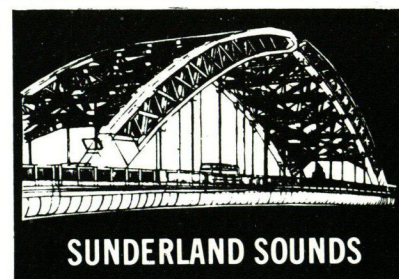
Finally, a plea to members to make every effort to attend the Annual National Seminar in October. This event has become one of the highlights of the recreation management calendar and this year's event is even more attractive because of its location

at Saunton Sands in North Devon. I hope to have the pleasure of seeing as many as possible of you there.

Alec Collins.



Views expressed in this Journal do not necessarily represent the views of the Association.



Sunderland Sounds bridges ten years of recreation on page 30.

INTERNATIONAL YEAR OF DISABLED PEOPLE 1981

Members' help is sought in campaign

MEMBERS will probably be aware that the United Nations have designated 1981 as the year for disabled people.

The Sports Councils have offered to take over responsibilities for sport and physical recreation and they will be running a UK Sport For All Disabled People campaign as the emphasis within their Sport For All theme. The emphasis is on local schemes to encourage participation and the structure in England will be based on the nine Sports Councils regional offices. The regions will be in touch with members in the hope that close co-operation will help to achieve both integration and involvement, two of the main aims of the year.

AIMS

- to stimulate long-term development of participation in sport by disabled people.
- to educate the public and disabled people in the benefits of sport to disabled people and to involve them in its promotion.
- to further the integration of disabled people into the community through the medium of sport.

OBJECTIVES

- to encourage local participation using all the relevant agencies.
- to improve access to, into and within sports facilities of all types, including outdoor and countryside.
- to develop high level participation by means of coaching, training and competition.
- to organise a few prestigious events e.g. conferences, mass participation rallies and to co-ordinate other national events.
- to encourage international co-operation through sport.
- to co-operate with all the national agencies concerned with sport for disabled people, including governing bodies of sport.

Further information can be obtained from the Regional Sports Councils.

P.S. Student ARM member C. Charlton is studying the provision for the handicapped in leisure centres. It would be appreciated if any member can supply relevant information for it to be sent to C. Charlton, College of St Paul and St Mary, Francis Close Hall, Swindon Road, Cheltenham, Gloucs.

Health choices

THE OPEN UNIVERSITY is introducing a new short course on Health Choices as part of the Community Education Programme. The course starts in October and looks at how your lifestyle affects your health. There are no classes, no teachers, no set hours, and no rules about how much or how little to do. Students will receive the Good Health Guide, a 256-page colour illustrated book, a special resource pack, a cassette tape and notes on moving to music and relaxation, and notes to back up radio and TV broadcasts. Further details are available from Brian Sayer, P 921 Health Choices, PECU, Open University, Sherwood House, Bletchley, Bucks.

Disabled Living Foundation

346 Kensington High Street
London W14 8NS



THE DISABLED LIVING FOUNDATION, in association with the Sports Council, is organising a series of one-day study days. The first is in London at the London Hospital Medical College on October 7, followed in November by one in Avon and the others during 1981, the venues of which are likely to be Manchester, Newcastle, Birmingham, Cambridge, Nottingham and Winchester.

These study days will be of interest to parents, Social Services personnel, advisers in special schools and further education, organizers and leaders of Gateway Clubs, recreation managers, sports centre managers, sports personnel, voluntary and professional bodies associated with the welfare of mentally handicapped people.

Further details are available from Miss Margaret Dowden, Conference Secretary, Disabled Living Foundation, 346 Kensington High Street, London W14 8NS (Tel. 01 602 2491). PLEASE send a stamped addressed envelope (9 in x 4 in).

NEW SPORTS COURSE PLAYS ITS PART TOO

CAREERS in sport were given a significant boost this year by the introduction of a BSc (Hons) Sport (Administration) and Science degree course at Trent Polytechnic, Nottingham—and a unique feature of the course is that it features Sport for the Disabled.

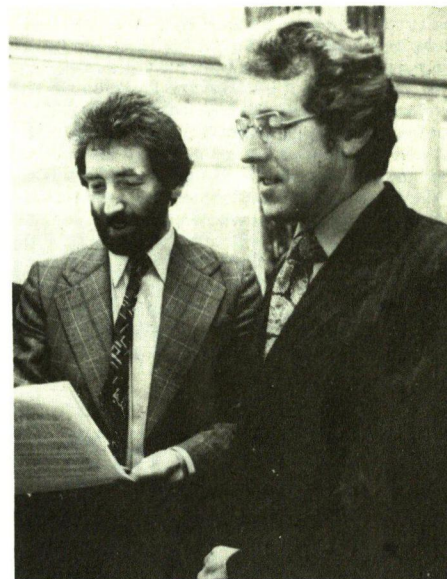
Although its allocation of time is not great, its inclusion in undergraduate studies is thought to be long overdue and a significant step forward by those who work in this field.

Course leader, and former Olympic 1500 metre runner and European champion, John Whetton, and his team have looked closely at the job outlets in sport, examined the job requirements and structured a course around a number of vocational objectives.

Five and a half years of preparation, research and discussion have gone into this CNAA validated course. It is felt that the degree elements will fill a gap in higher education which not only provides young people with sporting talent to develop their existing skills and others, but also gives its students an educational completeness in all aspects of sport, its science, its philosophy and sociology and its administration.

Graduates from this course will be well equipped to enter sports centre administration, coaching, sporting goods manufacturing industries, Sports Council work, sports club administration etc. Post graduate courses will be available for those wishing to take further qualifications in management and for those who want to undertake research in sport.

John Whetton says: "One or two polytechnics claim to be able to transform sporting talent into Olympic champions. I do not think that this is a tangible objective, more a naked flame to the moth. Available evidence suggests that these claims are wild to say the least. At Trent we have a more realistic view based on the premise that academic rigour and sporting achievement, though compatible are not necessarily mutually supportive."



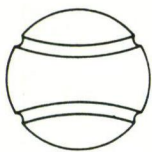
JOHN WHETTON (right) is at the centre of a new course in sport. He is pictured here with ARM East Midlands Region Chairman, Brian Kilby.

As well as the expected stress physiology, practical sport, experimental psychology and administration theory, the course contains substantial elements of law, economics, computing and technology as they relate to sport, as well as sport for disabled. Although the latter subject's allocation of time is not great, its inclusion in undergraduate studies is thought to be long overdue and a significant step forward by those who work in this field.

Further information from John Whetton (Tel. Nottingham 48248 ext. 3296 or (home) 06234-3496).

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FAULTY TENNIS

BRITAIN'S tennis authorities have been criticized for wasting resources, neglecting the game at grass roots level and becoming bogged down in a bureaucratic tangle dominated by "elderly people."

Wimbledon should make a greater contribution to the game and less money should be spent on Britain's few star players if the decline of tennis in this country is to be halted, says a report.

The two-year study of our tennis set-up, ordered by the then Minister of Sport Dennis Howell and headed by John Smith, chairman of Football League champions Liverpool, has shattered the game's bankrupt image.

The Lawn Tennis Association, the All England Lawn Tennis Ground Ltd and the All England Lawn Tennis and Croquet Club have resources of more than £2 million, says the report, but the money is not spent to the game's benefit.

"Too high a proportion of the LTA's resources have been poured into the top tier of lawn tennis," says the report. "If it was thought that finance was a major problem, evidence indicates otherwise. At local level it is clear that clubs have experienced great hardship, yet have received meagre support from the authorities."

The money poured into the top levels to try to produce champions left other sections dry, without bringing money flowing back in.

As well as exploiting better its present resources, the game could benefit by an extra £500,000 if Wimbledon went fully commercial, the report suggests. More money would come in if, in line with other European countries, the present 30p membership fee to the LTA was raised to a more

realistic £5 per year for adults and £2 for juniors.

Wimbledon, which refused the inquiry access to last year's accounts, was criticized for its complicated financial structure, and, with the LTA, shouldered some blame for the poor state of the game on a local level.

Tennis' money would be better spent on improved facilities, loans to clubs and the expansion of coaching and training for all players at all levels. A director of coaching, who would restructure the set up was also desirable.

The Minister's Lawn Tennis Inquiry Committee found the existing situation of four organizations, each with financial or administrative responsibility for the game, anomalous. The case for amalgamation was discussed but the committee believed the right way forward was to aim for a more effective governing body.

To achieve this the committee recommended:

- That the financial and administrative organization of the LTA be restructured to ensure a strong executive body, the terms of reference to include specific responsibility for development at all playing levels.
- That the restructured organization appoints a small executive committee accountable to the General Council with full responsibility for day-to-day management of the association.
- That a full-time official with status equivalent to Chief Executive be appointed.
- That the holder of the office of President should serve as chairman of the General Council and of the key executive committee.

On the financial side, the report recommended that consultation should take place without delay for the present and future resources of the various bodies to be put to more effective use in the best interests of the game.

Indoor facilities for lawn tennis in Britain are described as "totally inadequate." The report states that we have fewer than 100 purpose-built covered courts compared with over 1200 in France and recommends that the LTA approaches the Sports Council to seek to promote partnership schemes between local authorities and commercial companies.

Recognition is given to the need for a national training centre but the committee accepts the claim that the establishment of regional centres should take priority.

The committee was concerned by the reported low standards of coaching in Britain and feels that insufficient attention is being paid to the mental attitude required for international competition. It recommended:

- That the training of coaches be restructured at all levels.
- That the LTA considers the appointment of a Director of Coaching with special responsibility for co-ordinating and improving coaching standards.

More development officers were urged for the regions and the committee would like to see greater involvement of former international players in the training of youngsters.

The report also highlights the lack of opportunity to play lawn tennis within the education system and commends to the LTA the advantages of 'short-tennis'—a scaled down version of the game and an ideal way of introducing young players to the basic skills.

The report of the Minister's Lawn Tennis Inquiry Committee is available from the Sports Council's Publications Department, 70 Brompton Road, London SW3, price £2.50.

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- **HUDDERSFIELD SPORTS CENTRE**

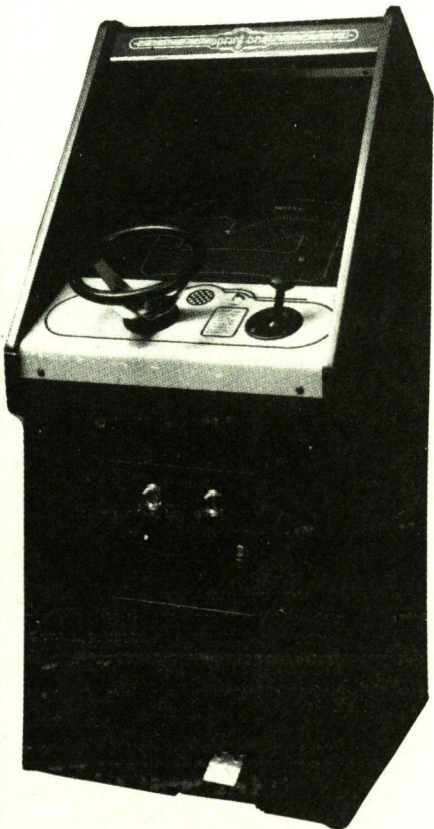
(1977 WINNERS OF THE SPORTS COUNCIL AWARD)

- **HADEN HILL LEISURE CENTRE**

(1978 WINNERS OF THE SPORTS COUNCIL AWARD)

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Squash cash catch

by **BOB MORRIS**

**General Secretary,
Squash Rackets Association.**

IT IS a conventional wisdom that those who benefit most from the activities of a governing body should contribute the largest sum towards its upkeep. This is true in sport as in other administrative fields, and the Squash Rackets Association (SRA) is studying the practicalities of a formal player registration scheme for all those who participate in squash leagues and competitions run under SRA auspices.

Meanwhile, however, every person who steps onto a squash court derives some benefits from the governing body of the sport, although these may be less obvious than those enjoyed by the competitive player. This is recognised by the Sports Council who have stated unequivocally that in their opinion:

"All participants, whether or not individually or collectively affiliated to the national governing body of their sport through the accepted channels, benefit from the existence and efforts of that national body. This being so it is reasonable to presume some small per capita contribution towards the cost of centrally administering the sport. In this way those who are sometimes called 'the missing million' are, albeit slenderly, nationally identified. Clearly those who wish to participate in organized competition will automatically affiliate and governing body subscriptions should, of course, reflect the special and added service so received."

The problem for the SRA (and probably for other governing bodies) is to collect a small contribution from all those who play squash,

If it were possible to guarantee collection from the estimated 1½ million who play squash, then a sum of only 10p per head would provide adequate funds to permit a most ambitious coaching and development scheme for squash. Alas, it is not as simple as that! Inevitably the net can only be cast as far as the clubs and centres where people congregate to play the game; and having cast the net thus far, the co-operation of club owners, organisers or secretaries is essential if the concept of a little from everybody is to succeed. Why should such hard-pressed people co-operate in collecting money (however little) from those who play squash and passing it on to the SRA! Read on!

The SRA works to ensure that anyone who enters a squash court can do so knowing that the rules of the game, playing equipment and the court itself lend themselves to an enjoyable and safe form of recreation. Somebody has to ensure that standards in all three areas are maintained so that the game of squash as played in Cornwall is exactly the same as the one played in Northumberland — and in all intervening counties!

There is also a need to influence international squash bodies so that the game develops cohesively around the world; the SRA has special responsibilities in this respect.

Coaching is important for the well-being of any

game and the SRA's coaching standards are recognised by most as the definitive yardstick for assessments. The SRA can advise on aspects of coaching which may be of particular relevance to those who have not yet reached competitive status. Finally, there is the competitive side of squash. The SRA is involved, from 'shop window' responsibilities such as organising major international competitions and arranging representative teams for world events, down to providing advice and assistance for club tournaments. The framework from grassroots competition through club and county to international honours is monitored and supported by the governing body. While the novice squash player may not initially recognise the competitive opportunities available, the chances are that many will eventually benefit from SRA activities in this field, either as a participant or as a spectator.

This resumé of the work done by the SRA to benefit all squash players is designed to show why it is reasonable to ask those in charge of squash centres to co-operate in collecting some money from all players on behalf of the SRA. The mechanics of achieving this form the basis of SRA affiliation fees for clubs and centres. Any club competing in a recognised SRA league is required to affiliate to the SRA on the notional basis of 30-40p per head from all its members.

There are different scales for the various categories of squash centres, but the aim is to achieve an equitable system so that the largest possible number of squash players support the SRA for the lowest possible annual contribution each.

The Squash Rackets Association is at 70 Brompton Road, London SW3. (Tel. 01 584 2506).

(Article reproduced by permission of the Sports Council and the Squash Rackets Association).

Dampening enthusiasm

ARM'S investigative journalist Harry Porter was perturbed by reports coming in of the number of recreation managers whose holidays had been marred by thunder, lightning and occasional deluges of rain. Typical was the comment: "It only rained twice—once on the Sunday and then for the rest of the week." The inordinate number of members whose spirits had been dampened led Harry to suspect Government influence.

Top of the list was Sports Minister Hector Monro whose predecessor Denis Howell had set the precedent of heralding widespread floods in 1976 immediately on being handed responsibility for drought. A quick check revealed, however, that the Monro doctrine was still confined to the sporting climate.

Enlightenment dawned with the discovery in a forgotten filing cabinet of a joint statement issued in May on behalf of the Countryside Commission and the Tree Council headed by a prayer-like plea "Water trees, please."

In providence-tempting fashion the statement declared: "A continued drought, now or later in the summer could spell disaster for young trees in town and country. Newly planted trees—and especially those in remote sites—are particularly at risk. They need plenty of water to become established and many will already be suffering. Large numbers of trees, young and old, died as a result of the 1976 drought. To avoid the same sort of destruction in 1980, trees need to be kept well watered, and remember they need a good soaking. Washing up water or bath water will do."

While Harry is prepared to keep the bath water idea on tap, he feels the solution to any drought fears lies largely in the hands of recreation managers. All they have to do is perform their ritual variation of a rain dance—organize a carnival.



Liz on top of the world

WITH record breaking at the Olympic Games tending to dominate the news of the sporting world, members may have missed the fact that Britain can boast at least one more world record.

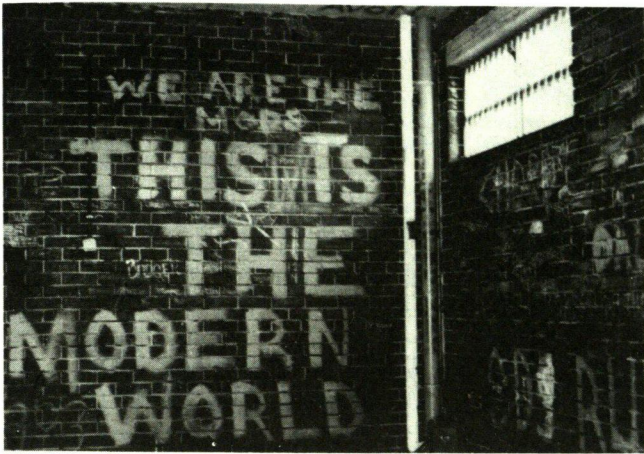
A new world women's distance record was set at the Coppertone UK and European disc championships by Liz Reeves, a 17-year-old schoolgirl from Leyton, who has been playing Frisbee disc sports for only nine months. Her throw of 401 feet 6 inches beat both the previous world women's record of 283 ft 6 in, and the European open record of 380 ft 6 in.

Les Bryant of Finsbury Park, won both the UK and the European individual titles and the Ally Pally team which he captains beat Warwick University in the final of the seven-a-side ultimate team game by 12 points to 11, in front of 6000 spectators at the Richmond Athletic Grounds.

Nick Faldo demonstrated that he is almost as skilful at Frisbee disc golf as he is at ball golf by playing in a demonstration match against the 1980 UK Frisbee disc golf champion Derek Robins.

The United Kingdom Frisbee disc Association coached children nationwide in Frisbee disc sports through schools, play groups, youth clubs, Scouts, boys' clubs of Scotland, to prepare them for entry to the Regional Junior Frisbee Championships, which culminated in the national final in August at Dartmouth Park in West Bromwich.

At the end of each session children participating were presented with a mini Frisbee disc bearing the message to all sports retailers to exchange the mini for a world class Frisbee disc at 25p less than normal price.



This was the response when Haslingden Sports Centre provided a meeting room for young people. (See story below).

An answer is wanted

HOW often do we see headlines in the newspapers talking about Vandalism whether at football matches, City centres, Sports areas?

It all amounts to the same thing—Boredom, or a need to 'run with the crowd'!! I have heard of Sports Centres who have boasted that they have got these same types of people into their various Centres and got the youths involved in sports, etc. All this now seems idealistic to me due to certain events that have happened in my own Centre. Firstly, I should explain that my philosophy on youths has and always will be one of hoping to provide some form of entertainment, but not to the extent of making these youths take part in sporting activities.

Now for the past year or more I have allowed youngsters into the Centre to play on the pool table and the video machines at Reception. The situation was fine until the numbers started to grow, and the noise became quite intolerable. Up to this point we had no problems of vandalism or bad behaviour, therefore I hit on the brilliant idea of making one of the small function rooms we have into a Youth Room, the youngsters themselves painted the ceiling yellow and the walls black. I then put in a carpet, tables, ash trays, easy chairs and a couple of plastic chairs. I allowed the youngsters in on the Tuesday and by Wednesday I had a problem of 'Rockers' against 'Mods'. The chairs and furniture were completely smashed, the carpet ripped and the walls completely covered with graffiti in paint, chalk, etc. I personally appealed to these 'Rockers', who had never been to the Centre prior to our opening the Youth Room, to behave and to look after furniture, etc., but to no avail. I had reports of mixed sexes in the room with

writes **HOWARD PETERS,**
Manager of Haslingden Sports
Centre, Lancashire.

the lights off and the door closed tightly! Again I spoke to these youths and gave them an ultimatum, behave or out you go! Well, after a fortnight the graffiti got worse and the behaviour got worse as well, so I then put a ban on all youngsters under 18 for one week. This was to allow me time to redecorate the room and decide on what to do with all the youngsters.

The answer was to issue membership cards at no cost to the youths (N.B. we already have a membership system) and for me to personally interview them to either say 'yes' or 'no'! The new system appears to be working in so much as we have now got the numbers of youngsters we had before the invasion of the 'Rockers', and with the help of Brighthouse Games we have changed the room into a video, table-football room. I have removed the double doors and now it is open plan and hopefully the users of the room will use it sensibly.

Having told you of the saga it still remains, to me, a problem of what to do, if anything, for the minority group referred to as 'Rockers'. Remember, it was these same people who spoiled it for the other boys and girls. I wish I knew the answer, and indeed if I have done the correct thing in banning them from the Centre.

Nearly all the people to whom I tell the story agree that the bad influences should be kept out, but I still have a niggling doubt whether I should try something else. As I said at the outset, I am not a 'do-gooder' who wants to convert all youngsters to active sports people—I just want to try to give a fair deal to all. So with that it still remains an unanswered question; Vandalism—Is there an answer?

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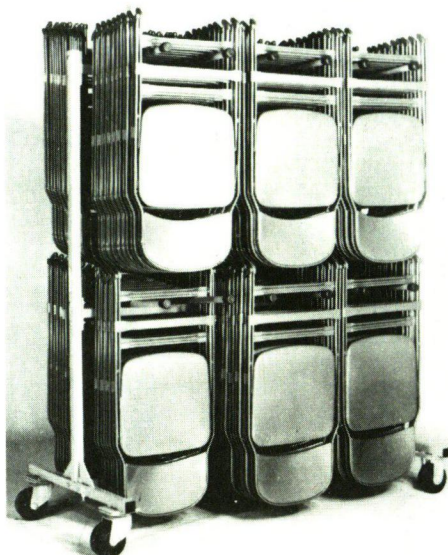
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Survey Scene

RAYMOND DUFFELL, a health education officer with Sunderland Area Health Authority took a post graduate diploma course in health education in Leeds which required a research thesis on some aspect of health education work.

To assist in a controlled research project on the effectiveness of health education propaganda he enlisted the aid of a local evening newspaper, the Sunderland Echo, which obliged by publicizing the project for five successive nights.

Raymond produced a wealth of facts on alcohol, nutrition, exercise and smoking to test the effect such facts had on the newspaper's readers. People in Sunderland and Washington were asked to complete a questionnaire and readers were also invited to send in a coupon to the Health Education Department to receive literature on various subjects raised.

Raymond tried to cover all age groups—except schoolchildren—both sexes, and as many types of working people and the degree of activity in their work as possible. Schoolchildren were left out on the grounds that they were subject to regular exercise as part of the curriculum.

Among those taking part in the survey were staff at Crowtree Leisure Centre, Sunderland.

A selection of findings from the survey is reproduced below.

Mass media communication

ALTHOUGH the total sample of voluntary participants in the survey was about 350, the number who completed both questionnaires was slightly in excess of 200. Although every attempt was made to ensure a completely representative sample group, of the final participants there was a marked imbalance of 38% men (n = 72) as opposed to 62% women (n = 130) indicating a greater willingness to co-operate by the female population.

The final sample were a representative group of people either living or working in Sunderland and Washington and they were **not** chosen as definite readers of the Sunderland Echo. It was hoped that this would give the Health Education Department an indication of the potential audience of Echo readers who lived and/or worked in their "area of responsibility," as well as the levels of change in both knowledge and beliefs.

More than 32% (n = 66) were unlikely to have seen any of the articles, answering that they read the Sunderland Echo "RARELY" or "NEVER," and a further 22% (n = 45) who read it "SOME NIGHTS" were unlikely to have seen all four. The most widely read of the articles, as might have been expected, was that dealing with exercise—a rather less threatening topic than the other three; it was seen by 41% of the group. However, there was not a great difference between this and the least read, nutrition, which was seen by 37%.

People who had read more than one of the articles were asked to nominate which they had enjoyed most; the two which emerged were nutrition 39% and exercise 35%. By contrast, the alcohol article was the choice of only 16% and smoking only 10%. Thus the two topics which involved a more positive message, encouraging the audience to "do" rather than "don't," were overwhelmingly the more popular. However, when asked the reason for their choice it became clear that it was due to the topic being "interesting" rather than the way it was presented.

GENERAL OBSERVATIONS

Any attempt at change, whether it be knowledge, beliefs, attitudes or behaviours, is probably subject to the "law of diminishing returns" i.e. the higher the original figure the more difficult it is to achieve further change. This was certainly in evidence in the survey. Also of interest was a phenomenon which I call the "subconscious shift"—in certain questions a noticeable number of respondents shifted in the right direction despite choosing the incorrect option.

The most significant changes arose from the publication of the alcohol article. This is not altogether surprising because the topic does appear to be fraught with misconceptions. Despite a good majority of the respondents (70%) regarding it as a drug before the series of articles, it seemed to be a socially acceptable drug and the serious addictive nature of alcohol is either forgotten or come to terms with. Such beliefs may be partially accounted for by the fact that more than twice as many of those completing the first survey regarded alcohol as a stimulant rather than a depressant. The topic of exercise despite being the most widely read and the second most enjoyed, provided the fewest number of large alterations in response.

What is your main method of travel?

Car		Bus		Train		Walking	
%	(n)	%	(n)	%	(n)	%	(n)
58.9	(119)	31.7	(64)	9.4	(19)	0	(0)

Do you play sport regularly?

Yes		No	
%	(n)	%	(n)
21.3	(43)	77.2	(156)

How many times do you play sport each week?

1		2		3		4		5		>5	
%	(n)	%	(n)	%	(n)	%	(n)	%	(n)	%	(n)
27.3	(12)	38.6	(17)	18.2	(8)	9.1	(4)	0	(0)	6.8	(3)

Which of these is most important to you?

Stamina		Suppleness		Strength	
%	(n)	%	(n)	%	(n)
79.7	(161)	15.3	(31)	4	(8)

You are told you are slightly overweight and can lose weight either by slimming or by continuing to eat your present amount of food if you take more exercise. Which would you prefer?

Slimming		Taking More Exercise	
%	(n)	%	(n)
36.6	(74)	60.9	(123)

Do you ever feel guilty about not taking enough exercise?

Yes		No	
%	(n)	%	(n)
61.4	(124)	37.6	(76)

MARKED CHANGES

The only direct question to the sample asking their opinion about whether they had changed in any way since reading the articles brought a positive response from 13%. While this may seem a significant figure it must be remembered that such a small total number of respondents means that detailed statistical analysis would be necessary before any definitive conclusions are drawn. Indeed it is only the largest percentage changes which may be accepted with any confidence as being valid.

In the section of the questionnaire concerning smoking, four questions showed marked alteration in the nature of the response; three were changes in knowledge and the other in a belief.

EVALUATION

It must be emphasized that as a small "pilot" study of 202 people, no definitive conclusions can be drawn. Similarly, it should be noted that failure to achieve the proposed balance of male-female respondents may also have biased the results due to the dominance of the feminine stereotype.

Nevertheless, several useful conclusions did emerge:

- In all four topic areas there was evidence of sizeable knowledge changes on the second questionnaire.
- The respondents much preferred (i.e. enjoyed reading) the less threatening topics of nutrition and exercise which had been treated in a more "positive" vein.
- Despite what has just been said, it appears that the limited "fear appeal" used in the alcohol and smoking articles, when the target audience were presented with certain examples of the potentially detrimental nature of such habits, can prove effective because the greatest areas of change occurred here. This could, however, have been due to an initially lower "base-line" knowledge.
- There was some evidence of a marked change in beliefs of the individuals monitored e.g. feelings towards cigarette advertising, although such changes were much less frequent than changes in knowledge.

CONCLUSION

To conclude it must be said that the research completed, if regarded as a starting point rather than an end product, has proven useful. The words mass media conjure up, for most people, visions of the television or radio; however, the use of newspapers, both local and national and both "popular" and "intellectual" perhaps merits closer scrutiny. Local newspapers in particular have distinct advantages such as having a very good knowledge of the nature of the audience and an awareness of the most successful approach to reach the audience and also being "identified with" by the target population.

Consequently it could, in future, prove to be the case that the most successful method of mass media communication available to health education is the local media—newspapers, television and radio. Although much more detailed analysis arising from larger surveys is needed to confirm or reject the above findings, and also to investigate whether the change in knowledge and beliefs could be extended to attitudes and ultimately behaviour the "BODYLINE" series has given an initial, albeit limited, indication of the potential of one such type of local media.

All deep ends on you

YOU may recall the question to fellow recreation managers regarding opinions and practices about the consumption of food and drink on poolside.

Of five people who responded, one very much against pool parties and the like, quoted relevant sections from the Health and Safety at Work Act 1974 and the 1964 Licensing Act which "requires a need to be established and for the premises to be used in an orderly manner and in a safe manner."

The gentleman concerned says: "As you will have already concluded I am not in favour of poolside events, particularly those where alcohol is involved and I was horrified to see that at a poolside event at a centre not a thousand miles from here, not only the public but also the staff on duty consuming alcohol."

My basic reason for being against such events is that I feel that, in permitting them, management are not taking a reasonable attitude, if fully aware that in permitting such activities they are increasing the danger to both clients and staff."

While agreeing with the caution, any manager that allows his staff with a responsibility for public safety to drink before or during duty should be shot!

However, recreation managers are needed to bring light where darkness exists. Darkness in this particular instance appears to be the grey area of "what is reasonable" particularly in view of the fact that there is very little case law on which decisions can be taken. Heaven forbid that the case law files will be expanded!

The dilemma is emphasized by the "most informative" of all the letters which said simply "whilst I am not involved in pool management I am, however, involved in matters of water safety. My maxim has always been if in doubt err on the side of safety!"

Recognizing that there is a risk to individuals who eat prior to swimming, the practice favoured by two of the respondents and other centres is simply that they allow the swimming first and discourage total immersion when food is served (usually later in the evening).

Additional staff, specifically briefed for the dangers involved, watch pool safety and the effect of any alcohol consumed. The organizer is also specifically responsible for insurance cover and this is written into the agreement.

The organizer is made aware prior to the event that in matters of safety the pool management have prime control, with his or her assistance. Drinking alcohol particularly is discouraged prior to the event until swimming has been completed. The addition of entertainment to coincide with swimming finishing and food being served seems to help as well.

A number of pools seem clearly to operate on the maxim of "safety first—enjoyment second" and it is that message which is agreed with the organizer in all severity prior to the event.

With existing evidence, and given that every reasonable action is taken by pool management prior to and during the event, and can be shown to have been taken if need be (heaven forbid) then I believe that such activities and pool parties should be a valid part of the leisure programme of appropriate pools, should that be the wish of policy-makers. Roland Honeybunn, Manager of the Oasis Leisure Centre, Swindon, would be still interested to hear any additional comments.

Roger Quinton.

Recreation Officer,
Thamesdown Borough Council.

LETTERS

The editor welcomes letters from readers dealing with subjects raised in these columns. Photographs are invited which illustrate points of interest.

30 minimum? No thank you

PETER HAYWARD'S article (edition No. 31) made much sense but does he really expect well educated, intelligent, potential managers to start off as pool attendants? While some experience of what happens at the bottom of the ladder is essential, it doesn't have to come through full-time experience. After all, Army officers start at Sandhurst not at boot camp. In addition, if Mr Hayward is going to ask for a DMS plus five years experience a new entrant can't expect a manager's job until he's passed 30. No thank you. Qualifications and experience are but two ways of gaining ability but if someone possesses that ability anyway, let him get on with the job. The standard of photography and reproduction in ARM News is pretty appalling, especially the "mug-shots" of the association's officers. Any amateur could tell you that the lens used for these photos was too small for the close ups taken.

Either that or all officers really do have long, long noses. Also, do we have to have the "cliche" photos of handshakes over presentations and posed conversations at meetings. Some imagination please.

Otherwise, keep up the good work.

Jim Lynch.

Manager,
Keynsham Leisure Centre,
Bristol.

EDITORIAL COMMENT:

Difficulties have arisen with photographic reproduction. Many members do not realise that offset litho requires a clear black and white photograph initially. Cut outs from magazines etc, do not reproduce well, if at all, and colour photographs require special screening which reduces the quality of print. ARM News obviously works to a controlled budget and the particular package we buy normally gives excellent value for money. However, the wide spectrum of tone/print varying from photographs and half tones to straight print requires a happy medium to be struck—which inevitably leads to compromises on specific items. Some printing difficulties did arise with photographs in the last edition and hopefully these have now been satisfactorily resolved.

Best wishes

The following letter was received by ARM Chairman Alec Collins.

I was particularly touched by the very kind words you had to say about me and the extremely generous and delightful gift.

I have always enjoyed a very close relationship with the ARM and do so hope that in one way or other this can be continued in the future. You and your members have always been extremely kind and friendly to me and this I very much appreciate.

Very best wishes for the future.

Harry Littlewood.

Director of Development Services,
Sports Council.

Dear Sir,—I have just received your March issue and the annual report and I am impressed with the publications and the enjoyable sense of humour which you have injected into all aspects of the writing.

A publication which may be of interest to your readers is the Youth Games Book is enclosed. So far we have had a very favourable response to the book itself and the information and style of working with young people which it promotes. A large number of community centres and indeed sports centres have already bought copies of the book since it was published in April I would be grateful if you could organize a review/article and I look forward to receiving your comments.

Alan Dearing,

Publication and Training Officer.

Intermediate Treatment Resource Centre,
Scottish Association of Boys Clubs,
21 Atholl Crescent,
Edinburgh EH3 8HQ.

A review of the Youth Games Book, an excellent 218 page compendium for £2, will appear in the next edition.—Ed.

Clinical approach

AT POYNTON Sports Centre, in Cheshire we have been able to diversify the use of our sauna suite which has been a low use area for some time on the nights for men's use.

Sandra Dyson, an ex-international 400 metres athlete whose athletic career was interrupted by injury is now a qualified physiotherapist and, in fact, a physio for the British athletics team, lives near the centre. We have been fortunate enough to gain the services of Sandra who runs an advisory clinic at the centre, using the sauna suite, once a week.

Sandra gives her services free of charge and the clinic is free to those who wish to attend. At the clinic, advice and some treatment is given, the main purpose being to advise people to do the correct exercises and activities to enable them to get back to playing where they left off and to try to prevent further injury.

Of course the spin off for Sandra is that those needing further treatment that she cannot provide at the centre may go to her for treatment at her practice which she runs from her home.

I don't expect many centre managers to be lucky enough to have in their area a physiotherapist who has quite such a specialist interest in sporting injuries as Sandra Dyson. However, I wonder if there are many managers who have a low use area and a physiotherapist living locally who would be interested in running a clinic.

It has certainly proved an excellent addition to our activities at Poynton and has indeed brought people into the centre who had not been previously, several of whom have started making us of our other facilities.

M. R. Atkinson.

Manager,
Poynton Sports Centre,
Macclesfield.

DESIGNS ATTACKED

LOCAL AUTHORITIES are continuing to ignore the wealth of information now available on the design of sport centres, it is asserted.

And the result is an abundance of centres with fundamental design errors—in many cases costing thousands of pounds of badly-needed local government cash, according to Local Government News who asked a random selection of sports centre managers around the country to tell of their own particular problems. Their answers revealed that many buildings suffer from almost laughable design errors—like the weight training room sited on a first floor with the result that the floor gave way.

The findings are backed up by Gerald A. Perrin, author of 'Sports Halls and Swimming Pools: A Design and Briefing Guide,' who said that many basic errors are being repeated because local government architects ignore the mass of information now available to them, instead, sticking rigidly to their own first principles.

"An architect might have won a prize for his council houses or for his colour design. But that does not make an expert in the very complex design of a multi-purpose sports centre," claims Mr Perrin.

PREVENT 'AGE DECAY'

"Leisure has more than a cosmetic purpose—it can delay and minimise the ageing process." After health and income the quality of retirement was determined by leisure. Old age was too often seen as a stage of disengagement from society, a progressive self-negation. But a varied pattern of leisure pursuits could form a life support service which would keep the elderly

Leisure news

in contact with the community and help prevent "an apathetic slide into decay."

There was now a growing demand for leisure provision of all kinds, said Professor Rodgers of Manchester University. "There is a considerable market for recreation providers which the commercial sector has been quick to grasp. So far, however, local authorities are lagging behind."

He urged organizations such as Age Concern to translate the leisure needs of retired people into terms which local authorities would listen to and to act in an advisory capacity at all levels of government.

"Even the best local authorities need educating in the needs of the elderly," he said, "but policies can undoubtedly be changed if these needs are voiced effectively."

Local Government News.

DOCKLAND CONVERSION

A LEISURE and water sports area is planned for a two square mile site of South London. The London Boroughs of Merton and Sutton are co-operating with the Thames Water Authority and the GLC to convert parkland, common land and grassland by inviting private enterprise to develop recreational facilities at minimum cost to ratepayers. The scheme depends on the formation of a chain of lakes made by gravel extraction.

SPORT ON THE CHEAP

BRITAIN has become used to getting its sport on the cheap because of the generosity of the

Government, says Mr Dick Jeeps, chairman of the Sports Council.

"It's rather like living on the dole," he said. "But if sports federations took a small fee from all their competitors to cover their own administration costs, it would ease the financial burden of the Sports Council."

"The Government has given us a little over £19m for this financial year, a rise of about £1½m in real terms when you take into account inflation, and we are extremely grateful."

Daily Telegraph.

GYMNASTICS CENTRE

A TARGET date of March, 1982, has been set for the completion of a regional gymnastic centre for South Tyneside at Temple Park, South Shields. The £600,000 centre will be next to an existing leisure centre and will provide a large hall, including fold-away seating for spectators and specialist training equipment. The centre will have changing rooms and showers for about 100 children. There will also be a lecture room, a dance area and administration rooms.

RINK PLAN FROZEN

THE SPORTS COUNCIL Chairman, Mr Dick Jeeps, is concerned about the effects of inflation on major sports in several parts of the country.

"Ice skating is a fast growing sport and we need new rinks," he said. "But the large arena planned for Manchester at an original cost of £7m—of which we are prepared to contribute £3½m—has had to be put back a year. And now it will cost £13½m."

AVON on the road

YOU MIGHT think that a return journey by Avon from Bridgend through Exeter, Bath, Orpington, Islington, Bracknell, Bletchley, Warley, Nottingham, Huddersfield, Sunderland, Cumbernauld, Glenrothes and Warrington would be a marketing promotion for car tyres. In fact Avon products range from medical supplies to skirts (for hovercraft!) and include not only their famous tyres but sports surfaces. It was their sports surfaces roadshow which made the journey to publicise Avon's commitment to the provision of a complete service in this field. Leading each of the seminars was Don Robinson who spoke of the reduction in available urban land and the increase in cost of that land which was demanding intensive use of sports areas beyond the capability of grass.

In the past 20 years there had been an increasing demand for sports areas to have all-weather capability and the more sophisticated requirement of competitors had led to criteria which took account of performance capability. He pointed out that there was an essential difference between resilient and non-resilient surfaces. The sports surfaces such as Avon produce took the users needs fully into account and were cost-effective taking account of cost, use and maintenance. Don felt that capital and operational costs will limit building development in the leisure and recreation sphere in the coming years and will throw emphasis on smaller projects. There was, he said, a danger of us neglecting our traditional outdoor facilities.

One of the most important developments made by Avon Sports Surfaces was their change to undertaking full responsibility for site installation. Originally they had sub-contracted the work but it became necessary, in order to achieve the best results, to undertake installation themselves.

Brian Mallet then proceeded to outline the various Avon Sport Surfaces available. These were summarized as follows:

1. Polysport (multi-use and playgrounds).
2. Avoncourt (tennis and multi-use).
3. Avonsport (athletics and multi-use).
4. Polytrak (athletics surface).
5. Avonwicket (cricket).
6. Avolastic (sports hall floors).
7. Sportsmats (weight training).

Delegates attending the seminars up and down the country were entertained to a buffet lunch following the business seminar.

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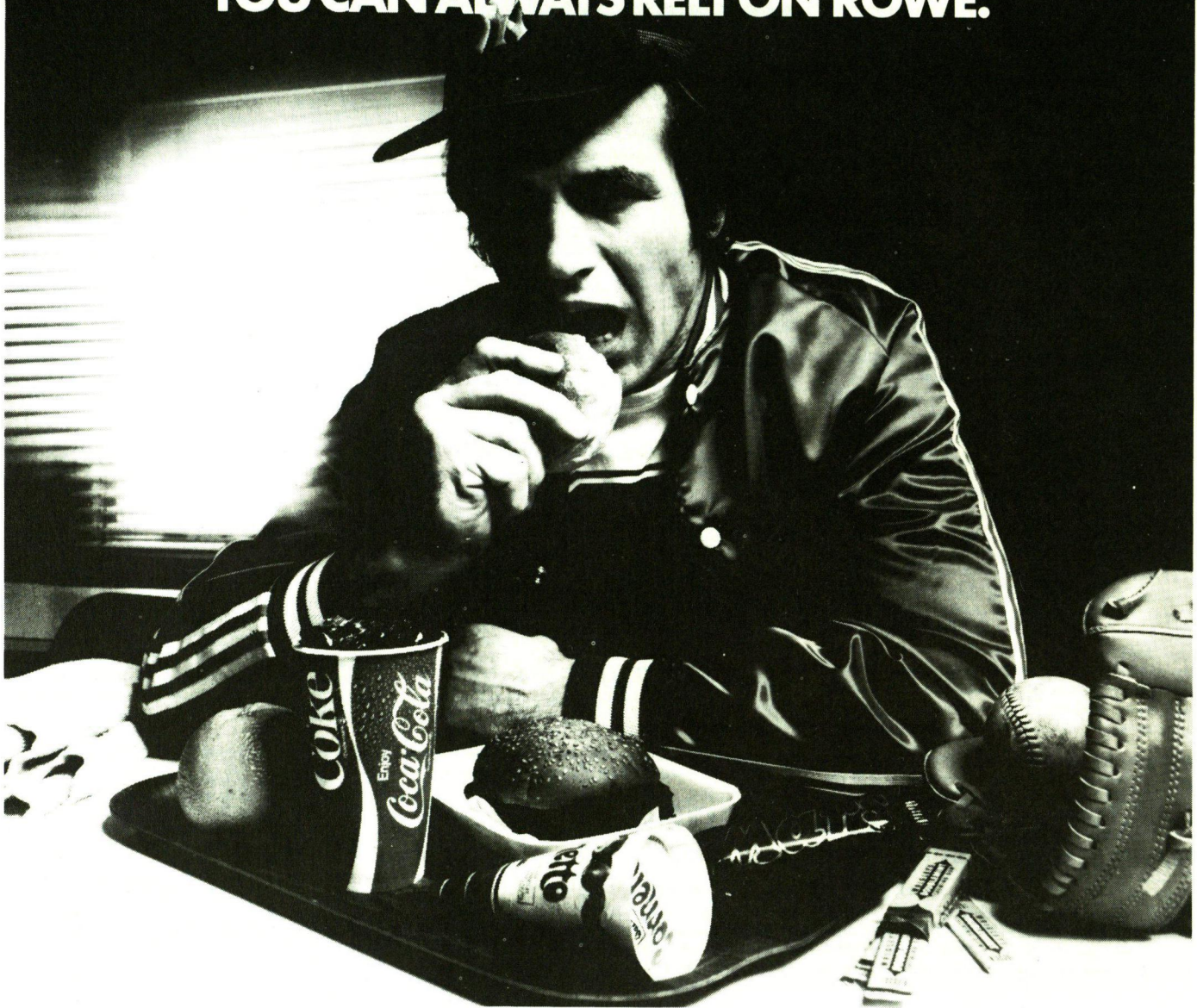
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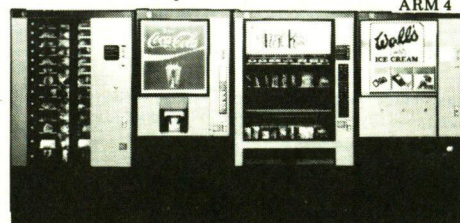


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Interview blues

by JOHN MORAN
Maidenhall Sports Centre Manager,
Ipswich.

I AM not usually one of those people who put pen to paper at the slightest excuse but two recent experiences that I have undergone have fuelled me enough to put my feelings down on paper. The subject that has so aroused my anger is that of job interviews.

In the last three months, I have attended two interviews for second tier senior management posts in major sports centres and am appalled at the manner in which they have been conducted. Everyone who has been involved in the appointment of staff is surely aware of how difficult it is to ensure that the choice made is the right one, even allowing for properly structured interview procedures using experienced personnel. My personal experiences make me think that some authorities might just as well use the blindfold and pin method.

Both of my recent job applications led to an invitation to an interview. Neither of the local authorities concerned sent out any literature apart from the normal job description and details of interview expenses. I did ask one authority to send me information concerning the particular sports centre concerned and they responded by sending me a list of 1977 charges!

The actual interviews were even less forthcoming. At neither interview was I given a tour of the centre and one interview was not even conducted at the sports centre concerned and I was not even given the chance to see it! Each interview followed the normal panel procedure and consisted of the same rigid question and answer routine, without any real chance for "free" discussion between candidate and panel. One interview consisted of just eight questions in total and the most searching question at the other was: "How long have you been married?" However, it was not the question part of the interviews which caused me to be upset but the lack of consideration and information given to the candidates (I presume that everyone was treated in the same manner). Only at the end of each interview could I ask for the following information: background of centre, opening hours, staff structure, philosophy of use, details

of budgets, other recreational services within the local authority and their relationship to the sports centre, etc, etc.

IRREVOCABLE

Surely, each candidate should be given an adequate opportunity to view his possible place of work and be given the full background to the particular job applied for and the sports centre/recreation department concerned? Also, at neither of my interviews was I given the chance to meet any of the other staff that I would be working with or in charge of. Do some local authorities take an application form as an irrevocable gesture on the part of the candidate that they will accept the job on the basis of the job advertisement?

I was not offered either of the jobs that I applied for but this is not a question of sour grapes—I would not have accepted either job if it had been offered. I would certainly not work for a local authority which showed such a lack of professionalism in such an important area as staff recruitment. Surely a sports centre is only as good as the quality of its management staff?

Having been purely destructive so far, I would now like to suggest that the following procedure, as followed by my own recreation department, gives both the local authority and the candidate a better chance to find out as much as possible about each other and to arrive at the right decision:

1. Draft initial job advertisement to give candidates some background of the job and the qualities that the local authority is looking for from the postholder. Include a name and telephone number within the sports centre/recreation department that interested applicants can contact in order to discuss the post advertised further.
2. When inviting applicants to interview, send copies of staff structure, budgets, publicity

material and background to the centre and the job.

3. On day of the interview:

(a) Have all candidates arrive together and give them all a detailed verbal background to the centre and the department and of the job and its requirements. Take all candidates to view all necessary facilities and meet all appropriate staff.

(b) Lay on lunch for all candidates on an informal basis. By keeping this lunch informal it allows the interviewers a chance to find out more about the candidates' personalities than is possible in a formal interview.

(c) Keep the interview as informal as possible and encourage the candidates to do as much of the talking as possible.

(d) Give the candidates two questions, based on what they have seen during the day, to take away with them and answer them in their own handwriting.

(e) Do not make the decision on the day of the interview, but within a short period afterwards. This allows both the interviewing panel and the candidates a chance to collect their thoughts and to arrive at a balanced decision.

Now I would by no means say that this is the only or the best method of selecting staff, but I would suggest that it is a vast improvement on the methods employed by some local authorities that I have come into contact with lately.

Any comments from members concerning the above procedure or any other procedures they have encountered, either good or bad, would be most welcome.

• John Moran may be pleased to note that another correspondent, Saber (see page 14), will be taking up the subject of 'The Interview' in the next edition of ARM. Now read on. — Ed.

CREATURES OF LEISURE: No. 4



THE SWIMMING PARENT: One of the most common fish to be seen in the leisure pool. A freshwater species attracted by warm currents but easily disturbed by muddied waters. Many leisure pool managers pride themselves on cultivating shoals of the swimpar which is popular for its normally docile disposition. The greatest danger arises when the species swims up river in summer and has to negotiate lockers, baskets and cubicles—traps which have injured and distressed many enthusiastic swimpar. The swimpar is a forgetful creature and has a reputation for overlooking its young. Fortunately enthusiastic anglers, under instructions from pool managers, dive in to rescue any young swimpar in difficulty.

Relative worth?

by LEMAN

BILL BREEZE'S article (ARM News No. 27) proposing a pay structure based on a percentage of the manager's salary has prompted the production of the following information from a sports centre. The centre is your familiar pool, 2 court hall, bowls, squash, etc., run by a district council without a recreation department or a joint-use scheme.

The figures are based on actual gross earnings including all enhancements and expressed as a percentage of the manager's salary. Column 1 relates to pre-November 1979 and Column 2 relates to the period 1.4.80 - 1.7.80 for the same centre. One asterisk indicates working arrangements other than normal working hours. Two asterisks indicate where such working arrangements are the subject of additional payments. Manual workers are indicated in capitals. Part-time workers are excluded. Column 3 is Bill Breeze's 'fair to all' structure.

	1	2	3
Manager*	100	100	100
2nd tier*	79	75	75-85
Administration	59	54	—
Duty Officer**	59	50	65-75
Instructor*	54	50	—
Maintenance	51	45	65-75
CHARGEHAND**	45	39	—
ATTENDANTS**	44	37	50-60
Clerical	40	34	50-55
Nursery	36	28	—
Recreation trainee	—	26	—

Surprisingly the difference in Col. 1 and Col. 2 are not unduly distorted by the fact that the officers are due a 'catching-up' claim on the manual workers; the most evident feature is the 'stretching' that has occurred in Column 2, across the officers, due to the 'comparability agreement'. With regard to the comparison with the 'fair to all' column — well, it all depends on how much the manager is PAID!

A manager's salary is variable in the sense that a grade is selected by the authority. The manual worker grades with their built-in implications for differentials up to duty officer level must be considered fixed. If the centre manager is paid at a high enough level the example shows that fair differentials can be achieved within the centre. If the centre manager's grade is low because of such factors as the centre being below an optimum size for effective management, or the differential with a recreation department, then it will be impossible to be 'fair for all' within a sports centre career structure.

FOR FUN:

Identify yourself with one of the job titles, and using your own gross earnings as a base, work out how much the staff in your centre would be paid if the same relativities applied as in the table.

LITERACY RULES (TO BE OBSERVED) O.K.?

HOW DEPENDENT are leisure service personnel upon their secretaries and shorthand typists to produce logical, concise, grammatically correct correspondence and reports?

Judging from the evidence of many applications received over the years for posts in both public and private sector ranging from clerical to principal officer grades and conversations with professional colleagues, that dependence must be considerable. Occasionally one could be excused for thinking that applications for junior and senior posts could be reversed—successfully!

Why do applicants so often appear to arrogantly assume there is no need to observe the common decency of completing a 'good' application? Why do so many applications look as though a spider with ink on its legs has crawled across the form? Why do some applicants seemingly dismiss as irrelevant the questions asked by giving answers to their own questions? Why do some applicants fail to realise that the completed application form is the most significant step towards promotion? No interview—no job—not in the public sector.

It is little wonder that some members of our profession fail to reach their potential and become frustrated. A realisation that the hardest part in seeking a new post is to obtain an interview would result in a big improvement in

by SABER

the standard of completed application forms and so maximise the chances of gaining an interview. An application form is indicative of what standard an employer can expect from a prospective employee.

Many applicants would do well to invest in a dictionary, for spelling mistakes are common and sometimes suggest the applicant is a student of Esperanto! The most common errors are: Liesure; thier; proffesion; oppertunities; Oportunities; acommodation; accomodation; refference; revelant; refferee; to (for too); Loose (for lose); badmington; discused; enginear; directer; cheif; practise (for practice); liquer; aplication; process; suplement; acheivements; apointment.

While each application should bear the individual style of the applicant, certain general procedures would help many applicants overcome the most important hurdle in seeking a new post and to this end it would probably be prudent to consider the following points.

1. Read the advertisement and/or job description carefully several times to thoroughly understand what the employer is seeking, which will enable you to phrase and plan your application and so emphasise the salient points. (Too often applications imply erroneously that the applicant liked the job title and the salary and hurried off an application).

2. Assume the recipient of the application did not arrive home until the early hours of the morning from a stag party; his secretary has run off with his deputy; the finance director wants some answers. Therefore, be neat, logical and concise—the killer of so many aspirations is verbal diarrhoea.

3. If your handwriting is poor, type the application. If you are not used to typing and you do not wish your secretary to know of your application, then photocopy the form and practise the layout so that it is organised and aesthetically pleasing. The latter procedure applies to handwritten applications.

4. Always send a letter of application on a separate sheet, unless it is part of the form, stating why you have applied and suggest, briefly, why you should be considered further for the post. Most application forms are impersonal and do not allow for individual expression. Please do not forget that Dear Sir = Yours faithfully — the time for Yours sincerely is when you write Dear Mr Jones.

5. Begin only one paragraph with 'I'.
6. Answer the question posed — not one you would like it to be.

7. Do not go into details of your hobby — it is sufficient to say kite flying.

8. Choose your referees carefully—professionals who can write a reference. A reference from a 'mate' irrespective of his position is usually obvious.

9. Do not enclose brochures, pamphlets, etc, except when required—it is boring and egotistical (nor Press cuttings).

10. Do not exaggerate the truth—to the professional there is a vast difference between a tiddlywinks coach and one who coaches tiddlywinks.

11. List 'additional information' under specific headings.

12. Never fold the application form and accompanying sheets—invest in a large envelope.

Over the years the selling of our product, leisure and recreation, has been the subject of innumerable seminars, conferences and papers. Nevertheless, it would appear there are some concerned in the leisure service who have failed to market themselves in furtherance of their careers and in so doing help to promote the image of a profession rather than a collection of individuals from diverse backgrounds and disciplines concerned only in practical matters.

Considering the amount of advice, including tapes, available from institutions and firms, both professional and educational, the writer is only too aware that he can be accused of arrogance. However, the comments are borne of experience and a desire to improve the lot of leisure service personnel. Without wishing to produce latter day essayists it is necessary to acquaint future applicants with generally accepted views and impress upon them that first impressions are important no matter what weird and wonderful criteria are employed by the prospective employer at interview.

(Next issue — "The Interview")

SUPPORT ARM!

ACT AS A SALESMAN
FOR THE ASSOCIATION
AND ENCOURAGE
SUBSCRIPTIONS AND
ADVERTISING FOR ARM NEWS.

Put us to test

by DAVE JOHNSTON

Assistant Recreation Officer,
Knowsley Council.

available today is the lack of instruction on catering management or on the commercial use of the centre. How many of us received any formal training on bar management before we actually became responsible for a bar? And yet this is often the area which produces most of our income and requires the closest control! In the present economic climate a greater emphasis is going to be placed on the commercial use of sports halls — but what formal training is available in this field?

Peter Hayward made an excellent point in the last issue of "ARM News" when he suggested that experience should go hand-in-hand with training. I fully agree with this, for what use is a manager who knows the theory but cannot put it into practice? At least twenty per cent of the course should be spent with the student out "in the field" gaining practical experience at a leisure centre. He could put his theories to the test — but, more important, could be tested himself on his ability to **apply** what he has learned in the lecture theatre.

Paper qualifications are a means of sifting out the right people for the job. To be effective there must be a progressive list of qualifications available, each more difficult to obtain than the one before it, and concluding with the one which can only be obtained by the few. The courses, however detailed, must be specifically linked to the job and the testing must be done on the specifics. We know that a student leaving a university has a high **intellectual** ability but that does not mean to say he will make a good manager.

Let us attempt to set up qualifications which are specific to OUR jobs and let us set qualifications which are attractive to the school leaver who wants to follow a career in recreation management.

I OFTEN FEEL that we tend to "water down" the requirements of a recreation manager. A person in charge of a multi-million pound complex, which turns over hundreds of thousands of pounds annually, who controls a staff of a hundred or more and is responsible for the demands of thousands of people, needs a high degree of training if he/she is to achieve maximum efficiency.

But what do we expect from our entrants to the profession? What qualifications do we look for. What qualifications are **available**? Most of the people enjoying a career in recreation management have come from another field. This has not been a first choice of career—it has been an afterthought. But what do we offer the school leaver who seeks an entry to our profession? — A NEBSS Course? A DMS course with recreation overtones perhaps? But what relevance do any of these courses have to the functions of a leisure centre manager and how testing are the courses?

If we face up to the reality there is not a basic course for someone looking specifically to a career in recreation management. The IBRM and the DMS courses give a basic grounding in management but they are not **specific** enough nor are they demanding enough to sort the "wheat from the chaff". There should be a single full-time course which would take at least three years to complete and result in a qualification equal to that of a degree.

If we are going to sort our MANAGERS then there should be a testing course with a high standard on entry which can be pursued by school leavers.

The course content must equally be of a high standard and must be practically orientated. As well as dealing with general management techniques it should also have a specific application to the leisure centre manager. The course should be designed to cover all the facets that have to be dealt with by a manager. One of the most glaring omission from the courses

Use imagination

CONSTANT reminders and requests about contributions to ARM News do pay dividends, as this attempt to make one such contribution, I hope, proves. However, it does seem rather inappropriate to follow the request for a contribution to this publication with a piece that itself ends as a request for further contributions, but this is the necessary outcome of the subject I wish to raise.

The theme of imagination relates, in this instance, to the particular problem of programming in a sports centre. While sound, attractive programming of activities can be one of the major keys to successful operation, it is also very easy for programming to fall into a pattern of the routine and the repetitious, e.g. a set number of instructional courses for beginners or those with a little more experience; basic ladder and league type competition for squash and badminton and so on; either, repeated at the same times each year or, operating continuously throughout the year. It is accepted that each individual centre should identify the role it is going to play in community recreation and as such many will say that the casual use of facilities supplemented by basic instruction and/or competitive opportunity is all that a public sports centre can realistically supply. This I feel overlooks two important points:

- i) regular participants in sport rarely stand still or are satisfied with the level at which they are engaged—they are frequently looking for improvement and for new experiences.
- ii) the regular participants at a sports centre might be in a minority regarding the total numbers attending for a given sport, but there is a strong likelihood that those 'regulars' supply if not the majority of income, then a significant proportion.

I realise that these statements are rather general and might be difficult to prove. However, I do feel that many centres will be similar to my own in that for the major indoor dry activities, such as squash and badminton, there is a nucleus of regular players forming a hard core of loyal users and there are the less committed players who form the periphery, probably adopting the attitude of playing 'when they can', rather than an attitude of the former group who make it their business to play every week or more often.

Arranging the programme then takes on a slightly more complex significance in that there are different user types to be considered within each sport. Stating the obvious yet again, but how many of us give serious thought to the dilemmas this situation brings? How many of us take the easy way out and programme activities for one type or the other, or merely respond to whichever group manages to shout loudest?

Experience, knowledge and sympathy for sport and understanding of users, etc., are just a few of the skills to be adopted when arranging activities, but the one which I feel above all else is required in this context is imagination. Imagination can provide that vital spark from which the whole programme can be ignited.

If I can illustrate by means of an example in one sport — squash, what I mean by imaginative programming. My own centre on the extreme north western edge of Sheffield, rather isolated and difficult to reach, has always suffered when other squash facilities have become available to users in this area. Initially these took the form of other public sports centres, but more recently has seen an increase in private provision for squash.

by **H. P. DUFF**

Manager, Stocksbridge Sports Centre,
Sheffield.

The effect has been to attract users away from public squash courts at my centre to sample the service offered by the latest private clubs. Four private clubs have opened in the Sheffield area in the last four years. Along with more courts provided by private industries sports clubs and those at other public sports centres this means the squash player in Sheffield has more than 50 courts 'open' to him.

Thus when considering squash as part of the programme to be arranged, the problem was compounded by the fact that consideration had to be given to the real competition that is now available in this area. The centre is isolated, difficult to reach, has competition, and is showing signs of losing a number of players to other squash centres and the need to offer a service at least comparable to other venues, became even more necessary than previously.

There is no single panacea to a problem of this sort, but to return to the theme of imaginative programming, there are signs that at least here lies hope. This hope has manifested itself in a competition we call Team Squash.

Team Squash was the result of the need to consider a number of necessary ingredients to be incorporated into the package presented to squash players — how to improve the social atmosphere among players? How to introduce more players to one another? How to improve and vary the competitive opportunity? How to increase the numbers attending in a given period? How to give the better and more experienced players the opportunity to positively help develop the game within the centre? How to give squash that 'group appeal' that can be generated more easily in badminton or 5-a-side football, etc.?

The vehicle to answer many of these requirements was the Team Squash competition. Briefly this competition was for a team of four players of differing ability who competed in the sports centre squash league. One player was to be from each of four groups given to the squash league operating within the centre and one player had to be a lady. The league which runs continuously has around 20 divisions, 1-4, 5-8, 9-12, and 13-16 were the divisions providing the four groups.

A handicap system was devised for a type of American Scoring system and each team met another on one court (booked by the centre) for a two-hour period. The players are ranked 1 to 4 according to their group and play their opposite number then, after tossing a coin the winning captain nominates who will play whom in a second series of matches. This second series has the extra of a bonus points system giving incentives for lower ranked players to take on higher ranked players. The handicapping resulted in equalizing the difference in standard and was devised to make it very hard for the better players.

The outcome of the competition was an atmosphere never before generated within this centre, not only among each team but amongst players generally.

It has been universally accepted as a success. It has given players of widely differing abilities the opportunity to meet and compete. It has encouraged the weaker players to watch and learn from better players. It has enabled newcomers to the game to have the complicated interpretation of rules explained, increasing their appreciation and raising the standard of play. It has brought in more people during the two-hour period each week than would otherwise have been the case (i.e. eight instead of four). The charge of 60p per team member is far cheaper than the current charge of £2

per court per hour and has resulted in extra income for the centre — £4.80 instead of £4 for two hours. Bar takings have risen notably whenever Team Squash matches are being played.

It is not the object of this article to claim credit or responsibility for this venture as I have no doubt that many similar forms exist in other places. The object is, however, to illustrate what can be the result of an imaginative programming and make two requests:

- i) that in a period of economic stringency and in the face of competition from other recreational providers, we owe it not only to our users, but also to ourselves as a body claiming recognition and professional status to illustrate at every opportunity our ability to provide a service that is at least comparable with those in private enterprise.
- ii) that other managers take up the challenge to illustrate through ARM News the successes they have had in arranging activities for incorporation into their centre's programme, so that we all may be able to benefit our service and our users with 'the good ideas'.

None of us has the sole prerogative for good ideas to suit all situations, each of us needs the help and stimulus that the illustrating of these ideas can bring, in order that we all may develop imagination as one of the pre-requisites to good management.

I look forward to reading how other managers have tackled and overcome problems related to the provision of an imaginative and successful programme of activities and would like to think that the editor will receive a response sufficient to incorporate a regular feature on sports centre programming ideas and suggestions.

Finally, anyone who wishes to receive more detailed information on the Team Squash competition briefly outlined please send a stamped addressed envelope or give me a ring.

PRODUCT NEWS HOW TO SUCCEED ON A DATE

THE DATES of the ARM Seminar in Barnstaple (October 16-18) and the World Conker Championships in Ashton, Northants, might have escaped the notice of the general public had it not been for the 1980-81 Sportsmark Wall planner.

Due to the introduction last year of the Sportsground Supplies Catalogue, the Year Planner was, unfortunately, not produced for 1979/80. This caused considerable inconvenience among sports bodies, Local Authorities and Groundsmen, who were unable to refer in advance to various 'big' matches, exhibitions and other important fixtures.

The '1980/81 Sports Wall Planner' commences from September 1, 1980, and is believed to be the most comprehensive reference sheet of Major sports events available. Sportsmark has included as many events of different interest where the information has been received from the national body.

Also shown on the Planner are what are considered to be the most important Exhibitions, Shows and Conferences with relation to Sports, Local Authorities and Groundsmen with the venues also indicated. With all this information there is still space on the chart for individual information, i.e. holidays, Sports day and other personal events, to be indicated.

These are obtainable from Sportsmark at £1.50 inclusive (P&P and VAT).

Inquiries: Sportsmark House, Lionel Road, Brentford, Middlesex TW8 9AZ (Tel. 01-560 2010 and 2012).

ARM NATIONAL SEMINAR

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OCTOBER 16-18

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COST EFFECTIVE RECREATION MANAGEMENT

NEVER BEFORE has the public sector been under so much pressure to reduce expenditure and to curtail its wide range of services. Local Authority Recreation Departments throughout the U.K. are similarly affected. In some cases to justify their very existence, in others to cut costs or increase income in order to reduce the deficit.

The theme of ARM's National Seminar "Cost Effective Recreation Management" could not be more appropriate. The seminar will examine the management of a recreation department budget and will see how facilities can be more cost effective. The prohibitive costs of building together with present circumstances make joint funding techniques for new projects not just a possibility but in some instances a pre-requisite. The latest developments

in this field will be investigated. The seminar will help provide a better appreciation of marketing which can maximise income/utilisation at the lowest possible cost and workshop discussions will all concentrate on the seminar theme.

New technology particularly where it will increase efficiency and/or reduce costs, forms another session of vital importance to the practising recreation director or manager as does an understanding of the benefits of the service measured against the costs.

The Seminar will end with the development of the Henley Centre for Forecasting's most successful presentation at last year's Sunderland Seminar - the growth of leisure in the 1980's and its relationship to the social and economic climate.

Superb South-Western Setting

LEN THOMASSON and his South-Western ARM colleagues have organized a superb venue for this year's National Seminar. Saunton Sands Hotel is set on a cliff top overlooking one of the most beautiful stretches of the British coastline. It is part of ARM's policy in aiding the development of better recreation management to organize a major

National Seminar each year. Emphasis is always placed on the quality of the Seminar sessions and this has been reflected in the success of past seminars which have included those held at Torfaen, Cobham, Nottingham and Sunderland.

SEMINAR PROGRAMME

Thursday 16th — 5.00 — Session 1

Management of a Departmental Budget —

Cost Effectiveness in Sports & Leisure Centres —

H. Hitchcock, Director of Recreation & Culture,
Metropolitan Borough of Stockport.

M. Hornby, & D. Casey, Facilities Planning, Scottish
Sports Council.

Friday 17th — 9.00 — Session 2

Local Authority Involvement in the Joint Funding and Management of Capital Projects —

H. M. Davies, Treasurer, Borough of Great Yarmouth.
F. Hobbs, Director, L.S.D. Leisure Group.

Friday 17th — 11.15 a.m. — Session 3

Marketing the Local Authority Recreation Service —

H. Macrae, Senior Recreation Officer, Tayside Regional
Council.

Marketing Leisure & Recreation —

A commercial viewpoint — guest speaker.

Marketing a Major Sport —

T. Marris, Promotions Manager, Badminton Association
of England.

Friday 17th — 2.30 p.m. — Session 4

Workshops

Delegates will have the opportunity to attend workshops which will develop some of the seminar topics.

Saturday 18th — 9.15 a.m. — Session 5

New Technology and Its Application to Recreation Management — Guest Speaker.

Saturday 18th — 10.45 a.m. — Session 6

Measuring the Benefits of the Service Against the Costs — M. Collins, Principal Research Officer, The Sports Council.

Social and Economic Considerations for Cost Effective Recreation Management —

Robert Tyrrell, Henley Centre for Forecasting.



FOUR SQUARE CATERING AND VENDING



MERRICKS-SICOMO



MIDLAND CATERING

Let's get together

LEN THOMASSON, chairman of ARM's South West Region and manager of North Devon Leisure Centre, sets the scene at Saunton Sands.

I MADE most of my friends around the country in the first few years of existence when we were the "ad hoc" group—small in number, high in potential—knowing each other well and meeting regularly. The first national recreation seminars at Crystal Palace had a lot to offer, despite certain criticisms, because they were relatively small in number, all housed under one roof, all with a pioneering spirit.

The larger conferences of today often fail to produce, for me at least, real inspiration and lasting contacts with colleagues. They are inevitably scattered, with the conference venue in one building and accommodation spread throughout the town. Essential contact gets lost along the way. They do, of course, provide highly qualified speakers and excellent conference conditions in terms of acoustics and seating. In housing about 100 to 150 people under one roof for two or three days in excellent surroundings with good food and good speakers we hope to achieve the best of all worlds and I look forward to your company.

It seems to be the fashion these days to boast the title of "founder member." I sometimes feel that the executive committee should define this status and perhaps publish a list of recognized founders. My claim, however, stems from the fact that I attended every meeting of the "ad hoc" group from the first one in 1967-68 to the last in 1970.

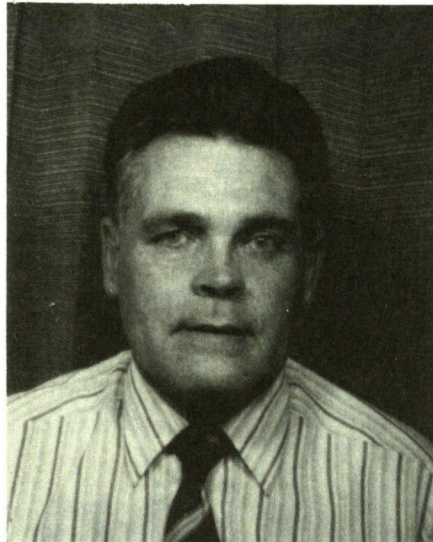
It was at the last one where I made the proposition that the group should have a name, a secretary and an address in order that we could claim recognition alongside other groups—the name Association of Recreation Managers being chosen.

From 1969 to 1973 I was secretary and chairman of the Scotland and North East Region and since then I have been the chairman of Wales and the South West of England, and now of the South West.

As a product of Loughborough College, I first of all taught PE and became involved in community sport at all levels. In fact, while teaching at Witham in Essex, I served on the local Sports Council which sowed the seeds for Bramston Sports Centre.

I was among the first Leisure Centre managers starting in 1966 at the Lightfoot Sports Centre, Newcastle-upon-Tyne, as assistant and then manager, moving to Barnstaple to become manager of the North Devon Leisure Centre in 1973. I have assisted with a number of surveys for ARM and the Sports Council and have produced my own on 'Prices of Admission to Indoor Sports Centres,' published by the Sports Council.

See you at Saunton!



Len Thomasson

For those spare moments

FOR ANYONE with a minute or two to spare at the seminar, a variety of activities are offered.

Martin Rees has organised a golf tournament for the Saunton Sands Championship course while the North Devon Sailing Club has arranged hang gliding using a full range of hang gliders from a Chargus 1850 Standard Rogallo to Cherokee and Segina hang gliders.

Separate groups can also be organized for surfing, surf canoeing, and surf lifesaving with national champions involved in each group.

Paul Loogood of the West Country Wind Surfing School will give an introduction to his sport. Places of interest include Ilfracombe, Lynton/Lynmouth, Clovelly, Hartland, Appledore and Exmoor and there will be an opportunity to take part in a conducted coastal walk.

There is also an invitation to "bring the family" to the hotel which has ideal family accommodation with shared rooms and family suites. The climate is often attractive at the time of year for the many walks in the district or the beach.

The hotel offers a swimming pool, games room with table tennis and amusement machines, billiards, snooker, TV room with large screen and films, as well as squash, sauna and solarium. Special events can be organized for the children along with a programme for wives if the numbers are sufficient. This will include visits, fashion shows, beauty care and hairdressing demonstrations.

Barnstaple is reputed to be the oldest borough in England and has an interesting cattle market along with the Pannier Market for general goods and its famous Butchers Row.

Transport to Barnstaple will be available for families on Friday morning for the markets.

NATIONAL SEMINAR ORGANIZERS

Administration and Sponsorship — John Turner, ARM Administrator.

Venue and Local Arrangements — Len Thomasson.

Seminar Programme — Gerry Carver.

ARM SOUTH WEST COMMITTEE

Chairman — L. C. Thomasson, Manager, North Devon Leisure Centre.

Secretary — M. D. Rees, Manager, Frome Sports Centre.

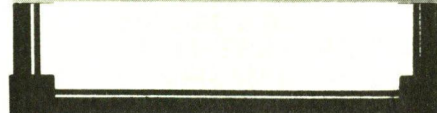
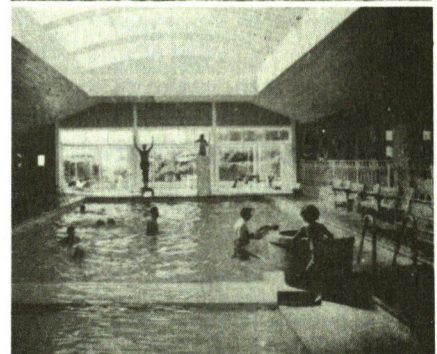
Training Officer — R. H. Perkins, Manager, Stratford Park Leisure Centre, Stroud.

Venues Secretary — L. Bishop-Bailey, Manager, Cotswold Leisure Centre, Cirencester.

Publicity — I. S. Cooper, Recreation Officer, Taunton Dene Borough Council.

Members — J. Thorpe, Assistant Leisure Services Officer, North Devon District Council.

R. W. Honeybunn, Manager Oasis Leisure Centre, Swindon.



Jane's at the helm

THE PERSON at the helm of the Union Canal Project, aimed at improving amenity and promoting recreation on the canal between Edinburgh and Falkirk is associate ARM member, Jane Clark.

Among her tasks, she is trying to set up a Union Canal Trust, similar to the Kennet and Avon Trust, as well as revising development priority policies.

Members may care to note that she is producing a fact sheet on grants and possibly one on tree planting and environ-

mental works. She is investigating the feasibility of chemical control of weed growth and is pressing for the raising of roads which cross the canal at water level.

This is not to mention her efforts to co-ordinate voluntary societies and promote the canal through information packs, posters, tapes, slides, and exhibitions.

She would welcome comments from ARM members but, not surprisingly, she requests that they try to contact her by letter as she is out on site so often.



Channelling interest

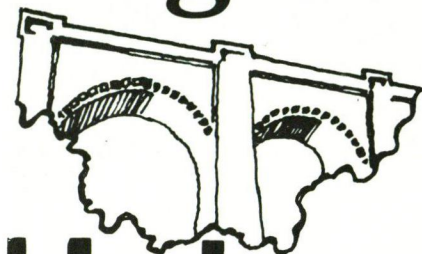
THE UNION CANAL project derives from a report 'The Union Canal—Development of Recreation and Amenity,' which was prepared in 1976 by a working group comprising the sponsoring bodies and other interested local and national organizations including the British Waterways Board.

The major aims of the project are to improve access to the 31-mile stretch of canal and towpath which links Edinburgh and Falkirk, and to instigate works contributing to environmental improvements along the canal's banks. The Project Officer's duties include the co-ordination of the work of voluntary bodies such as the Canal Societies, and the stimulation of public interest in developing the recreational use, and undertaking environmental improvements, along the canal.

The post—the first of its kind in Scotland is jointly financed by three sponsoring bodies—Lothian Regional Council, Central Regional Council and the Countryside Commission for Scotland. The project officer, Miss Jane Clark, is a geography graduate of Aberdeen University and holds a MSc in Recreational Canal Management Studies from Reading University.

After one year in the post the first interim report was produced which describes the main focus of activities on the canal during 1979. These include:

- Proposals for a canal level crossing of Edinburgh's outer city by-pass which, as a result



Union Canal PROJECT

of considerable public concern, has been abandoned in favour of an aquaduct.

- Progress on an access agreement to formalize arrangements for pedestrian access to the canal towpath, and for maintenance of the towpath itself.
- Arrangements for Lothian Regional Council to take over the management of coarse fishing on the council's length of the canal from the British Waterways Board and the development of a fish stocking experiment.
- Restoration work on the Leamington lifting bridge being put in hand with financial support from Lothian Region and the City of Edinburgh District Councils, together with a grant from the Ancient Monuments Branch of the Scottish Development Department.

burgh District Councils, together with a grant from the Ancient Monuments Branch of the Scottish Development Department.

- The development or other local authority projects including a number of small scale recreational developments, alongside the canal.
- Valuable work undertaken during the year by voluntary bodies, particularly the canal societies, who organized canal clear-ups, rallies, picnic cruises and other special events.

An important aspect of the project officer's work during her first year in office has been to build on and improve liaison with a wide range of organizations and individuals having an interest in the canal. These include canoe clubs, rowing organizations, angling clubs, canal societies, boaters and commercial interests.

The canal is also involved in a scheme to provide canal cruising for handicapped people. The idea was tried out first of all independently in Nottinghamshire and North Wales and proved to be so successful that a move was made to carry it out in Scotland.

The Seagull Trust was formed in Scotland to organize pleasure and educational barge cruising for the mentally and physically handicapped on the Forth and Clyde, Caledonian and Union canals.

To promote the recreational opportunities of the canal to a wide circle of users, the project has funded the preparation of an information pack and poster, a portable exhibition and a tape-slide presentation.

Copies of the information pack and poster are available from: Jane Clark, Union Canal Project Officer, Port Edgar, South Queensferry, West Lothian. (Tel. 031-331-2620).

CHLORINE CONFERENCE

THE SOCIETY of Chemical Industry is holding an international conference in London on "Local Generation and use of Chlorine and Hypochlorite" from October 14-16 when suppliers, users, equipment manufacturers, safety experts and environmentalists can discuss the likely impact of probable legislation and some of the options open to existing or potential users.

Some 20 papers will be presented in a two and a half day programme which covers a wide section of industry including power generation, water treatment, shipping, municipal swimming pools, small scale chemical manufacture, offshore oil production and others.

Full details of the programme and registration forms can be obtained from the Conference Secretariat, Society of Chemical Industry, 14 Belgrave Square, London SW1X 8PS.

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FUTURISTIC SUN CENTRE NOW OPEN

IN A development described as a 20th Century answer to the seaside pier, a controversial and long-awaited Sun Centre, costing more than £4 million, has opened at Rhyl. It should have been completed in 1977 but building work has been delayed by strikes and other problems. With a temperature of 83 degrees, palm trees and South Seas music, it contains a covered swimming pool with a wave machine. It also has an overhead mono rail and a radio controlled model car circuit.

"Daily Telegraph."

Major Events—An Organisation Manual

ARE you likely to be responsible for organising a major sporting event?

Recognizing that more and more people are facing these questions the Scottish Sports Council's Advisory Group set out to tap the considerable experience in the organisation of major events which is available in Scotland. The result is a new Scottish Sports Council publication entitled 'Major Events—An Organisation Manual.'

No one method of organising a major event is correct and others incorrect, but one way may be more effective than another. The manual therefore does not prescribe an ideal method. Instead, drawing on wide experience, it illustrates the way in which the organisation of events should be tackled, the general principles involved and the pitfalls to be avoided. Also included are extensive examples of committee remits and checklists.

Copies of the manual, price £1.50 each (plus 50p post and packing) are available from The Scottish Sports Council, 1 St Colme Street, Edinburgh, EH3 6AA.

NEW FACTS AND FIGURES

THE DIGEST of Countryside Recreation Statistics, 1979, shows how recreational pressures on the countryside are increasing. It costs £8 and is available from the Countryside Commission, Crescent Place, Cheltenham, Glos. GL50 3RA.

STOP PRESS: Ted Goes It Alone

TED BLAKE left Nissen on 19th August to go into business on his own. He has started a firm called Ted Blake's Equipment Company. The address is P.O. Box 202, Brentwood, Essex CM15 0JS. Tel: 0277-821767.

ARM wishes Ted, as an honorary association member, every success.



Thamesdown's Hambro Festival included 140 events between June 21 and July 6. Pictured here is Big Daddy who wrestled to a capacity 1200 spectators at the Oasis Leisure Centre. Original participation events in the arts and sports were a feature of this year's festival. It is intended to build on this for the 1982 event. ARM members Roger Quinton, Roland Honeybunn and Chic Carvell were very much involved in the festival.



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Joining the revolution

THE OPENING in May this year of the Cumbria Cycle Way was the realization of a vision of ARM member Wesley Park.

The concept of the Cumbria Cycle Way grew from an idea put forward by Wesley, Recreation and Amenities Officer for Copeland Borough Council. He suffered a heart attack four years ago and his doctor advised him to take up cycling. Wesley found that there was very little provision for cycling in his area and started to draw up plans for cycle paths and linked bus and rail and cycle routes. The idea of a cycle route along the west coast of Cumbria following the railway seemed to have possibilities as a tourist attraction.

This route, to be viable, needed to extend beyond Copeland Borough boundaries and in July, 1978, Wesley approached the County Planning Officer for assistance. With committee approval the County Planning Department staff in consultation with the County Surveyor and other district councils and the Lake District Special Planning Board completed the planning of the route from Carlisle in the north, around the coast to Kendal in the south. Wherever possible disused railway lines, bridleways and footpaths were included as part of the Cycle Way but most of it followed minor country roads chosen for their views and absence of steep gradients.

The Cycle Way is a low cost means of providing



GO WEST YOUNG MAN: Cumbria Cycle Way pioneer Wesley Park tries out the part of the new route near Saltcoats with Ravenglass in the background.

tourism in a manner which does not infringe upon or spoil the existing character of rural areas. The Cycle Way makes use almost entirely of existing physical resources including pedal power and it develops the concept of Cumbria as a place to visit for activity type holidays, a section of the tourism market with room for expansion.

The Cumbria Cycling Club agreed to help promote the venture on the condition that the route

was a circular one taking in the eastern half of the county as well as the west.

British Rail agreed to provide £500 towards the cost of providing a leaflet/guide for the route and confirmed that they had no objection to promoting the free carriage of cycles on trains coming to and travelling within Cumbria.

The ARM News campaigners for cycling (or spokesmen as they are sometimes called) were pleased to note British Rail's involvement and also to receive an attractive leaflet from them: "Taking your cycle by train."

The leaflet explains details of their national "Bikes Go Free" scheme introduced in 1977 and now revised. The scheme which allows accompanied bicycles to be conveyed free of charge is to continue and there will be a relaxation of some of the restrictions on travel to and from London using services during the peak hours. On some routes where a full restriction of peak hour services has existed, cycles will be conveyed for a small charge. The leaflet also provides some useful hints for cyclists. These include: "In sliding door trains, do not lean your machine against upholstery, other passengers luggage, etc. Passengers must remain with their machines inside the sliding doors." This latter advice is obviously a deterrent against passengers wishing to run alongside the train, which would presumably contravene the law of trespass.

British Rail does well to mark cyclists as a force to be reckoned with. Earlier this year cycling commuters formed a bike barricade at the entrance of the board's offices in Marylebone Road, London, in protest at a ban on bikes on rush-hour trains.

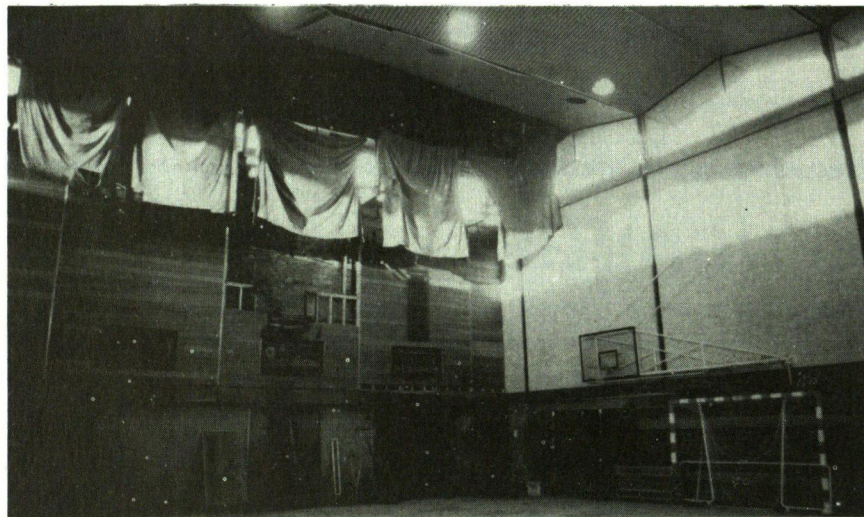
About 50 members of the London Cycling Campaign chained their bicycles to the entrance before police moved them on. The cyclists then pedalled to Euston for talks with railway representatives.

ARM News took up the role of cycling advocate as long ago as the February edition of 1977 following a talk by Nicholas Cole, Director of the Cycling Bureau. Under the heading of "More power to your pedal," ARM News reported that resculptured towns and roads had largely overlooked the cyclist. The bicycle had been squeezed into the gutter by the rapid changes of the previous 25 years and was at the mercy of the motor car.

Cycling's contribution to fitness and health was more widely recognised, however, and in many towns the bicycle offered a faster mode of transport without the parking problems of the car.

Meanwhile ARM News promises its continued support of one of the few pursuits in which inflation is put to good use.

RESTORING BRICKET WOOD



£100,000 repairs and renovations to the Bricket Wood Sports Centre are nearing completion. The Sports Centre was seriously damaged by fire on Boxing Day last year. The fire, caused by an electrical fault, virtually gutted one end of the building, seriously damaged the roof and sides and put the multi-purpose Sports Hall out of commission — though the Swimming Pool was unaffected.

Managed by ARM member David Albutt, a graduate of Loughborough University's M.Sc. Recreation Management course, the Centre comprises a double-court Sports Hall (120ft x 100ft), which suffered the damage, a 25yd deck-level indoor pool, sauna, athletics track, football pitch, tennis courts and ancillary accommodation. The Complex was built to high standards for the American Worldwide Church of God, but its operation has since been passed to the City of St. Albans. There have been major problems in managing for public use a facility designed for a well-behaved religious collegiate community, but demand has been high and the decision to acquire the facility leasehold more than justified.

The fire began at a faulty fan motor (pictured above, the day after), but was quickly extinguished. However, the fully-sprung Canadian maple floor was totally ruined and no sport has been played on it since repairs began. The Staff have been kept very busy with utilising the remaining facilities and improvising for many of the successful main hall activities (pool-side popmobility, table tennis in the lobby, etc. . . .).

The entire area of the Sports Hall floor had to be removed before installation of a new Springbok Canadian Maple floor. Anyone who is interested in using 1169 sq. metres of good second-hand strip flooring should contact Development & Technical Services Administration on St. Albans 64661, extension 42, as soon as possible.

Bank backs gymnastics

THE MIDLAND BANK has become a major sponsor in gymnastics Sports Acrobatics, initially for five years. The bank will sponsor a new award scheme to be named the Midland Bank sports acrobatics awards which is a training scheme with three stages with woven award badges and certificates.

The introduction is to 25,000 schools and 10,000 clubs, sports halls, leisure centres and dance schools. Each outlet will receive a free starting pack which will contain wall charts, group achievement cards, personal performance cards and an information booklet produced by the British Amateur Gymnastics Association. All the material is designed in three colours, using a different colour sequence for each of the awards numbers.

The exercises depicted on the charts are for pairs and can be performed either by boys, girls or mixed pairs. Sports acrobatics is performed to music on the 12 metre floor area. This section of the sport of gymnastics has been growing rapidly over the past few years, but its growth has been hampered by lack of coaching material.

In world ratings Great Britain is already in the top 12 countries. The world champions all come from the Eastern Bloc countries.



CONSUMER DESK

THEY'RE getting better every year! This was the reaction of judges, officials and spectators to the standards achieved by competitors in the third annual English Schools Sports Acrobatics and Tumbling Championships held at Coventry Leisure Centre.

Sponsored again by Kay-Metzeler Limited, the gymnasts gave superb entertainment to a packed audience. Kay-Metzeler provided the floor area and the tumbling run made up from their 2m x 1m x 50mm thick carpet covered gymnastic mats.

As a finale, the National Sports Acro Squad trained by Jill Coulton gave a magnificent display to show the children the standard which can be achieved. As one spectator was heard to say, "If the Chinese and Russians are better than this lot—they must be good."

Inquiries: Kay-Metzeler Ltd., Bollington, Macclesfield, Cheshire SK10 5JJ. Tel. 0625-73366. Telex 667146.

COVERING HEAT LOSS

INSULATION covers which can reduce heating and operational costs have been ordered by Leicester City Council for 56 school pools. A total area of more than 79,000 square feet is involved. The covers will enable the heating and anti-condensation machinery to be switched off at night without any appreciable drop in water temperature.

Other councils and schools using insulation covers have reported significant savings in heating costs and pay-back periods of six weeks. The covers are made up of thousands of small air cells and just float on the surface of the pool. They are easily removed before the pools are opened to bathers. Sundown pool covers made by F.R.E.D. Mercantile & Manufacturing Ltd., of PO Box 5 Seaford, East Sussex, were awarded the contract.

Marl set for a comeback

NOTTINGHAMSHIRE'S newest addition to the non-turf cricket pitch scene combines marl with a new underlay and the now established Nottinghamshire Turf synthetic grass mat. The base is any level, closely mown area of turf, ideally a strip on an existing cricket square which would appreciate a 'let-up.' The new underlay has been developed to lie directly onto a soil base and when covered by a synthetic turf mat, will absorb or add energy, depending on the base type. A fibre coating has been added to this underlay to enable it to hold to the base and an additional layer of Marl incorporated into the base forms a bonding as well as adding to the base compaction.

The usual rubber derived bowlers' run-up is incorporated at each end, the new underlay being positioned between the popping creases and these are covered in Nottinghamshire Turf mat. Where finances are limited the authority is developing a cheaper version for schoolboys up to the age of 14 years.

About 20 years ago marl became a dirty word in cricket. The marl wickets at Trent Bridge were famous for providing the ideal batting pitch. When used sparingly, marl has a lot to offer in the production of pitches; however, in those early days, marl was applied neat, liberal top dressings. Experience was to prove that marl formed layers in the soil profile which then produced, over a number of years, a strata which made pitches extremely docile, and under certain conditions with low bounce, marl separates into layers, grass roots have difficulty penetrating and a surface rooting sward develops. In order to combat this, particularly immediately after the Second World War, groundsmen started mixing soil with marl and for a limited period of time, such a practice was acceptable, however, the advent of Kettering and Surrey Loam plus other clay soils indigenous to specific areas of the country soon replaced the use of marl on many cricket squares.

Recently it has been discovered that marl may, once again, have a place to play in the production of good pitches, but this time not for natural turf, but simulated turf. The playing characteristics of the new pitch do not change according to climatic conditions in the same way as a traditional Nottinghamshire Pitch, however, the bounce and pace is determined by the degree of moisture and the compaction of the ground. Similarly, degree of spin and movement off the seam are determined by the condition of the ground.

It is possible, therefore, to provide a pitch to suit all tastes overlying natural turf, soil or when the natural soil is sandy, a minimum thickness of hard porous material without the excavations normally required for a non-turf pitch. All that is needed is a smooth area of ground with even gradient which has been rolled, on to which marl can be laid at the rate of 3 cwt per match pitch (an area of 27m x 2.64m).



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COMMERCIALISM LURES

THE SCOTLAND and N.E. branch met at the George Washington Hotel Complex, Washington, Tyne and Wear. Mike Fulford, chairman, drew to the company's attention a letter from the Sports Council about their paper no. 17 which is a report on the membership system at the Billingham Forum.

On the topic "What we get from Membership?" Mike Page, Manager, Newton Aycliffe Centre, indicated his support for a standard membership system and outlined the one currently in use at Newton Aycliffe and explained what he saw as the advantages and disadvantages of the system. Bill Bell, Manager, Wallsend S.C., pointed out that his present system is membership orientated and displayed an array of administrative forms as proof. However, he was not fully convinced that the administration created by such a system was justifiable. He indicated that his system was under scrutiny and may in time be changed.

Bob Brind, Wansbeck D.C., did not further elaborate on the actual systematic workings of any booking systems although he indicated that Ashington and Newbiggin do employ the membership systems similar to those previously discussed. Mention was made of Golf Club membership and also how most of the employed membership systems in Wansbeck were limited directly to the requirements of the Licensing Laws.

Representatives from Polaroid (U.K.) Ltd., who had, at registration earlier, demonstrated their ID3 system of membership card control, elaborated on this system. Points such as potential advertising space on the rear of their

cards, link up with access control barriers and turnstiles, colour coding, instant file index cards, etc., were made. A demonstration of the "Cut and Paste" system was also given. It was stated that although cheaper the "Cut and Paste" method was less secure and more tamper-proof. Further details available from: Business and Professional Products Ltd., Polaroid (U.K.) Ltd., Ashley Road, St. Albans, Herts. Polaroid next demonstrated the newly developed Polavision Instant Movie System and its application in Sports Coaching. The system has been developed with variable speeds and has a frame stop to aid coaching, etc. It is a colour or monochrome system. A complete unit includes monitor/projector, camera, control box and cassettes. Further details from Polaroid (U.K.) Ltd.

The next guest speaker was Tom Leech, Director and General Manager of the George Washington Hotel Complex. Mr Leech explained that the premises, an 18-bedroomed hotel, restaurant, 2 bars, sports shop, squash courts and ancillary rooms, stood on 200 acres of Green Belt land which incorporated a 7,000 yard championship golf course as part of the complex. The development was initiated in 1977 by the Washington Development Corporation and a commercial electronics engineering company.

After ten months of opening there was already talk of expansion. In addition to the golf course there is a fully automated driving range, a nine-hole pitch and putt, putting green and pitching area. Mr Leech maintains that his profit will come from the bars and catering side and not the sports facilities. This is reflected in his current staffing arrangements with 50 employed on the hotel/catering side and only five on the leisure side. Mr Leech and his staff produced a marvellous lunch consisting of Tandoori Chicken, Pizza, Flan and a selection of meats and salad served on rolls, followed by gateaux. Those members who did not attend eat your hearts out.

After lunch the seminar resumed with the introduction of Terry Jones, Chief Recreation Officer with the Northumbria Water Authority, who spoke on Commercial Involvement in Water Activities. Mr Jones introduced his talk by posing the joint "Water Authorities, are they Local Government, Nationalised Industry or What?" The main topic was the project at the Kielder Reservoir where the authority are endeavouring to open the area up for water recreation such as water skiing, fishing, boating, canoeing, sailing and cruising. As with the Washington project it is envisaged that the Water Authority and other bodies such as the Forestry Commission will combine successfully with private enterprise to develop an area which can be enjoyed by the general public to the full. Local participation is to be encouraged in the private development to recompense, to some extent, the local population for the upheaval caused by the initial development. Most of the facilities to be made available have been advertised, e.g. Catering Chandlers, Pleasure Trip Operators, etc., and a good response ensured. The policy of allocation is currently under way.

Finally a representative from the Northern Sports Council presented some thoughts on the 1981 Sport For All theme to be concentrated on the Disabled.

Summary: A very interesting and enjoyable day was had by all leading our thoughts further towards commercialism in recreation. Our hosts catered extremely well for us and thanks must go to Mike Fulford for his thorough organization. The turn-out could have been better however. Inclement weather perhaps kept a few away, not to mention the effect of L.G. cutbacks on expenditure.

J. S. Durie
Secretary.

around the
regions

HOW TO REALLY TAKE-OFF

ARM SOUTH WEST REGION MINCHINHAMPTON SEMINAR

THERE was an excellent turn-out in June at the Minchinhampton Golf Course for the meeting of the Association's South West Region. The Region itself was well represented and there were also members from Wales, Nuneaton, Milton Keynes and London. It is debatable whether the attraction was the subject matter, environment or option of gliding after the meeting. As it turned out not only was the level of presentation and subject matter extremely good, but the golf club at Minchinhampton proved to be an idyllic setting and provided the most superb food — coffee and biscuits on arrival, a three course luncheon, and tea and cake to finish!

The main business of the day was centred on the theme of computer technology, with Gerry Ward — representing Sharp's — giving a presentation of computerised booking systems, and Barry Yates — representing Prestel — giving a presentation of the G.P.O. view data systems. It was an amazing package, indicating how much micro-chip technology is going to change our lives in the future.

For a paltry £3,000 a computerised booking system can be introduced which will do away with mounds of paperwork, abolish booking sheets, give absolute control over membership, make black lists a thing of the past and instantly provide the statistical information necessary to manage efficiently. A saving of time and labour, the mini-computer becoming not just a thing of the future, but ready to go in two or three months time (probably operative by the time this gets into print).

Sharp's also produce a range of cash registers of both the numeric and alphabetic type. Using the alphabetic description no longer is a decoding book required to analyse receipts, and with an integral slip print out, invoices can be presented straight from the till. One of the most interesting things to me is that not only has the capability of these machines increased but the price has gone down!

Meanwhile the potential of advertising and communication via the G.P.O. computer opens up even more possibilities in the field of leisure. Available on view via a television screen (slightly adapted) and a telephone (slightly adapted) by pushing a series of buttons information is flashed up on to the screen, bookings can be taken and using a credit card even payment made. Still a thing of the future the day is fast approaching when this cheap form of communication will play a vital role in the selling of our facilities.

At the end of the day one or two members had a round of golf, one or two hit the sometimes long road home and even more took to the air. The Cotswold gliding club very kindly invited us to an introduction to the sport, and from the invigorated, not to say scared, look on some of the faces it was certainly the 'high point' (sorry) of the day.

Linda Bishop-Bailey

CENTRE LOGO



SEEING your request in the last edition of ARM News for any Centre logos that have not yet appeared in the publication, prompted me to write to you enclosing a copy of the logo designed for our new recreation centre at Ollerton, which opened in April of this year.

The logo depicts some of the sports offered at the Recreation Centre. The upper half of the logo indicates some of the ball sports offered, e.g. football, basketball, volleyball, etc. The square shaped 'O' of the word Ollerton, together with the racket handle below shows that racket sports are also offered. Finally, the blue wave shaped lines indicate that a water facility is also available. All of this is totally enclosed within the letter "O" which is the first letter of the name of the town in which the centre is located, namely Ollerton.

A. W. Rogers.
Sports and Leisure Officer.
Newark District Council.

around the regions

OLDHAM WIDENS OUTLOOK

"TOWARDS amalgamation—a wider view of recreation" was the theme for an unusual and delightful seminar taking in both the County Park at Hollingworth Lake and the Grange Arts Centre at Oldham.

Two excellent talks by Malcolm Giles and John Dent gave a brief history of the lake pointing out how once it had been a flourishing holiday resort for mill workers but that as the mills had closed so the area became somewhat derelict. However, since it has been accepted for development as a Country Park the area has been enjoying a second boom period. The area offers some excellent walks, being situated in the foothills of the Pennines, together with facilities for angling, boating, rowing, sailing and diving.

John Dent outlined the administrative problems of the Warden, particularly in trying to satisfy the variety of demands imposed on the water space. He told us how they were now trying to develop the walkways in an effort to move people away from the over-popular lake area. Unfortunately inclement weather prevented a walk round the lake and a trip in the pleasure boat.

Following an excellent lunch, produced by the staff of the Grange Arts Centre and financed by our sponsors JJB Sports Limited, Tony Allsop, the centre director, gave an informative talk regarding the function of this unique building. It was provided jointly by the education committee and the local authority at a cost of £½ million in 1975. It is used daily by the local schools and during the evening by a multitude of different groups.

Apart from the traditional theatre productions which take the bulk of the time, it provides for night classes in pottery, photography, dress-making and painting. The auditorium is used by 16 drama companies, exhibitions, folk concerts, one-man shows, television companies and educational drama groups. There is also a full-time course offered to youths aged between 16 and 18 who are looking to a career in the theatre and it is hoped that in five years time the centre will become self-financing. The day closed with a brief meeting to discuss ARM business and the trophy won by the North West for being the best region in the ARM, was on display

David Johnston.

LONDON & SOUTH EAST REGIONAL MEETING

OVER 70 members of London and South East Region and visitors from other regions assembled at the Grace Gate of Lord's Cricket Ground at 10 a.m. and, following coffee and biscuits, were introduced to the secretary of Middlesex Cricket Club Alan Burrigge. After a brief introduction to the nature of Lord's Cricket Ground and Alan's relationship with Lord's, members were conducted around the ground and visited the Long Room, the Lord's Museum, the Real Tennis Court and the Cricket School.

In the Lord's Banqueting Suite, Alan Burrigge gave a brief talk on first class cricket and its place in leisure and recreation. He pointed out the similarities between his own job and that of the recreation manager working in local government with all its committees and long-established bureaucratic procedures. Following Alan's talk, the members enjoyed lunch sponsored by Universal Materials Limited and Hussey Seating Systems (Europe) Limited.

After lunch the sponsors for the day gave a product demonstration and this preceded a short

THE SEARCH is on for ARM's Region of the Year 1980-81. The incentive is the George Torkildsen Trophy awarded first to the East Midlands in 1978-79 and then to the North West.

In 1979 the award was based on the membership drive and it is now presented to the region which has done most in furthering the interests of the association. Regions seeking to become the third winner of the trophy may care to take note of the judging criteria on which last year's award was based.

Judging Criteria: That the award be presented to the region which in the view of the assessment panel has done most to further the following objectives:

- i) The arrangement of a varied and stimulating programme of regional meetings related to the profession of recreation management.
- ii) The professional and efficient administration of the affairs of the region.
- iii) The promotion of courses, lectures and other educational activities to improve and extend the knowledge and efficiency of members.
- iv) The development of relations with other professional bodies in related areas within the region.
- v) The promotion of membership within the region and a sound financial basis through the correct use of sponsorship and other funding techniques.

regional meeting. A brief summary of the annual meeting held on May 20 at the British Institute of Management was given and mention was made of the quality of our speakers on that occasion, namely David Field and Ted Blake. Thanks were also expressed to the sponsors of the day, Merricks Sicomo Limited.

On amalgamation, the chairman reported the most recent document submitted to the national executive and members supported the national executive's move to obtain favourable membership terms for current ARM members. On education and training, the chairman outlined the nature of Paul Dove's report and advised of its value.

The chairman also outlined progress on the technical survey and asked that any returns still outstanding be submitted to him at Vale Farm Sports Centre.

Dates and venues of meetings for the rest of the regional year are: September 23—Brighton Marina and Conference Centre; November 28, 29—The Barbican Centre and a London meeting; February—Commonwealth Institute, Marketing Seminar.

The chairman gave advance warning of the 1980 Saltern Sands Seminar and the National Conference on "Design for Better Management" to be held at Brighton, April 6-8, 1981.

The chairman also gave details of Eastern Region's proposed visit to Israel and asked members to contact the chairman of Eastern Region.

Les Spiers.

HEALTH AND SAFETY SEMINAR — EASTERN REGION

THE EASTERN REGION are organizing a Health and Safety Seminar at Lea Manor Recreation Centre on November 6 when one of the topics sure to provoke interest is the "Chamber of Horrors"—slides and case histories collected by the region. Mr G. Leyshon, manager of Kelsey Kerridge Sports Centre, Cambridge, will give a commentary. Other topics and speakers are "Health and Safety at Work Act—the Role of the Factory Inspector" by HM Factory Inspector Mrs E. Sawyer; "The Personal Accountability of the Manager," by Martin Waitt, Principal Public Health Inspector, Luton; "Civil Responsibilities of Management and Staff" by Roger Williams, senior lecturer in law at Luton College of Further Education; and "Fire Safety" by Mr B. Coxon, Senior Fire Safety Officer, Bedfordshire Fire Service. The seminar fee of £3.50 (£4.50 non-ARM members) includes lunch, morning coffee, and afternoon tea. Any inquiries can be made to Mrs Audrey Robinson, the seminar organizer, at Lea Manor Recreation Centre.

Who will be Number 3?



- vi) The region's contribution at national level to the affairs of the association.
- vii) Over-all, the effective running of the region providing both an excellent service to its members and favourably reflecting on the association as a whole.

The assessment is made by the Chairman, Vice-Chairman, Secretary, Treasurer, Editor of ARM News and Administrator, based on information supplied by the Administrator (from regional reports, bulletins, etc).

'LAST' SHALL BE FIRST

THE North West Region aims to break new ground with its first dinner dance on November 14. The venue, which may or may not be significant, is the Last Drop Hotel, Bromley Cross.

Regional Diary

London & S. East:

28/29 November. The Barbican Centre, London.

24 February 1981.

Regional AGM/Seminar, Commonwealth Institute. Theme—Marketing.

Eastern Region:

6 November.

Health & Safety Seminar.

North & Scotland:

19 February 1981.

Venue to be advised. Theme—Management of Ice Rinks and Energy Conservation.

25 March 1981.

Venue to be advised. Theme—Development of a wider role for Sports and Leisure Centres.

North-West:

29 October.

St Helen's New Centre. Theme—Joint use/Joint provision.

November.

Bar/Management Course. Chef and Brewer Training Centre, Sale.

22 January 1981.

AGM. New Victoria Centre, Crewe. Theme—Community School & Social Sports.

Southern:

November. Southampton. Southern TV (Theme).

2 December.

High Wycombe.

February 1981

Green Park, Aylesbury. Management Training Conference.

26 March 1981.

AGM. Maidenhead.

21 May 1981.

Chalfont.

July 1981

Henley. Based on Henley Regatta.

Cutbacks 'severe'

CONCERN has been expressed by the Scottish Sports Council over the Government directive to local authorities in Scotland restricting their capital expenditure on leisure and recreation projects.

Describing the restriction (to 15% of their allocation under the general services block) as severe, Chairman Peter Heatly said in Edinburgh that the Council felt disquiet at the implications the directive had for sport.

Although the Council recognized that recreation had to be subjected to some financial cutbacks it was unaware of any justification for it to be singled out to carry a disproportionate share of the cuts. Another cause for concern was that the restriction on local expenditure was likely to inhibit the national projects which the Council funds with local authorities acting as agents.

Mr Heatly went on: "Local authorities are being placed in an impossible position. Provision has lagged behind demand for so many years that this latest restriction will set back even further their efforts to give the Scottish population the supply of sports facilities it needs and deserves."

Mr Heatly also commented that the policy was particularly difficult to understand at a time when it was arguable that greater investment of public funds was required to provide recreational opportunities to meet the demands of increased leisure time. He concluded: "I have written to the Secretary of state urging him to reconsider the general limit and to raise it to a level which will enable the progress of recent years at least to be maintained. I have also asked for a meeting to discuss these matters as soon as possible."

'DISAPPOINTMENT'

THE SCOTTISH Sports Council has expressed its disappointment over the Government decision to withdraw financial support from the project to improve Hampden Park. In reiterating its view that every sport in Scotland should have its own international venue the Council is particularly concerned that football, which is one of the major participant and spectator sports in Scotland, should be denied such facilities.

Speaking in Edinburgh, Chairman Peter Heatly said the Council was bitterly disappointed that the Government had changed its mind at the last moment after so much effort had been put in by all the agencies concerned over the past seven years to prepare the redevelopment plans. He said: "Government support which had been promised consistently since November 1978 is absolutely crucial to the continuation of Hampden. The Council is of course deeply conscious of the present economic situation but believes public investment in Hampden would help to regenerate industry in the West of Scotland." Describing the Government withdrawal as "unfortunate" Mr Heatly said the Council urged the Secretary of State to reconsider his decision.

SKIING POLICY

A NATIONAL policy for the development of skiing facilities in Scotland has been revised. The Scottish Sports Council believes that the main emphasis nationally should continue to be on the development of centres at Cairngorm, Glenshee and Glencoe. However, simply to increase the capacity at existing facilities within the skiing areas is not enough as demand for skiing continues to accelerate. The Council therefore supports in principle the Cairngorm Chairlift Company's proposals to develop additional skiing opportunities in Lurcher's Gully.

Even with the three national centres developed to their potential the Council takes the view that another ski centre should be developed to

SCOTTISH NEWS



PETER HEATLY, chairman of the Scottish Sports Council, has written to the Secretary of State asking for the spending limit on recreation and leisure to be raised.

be capable of playing a national role. Of the various possibilities examined the Council feels that the Drumochter area appears to have the most potential in terms of site conditions, accessibility and cost effectiveness. The Council also recognizes the important regional role of the Lecht ski development in servicing the needs of Grampian residents. Such developments are, of course, the responsibility of people in the area and the Council is confident that private initiative together with local public support will continue to produce facilities in tune with local demand.

PAVILION IDEAS WANTED

AN ARCHITECTURAL ideas competition for the design of sports pavilions is being promoted by the Scottish Sports Council. Announcing this in Edinburgh, Mr Ken Hutchison, Chief Executive of the Council, said that many playing fields and sports grounds in Scotland lacked even basic changing and social accommodation. In addition hundreds of pavilions were coming to the end of their useful lives and would soon need to be replaced. The formation of new sports clubs and the creation of new local authority playing fields would add to what the Council foresaw as a rapidly escalating demand for pavilions. An indication of this latent demand was given recently when the Council bought 24 chalet units for use as pavilions and was subsequently inundated with requests for them from interested sports clubs throughout the country.

Architects are being invited to design a "family" of prototype pavilions suitable for local authority or local sports club use, paying particular attention to the "building policy" of each type of client. Open to all registered Scottish architects and students of architecture the competition will have a total prize fund of £2,000. The closing date for entries is November 24, 1980. Further details may be obtained from the Scottish Sports Council, 1 St Colme Street, Edinburgh EH3 6AA. Tel: 031-225 8411.

LOCAL SPORT BOOSTED

'DEVELOP Local Sport' is the concept introduced this year in the Scottish Sports Council's Sport for All campaign. Focusing on the formation of new sports clubs and the boosting of existing clubs it is an additional development to the campaign. The campaign got under way with national Sport for All Week in June. Grants from the Council were available through District and Islands Councils to local clubs for suitable projects. Every grant given by the Council to such projects was matched by at least an equivalent amount either in cash or in kind by the appropriate local authority. Such assistance was in the form of a donation of equipment, free use of facilities, provision of a coach, administrative assistance and so on.

At least one of the projects submitted by each local authority had to be aimed at the formation of a new club. The developments under this scheme were to commence between June 7 and December 31, 1980. Already about 20 authorities have come forward with projects. To assist newly formed clubs further in their formative stage the Scottish Sports Council has assembled a free information package giving advice on such matters as club constitutions, fund raising, information on obtaining sponsorship and grants and also relevant Council Information Digests. Scottish Sports Council Chairman Mr Peter Heatly said: "Although the Scottish Sports Council strives for excellence in sport we also recognize the great importance of local sports clubs where people from all walks of life and of all levels of skill can participate for enjoyment and where future champions can emerge. This is what Sport for All is about and we are delighted with the response from all over Scotland."

SCHOOLS OF SPORT

THE SUCCESS of Scottish athletes at the Olympic Games in Moscow will no doubt be a spur to 141 of the country's youngsters who had the benefit of top coaching at two separate schools of sport in July.

Seventy-one Glasgow teenagers won places on the three-day Kings School of Sport, an intensive coaching weekend held at Inverclyde National Sports Training Centre in Largs. The School—now in its third year—is organized by the Scottish Sports Council with the co-operation of the Glasgow Community Education Division of Strathclyde Regional Council and sponsored by Kings and Company Limited, the Glasgow-based quarrying and road surfacing company. More than 400 hopefuls took part in selections for the School which featured seven sports—basketball, netball, tennis, golf, table tennis, boxing and volleyball. The School is for boys and girls from Glasgow, aged between 14 and 18, who have already shown considerable potential in their chosen sport but may not have previously had top-line coaching. One of last year's table tennis pupils, 16-year-old Val Thomson of Craigton, is now ranked Scotland's number two junior girl and represented Scotland in the European Youth Championships in Poland in August.

The second school lasted a week and 70 young sporting proteges from all over Scotland gathered in Edinburgh for the sixth Guinness School of Sport in Scotland. Sponsored by the brewing company, Arthur Guinness Son & Co (Park Royal) Ltd and organized by the Scottish Sports Council in co-operation with the appropriate governing bodies of sport, the School was based at Dunfermline College of Physical Education in Edinburgh. Nine sports were featured at the School—cycling, gymnastics, athletics (long jump), cricket, archery, judo, wrestling, fencing and skating. Instruction in most of these sports was given at the College but the facilities at Murrayfield Ice Rink, Meadowbank Sports Centre and Fettes and Stewarts Melville Colleges were also used. Among the senior coaches at the School were Heinz Ostermann, the German National Wrestling Coach, and David Wilson, Allan Jones and Colin McIver, the Scottish national coaches for cricket, athletics and judo. Alongside the coaching of these future sporting stars was another scheme designed to give sport an additional boost. Selected trainee coaches attended the School to work with and learn from the senior coaches in the hope that other sportsmen and women subsequently would benefit indirectly from the coaching expertise available at the School. As well as taking part in two full coaching sessions in their own sport each day the participants were able to take part in a wide range of other recreational opportunities organized for them.

Region joins protests

ARM'S Northern Ireland Region has joined the protest against the Government's proposal that the Sports Council for Northern Ireland should lose its staff, premises and executive functions.

At an executive meeting it was agreed that the regional chairman should write to Lord Elton, the Northern Ireland Office junior minister who made the announcement of the decision which removes the Northern Ireland Sports Council's power of distributing funds.

The chairman expressed the association's shock and dismay of the announcement to disband the executive Sports Council. He pointed out that the SCNI had made, and was continuing to make, a very valuable contribution in the field of recreation management through its advisory services. He stressed the SCNI's involvement in identifying and highlighting through publications and seminars, topics of interest to councils and council staff and of the already beneficial effects of this in the design and management of recreation facilities.

The SCNI itself has unanimously adopted an 18 point resolution following the Government's proposal. The members of the Sports Council in recording total confidence in their professional technical, executive and administrative staff conclude by recommending:

"That the Minister agrees to commission jointly with the Sports Council a report by independent consultants under terms of reference to be agreed by both parties and that pending consideration of the report the Department of Education honours the prior approvals and arrangements in being so that the council can continue to discharge its existing functions in the interests of sport and the people of Northern Ireland."

The SCNI has formed a special committee with full powers to act on behalf of the council in seeking, by all legal means, to ensure the continuance of the Sports Council for Northern Ireland as a body of independent status with undiminished functions and role.

RECRUITMENT DRIVE

THE PROGRAMME of events drawn up by the association's Northern Ireland Region will be used as a recruitment drive. This was agreed at an executive meeting in Valley Leisure Centre, Newtownabbey, when it was decided to open all seminars to non-members.

The AGM at Shankhill Leisure Centre has resolved that a programme of meetings should be drawn up for the year and in discussion at the executive meeting it was agreed that meetings should be held on a quarterly basis, the first to take place in October to be followed by meetings in December/January, March and June. The March meeting would be the AGM.

The theme of the October seminar will be Accidents, Responsibility and Liability taking a look at health and safety at work, insurance and staff training. The winter seminar will look at the Risk Business—entertainments and promotions in public recreation facilities, and the summer seminar will be on Supervision—getting the best out of people.

ANDERSONSTOWN TOP

ANDERSONSTOWN Leisure Centre in Belfast has won the Northern Ireland section of the Best Managed Leisure Centre Competition and will represent Northern Ireland in the 1980 National finals for the Sports Council Award. The Valley Leisure Centre in Newtownabbey was runner-up and the Brownlow Recreation Centre, Craigavon, third.

In what was undoubtedly the best competition since its inauguration in 1976, Andersonstown scored 1194.5 points out of a maximum 1600, followed by the Valley Leisure Centre on 1141 and Brownlow on 1109.

Andersonstown Leisure Centre can thank its team effort under manager Tony Briggs for its over-all success. The Valley Leisure Centre under manager

IRISH NEWS

Victor Catling was voted the most efficient centre while the Brownlow team under Cyril Norton was commended for its work for the disabled and for the dramatic increase in usage effected over the past year.

Andersonstown Leisure Centre now moves forward to the final stages of the award which will pit it against the 12 best managed centres in Great Britain selected from a total of some 60 leisure complexes.

NEW CENTRE OPENS

LEISURE facilities in Londonderry have been further boosted by the opening in mid-March of the Lisnagelvin Leisure Centre. When fully developed, the centre will add a general purpose sports hall/auditorium and squash courts to the existing wet facilities. The main feature of the first stage is the leisure pool, which is roughly U-shaped and has a wavemaker at the 1.8m deep end on one leg of the U. In the centre is a small island with a 'helter skelter' water chute discharging into relatively shallow water. The pool water is purified by ozone water treatment which is virtually odourless.

STOUTLY LAUNCHED

On board M.V. Miranda Guinness, Henry Cooper and Ron Pickering, two of Britain's best known sports personalities, launched the Guinness Conference of Sport. The Conference, to be held at the Ulster Polytechnic from September 19-21, is the first major event being organized by the recently established Northern Ireland Institute of Sports Coaching.

British Athletics Coach and Television personality, Ron Pickering, praised the co-operative efforts of The Sports Council, Ulster Polytechnic, Northern Ireland Council of Physical Recreation, the Governing Bodies of Sport, and Guinness (Belfast) Ltd, who together had initiated the formation of the Institute—a unique development in sport in the United Kingdom. "Effective coaching," he said, "was

one of the vital elements in the continuing development of sport, particularly in the raising of standards of performance. The Institute would have a vital role to play in the advanced training of coaches and would provide much needed back-up services and a link with other specialists in the future."

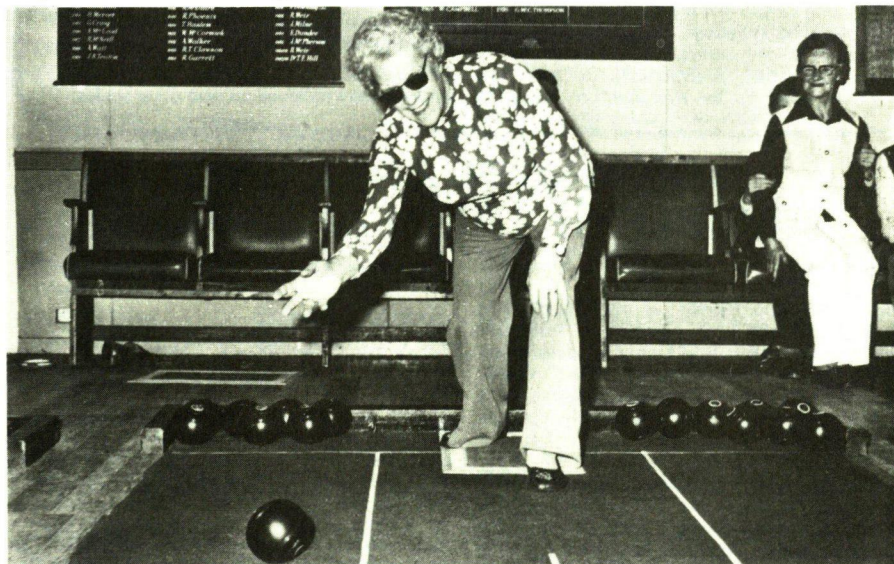
Henry Cooper told the packed News Conference how he had benefited throughout his career from the experience and know-how of trainers. He envied young sportsmen and women of today, whose coaches were being trained to help them to maximise their efforts and avoid the many mistakes associated with the trial and error system of the old days.

The theme of the Conference will be "The Coach". An expected 200 experienced coaches will examine such areas as 'Sport in the 80s', 'The Roles of the Coach', 'Preparation for Competition' and 'The Development of Coaching'. Many leading figures in Sport have confirmed that they will take part, including Pickering; Ron Greenwood, England Team Manager; Emlyn Jones, Director General of the Sports Council; Ron Delany, Melbourne Gold Medallist; Dickie Jeeps, former British Lion and England Captain; Lord Killanin, former President of the International Olympic Committee; Dr John Kane, Director, West London Institute of Higher Education; Dr Moira O'Brien, Royal College of Surgeons in Ireland; Dr Craig Sharpe, University of Birmingham; Dr Vaughan Thomas, Liverpool Polytechnic; and Mr Hammy Smyth, Inner London Education Authority.

FRENCH GIRLS VISIT

AS PART of Belfast Chamber of Trade French Fortnight, Ulster brought the French National Gymnastics squad to the Avoniel Leisure Centre in East Belfast. The competition for the representatives under-14 girls' squads was sponsored by British Midland Airways.

It was the first international gymnastics competition to be held in the Province and marked the improved standards of coaching organized by the Ulster Amateur Gymnastics Association.



As the International Year of the Disabled (1981) draws closer, interest in Sport for the Disabled was given a welcome boost with the publication of a booklet by the Sports Council for Northern Ireland. The Advisory Leaflet "Short Mat Indoor Bowling for Visually Handicapped Persons," is directed primarily at those who can help the growing Northern Ireland Association for Visually Handicapped Bowlers and lists assisting agencies, general requirements, technical aspects of introducing the game to visually handicapped players and sighted helpers, and many useful addresses.

The costs of publication have been met by Cawoods Fuels of Carrickfergus, who are involved in bowls sponsorship. Four thriving clubs form the Association at present but one of its aims is to encourage other groups to start. The Association identifies three main sources of help. Area Health and Social Services Boards through local social workers, local indoor bowling clubs and the Sports Council for Northern Ireland. Inquiries should be addressed to Miss Anne Moorhead at The Sports Council for Northern Ireland, 49 Malone Road, Belfast BT9 6RZ (Tel. 663154).

Executive file

REPORT of the National Executive Committee meeting held on Friday, 6th June, 1980, at the London and South-East Sports Council, 160 Great Portland Street, London, W1. Present—A. Collins (Chairman), D. Woodman, M. Fulford, G. Carver, L. Spiers, B. Kilby, R. Quinton (part), B. Bartholomew, N. Sargeant, B. Hughes, M. Halpin, I. Douglas, J. Turner, R. Tibbott (part). The Chairman welcomed new members to the Executive Committee as well as the re-elected members. Messrs Halpin and Turner were thanked for producing the 10th Anniversary Report and L. Spiers for organising a successful programme to accompany the AGM.

NATIONAL SEMINARS

Proposals were presented for the 1980 seminar at Saunton Sands. The format of seminar sponsorship was agreed as were delegate fees which were set at £59 ARM members and £69 for non-members (+ VAT). A proposal was received for the 1981 seminar to be held in the North-West. Following discussion of the various options available it was agreed that the venue would be the Belgrave Hotel, Stockport from October 23-25, 1981. John Turner would visit the hotel to discuss detailed arrangements. The Chairman reported that the 1981 Recreation Management Seminar was scheduled for April 6-8 at the Brighton Conference Centre. The theme was 'Design for Better Management.' In 1982 an International Conference was being organised at the Barbican Centre from April 25-29. There were to be several themes and the event would be in conjunction with an International Exhibition. It was noted with pleasure that Alec Collins was sitting on the Consultative Group as sole representative of the recreation management bodies.

AMALGAMATION

Dennis Woodman reported that there had been delays particularly in the Education Working Group but there was now evidence of renewed initiatives. There were problems related to the grading of ARM members and individual qualifications of members would have to be evaluated to assist in

this particular area. It was agreed that a questionnaire would be prepared on 'qualifications and experience' to be circulated to members. It was recognised that ARM would have to fight strongly to preserve the members' status.

FINANCIAL STATEMENT

Actual income and expenditure for the year to date was tabled. So far the Appointments Service had not performed to budget, perhaps reflecting the local authority climate and this could lead to a shortfall. A course of action was agreed whereby income would be maximised from any additional sources and some careful cost cutting would take place.

PUBLICATIONS

The Chairman reported on the meeting held with the Sports Council regarding a handbook for aspiring recreation managers. It was agreed in principle that the initiative was welcome but the committee expressed a number of comments and reservations.

EDUCATION SUB-COMMITTEE

Roger Quinton reported on the draft report of the Yates Committee. Roger believed that the report, when published, would have to be reviewed with our members' interests particularly in mind. In addition the report would need regular reviewing by the new amalgamated body. It was unanimously agreed that Richard Tibbott be co-opted onto the National Executive as Chairman of the Education Sub-Committee and that new terms of reference be prepared.

THE REGIONS

The meeting noted that the North-West had won the 1979/80 award for its all-round performance. Discussion took place on the judging criteria and it was agreed the criteria were sound and that the same system of assessment would be used for the coming year. The Chairman reiterated his enthusiasm for regional activity and expressed concern about the lack of activity in certain areas. The Chairman undertook to provide every possible assistance to those regions with apparent problems.

PROGRESS REPORTS

Reports were received on nine other topics.

HELMSMAN/ARM NEWS ARTICLE OF THE YEAR AWARD

BOB MILLAR, East Midlands ARM Secretary, has won the Helmsman cheque for £6 for his article "Ask The Family" in the June ARM News. There was keen competition from five other members, but Bob's concise description of the Nottinghamshire family activity weeks presented in a manner designed to assist other members and well supported by excellent photographs won a decisive victory.

The £3 runner-up cheque went to Peter Hayward for his "Training for Management." Peter, Assistant Manager at Willesden Sports Centre, is in fact taking a year off work to experience life in Australia. Peter and his wife Anne are going on a working holiday and hope to travel to the Far East, Australia, New Zealand and America before coming back and settling in England. He feels this will add to his

experience of life and further his management career.

EDITION WINNERS

November (No. 29)—1 "How About Two Awards," Howard Peters; 2 "The Orpington Woman," C. H. Dier.

March (No. 30)—1 "Bar Management," John Knowles; 2 Not Awarded.

Last year the Helmsman Award went to Bill Breeze for his "Time to End Pay Anomalies" and the previous year to Roy Simons, Manager of Concord Sports Centre for his superb summary of the Lockers v Baskets issue. The winner from each edition receives £6 and the runners-up £3. The over-all winner for 1979/80 will receive £10 and a memento presented by Helmsman.



The symbol of Helmsman Coin Controlled Lockers Ltd—donors of a trophy to be presented to the writer of ARM News's Article of the Year.

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Further details are available from: Eric Gillespie, Manager, Park Sports Centre, Rawreth Lane, Rayleigh, Essex. Tel. Rayleigh 781233.

Tenders to be submitted to: Mr C. Chalmers, Administrative Officer, Rochford District Council, Council Offices, Rayleigh, Essex.

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ARM NEWS—on the desks that count.

NOT SO SQUARE

LADY MEMBERS are advised that attractive ARM head/neck scarves are now available at £2.50 each (including VAT and postage). Manufactured from Trevira, the squares measure 70 cms x 70 cms and are in navy blue with ARM motif in two opposite corners. Available now from Berry House, 41 High Street, Over, Cambs., so ladies—you too can now fly the ARM flag!
Gents are reminded that ARM ties are available at £2.50.

SUPPORT ARM

—Act as a salesman for the Association and encourage subscriptions and advertising for ARM News

REVIEW By Roger Quinton

REVIEW is on holiday and will return for the next edition. In the last edition views were invited on the format of Review and the literary requirement of recreation managers. So far the topic has aroused the interest of .001% of the membership. Please send any view on the subject to Roger Quinton, 40 Cricklade Road, Highworth, Wilts.

FLOOR IS 'CLEARED'

AN INQUIRY by Dennis Woodman, Deputy Director, Countryside and Recreation, has "cleared" the Dex-O-Tex gym floor and has resulted in more custom for the multiple use sports flooring.

Dennis says: "As a result of our investigations, the Dex-O-Tex Gym-Floor has been ordered for the new sports hall we are building. In May, 1979, I circulated a request for information by members of their experience of the floor and a number replied. The inquiry arose because of a local loss of adhesion causing the Dex-O-Tex floor to be broken up for investigation. The loss of adhesion was in fact not a fault in the Dex-O-Tex material, but was caused by an underlayment, not Dex-O-Tex underlayment, which had been used for local levelling of the concrete sub-floor. The underlayment proved to be unsuitable in this instance, due to the large amount of moisture present in the sub-floor. The particular underlayment softened under water and caused loss of adhesion. The Dex-O-Tex surfacing, however, remained intact for a number of years before being opened up to examine the sub-floor. The floor was repaired and brought back into use again very quickly after this had been identified."

AUTUMN SEMINARS

THE LEISURE Studies Association has embarked on an ambitious series of conferences under the general theme "Leisure in the 80s." The first conference was held in Birmingham with the theme "Alternative Futures." The second conference will be held in London in 1981 on the theme "Leisure and Work: The Challenge." The third conference remains to be organised, with health and education probably being the main themes.

The autumn seminars in 1980 have been devised to link the first two conferences in Birmingham and London. They will accept issues arising from Birmingham, enlarge upon these and pass to the 1981 London conference a further set of matters needing discussion then.

October 4: Polytechnic of Central London, Baker Street. Theme: "Leisure, Work or What?" Further details from John Roberts, Terrestrial Environment Studies, 103-107 Waterloo Road, London, SE1 8UL.

October 11: Cardiff University Union. Theme—"Work and Leisure in the 1980s: Implications of Technological and Economic Change." Further details from Martin Fitton, Countryside Commission, Crescent Place, Cheltenham, Gloucs.

October 18: Trinity and All Saints' College, Horsforth, Leeds. Theme—"Collapse of Occupational Culture/Community: Implications for Leisure Policy." Further details from Margaret Talbot, Trinity and All Saints' College, Brownberrie Lane, Horsforth, Leeds LS18 5HD.

There will also be a seminar in Belfast in November: Details from Dorita Field, Belfast City Council, City Hall, Belfast 1. Tel. Belfast 20202.

CHURCHILL TRUST

IF YOU have nothing to offer but "blood, toil, tears and sweat" (from a speech in the House of Commons, May 13, 1940) then the Travelling Fellowships for 1981 offered by the Winston Churchill Memorial Trust may be for you.

Adventure and sport is one of the categories for which about 100 awards are made annually. Anyone taking part in sport or in expeditions with worthwhile aims is invited to submit an application form, available from the trust at 15 Queen's Gate Terrace, London SW7 5PR, by November 1. No special qualifications are

needed. If you are a UK citizen and have a project which fits into one of the categories for 1981—these include an open category—all you have to do is explain on the application form where you want to go overseas and how you would benefit from it. You also have to show how your new found experience would be used when you return. Past award winners have included shop-floor workers, artists, nurses, dustmen, librarians, gardeners, housewives and Ian Douglas, immediate past chairman of ARM.

ARTS SPONSORSHIP

WINNERS of this year's Association for Business Sponsorship of the Arts/Daily Telegraph Award Scheme will be announced in London on November 11. For the third year of the scheme up to ten awards will be available for four categories: the best single event sponsorship; the sponsorship giving most encouragement to young performers and young audiences; the best first-time sponsor; and the best corporate programme of sponsorship.

A booklet, with a foreword by Arts Minister Mr Norman St John-Stevas, sets out the advantages of business sponsorship of the Arts.

RESIDENTIAL COURSES

A BROCHURE is now available with details of the Countryside Commission's sponsored residential courses for staff employed in Countryside Conservation and Recreation. They range from specialist courses on the Development and Organisation of Volunteer programmes to Countryside Management and Recreation for middle management staff and Organization and Management for newly appointed management staff.

Brochures are available from the commission in Crescent Place, Cheltenham, Gloucs., GL50 3RA.

ARM Congratulates . . .

FULL MEMBERS

A. J. C. Carroll,
Recreation Centre Organiser, William Thompson Recreation Centre.

F. Gracie,
Manager, Tryst Sports Centre.

R. P. Jones,
Manager, Connah's Quay Swimming Pool.

J. T. Loose,
Manager, Poole Sports Centre.

R. McKinnon,
Assistant Manager, Allander Sports Centre.

J. Porter,
Principal Parks and Amenities Officer, Leisure and Recreation Department, Bacup.

Miss S. A. Ricks,
Deputy Manager, Poole Sports Centre.

R. Shuttle,
Assistant Manager, Allander Sports Centre.

B. Smith,
Deputy Manager, Huyton Leisure Centre.

W. A. Taylor,
District Ranger, East Kilbride D.C.

M. Weidman,
Sports Officer, Civic Centre, Ipswich.

E. Wood,
Deputy Manager, Rowlinson Sports Centre.

Miss H. E. Woodhouse,
Senior Recreation Supervisor, Fermanagh Forum.

ASSOCIATE TO FULL

F. Bacon,
Manager, Atherstone Swimming Baths.

Mrs B. A. L. Baker,
Principal Recreation Officer, Burgess Hill Swimming Centre.

J. G. Baker,
Manager and Senior Ski Instructor, Ski Rossendale.

D. S. Camp,
Manager, Brookvale Recreation Centre.

S. C. Combes,
Assistant Manager, Brookvale Recreation Centre.

J. Crowe,
Manager, Carlisle Sports Centre.

T. E. A. Hiles,
Manager, Our Lady's Sports Complex.

R. G. Lane,
Supervisor, Reddish Vale School Pool and Sports Centre.

Mrs J. Rae,
Manager, Helenvale Sports Complex.

N. R. Wheeler,
Recreation Supervisor, Nuneaton Borough Council Leisure and Recreation Department.

ASSOCIATE

A. Banton,
Assistant Manager, Ollerton Recreation Centre.

S. Cearns,
Assistant Manager, Huncote Leisure Centre.

I. T. Elvin,
Sport Studies, Newcastle-upon-Tyne Polytechnic.

S. C. Hill,
Administration Officer, East Kilbride D.C.

Miss E. Holmes,
Recreation Assistant, George Sylvester Sports Centre.

A. K. Knight,
Supervisor, Nicholas Hawksmoore Sports Centre.

M. Lamb,
Assistant Manager, Henley and District Sports Centre.

P. Lloyd,
Assistant Manager, Burntwood Recreation Centre.

C. McAteer,
Assistant Manager, Oval Sports Centre.

D. G. Moor,
Administration Officer, Black Lion Sports Centre.

A. Murray,
Assistant Manager, Crofton Leisure Centre.

E. Robertson,
Recreation Supervisor, Chalfont Leisure Centre.

J. Robey,
Assistant Manager, Meadowside Leisure Centre.

R. Stephenson,
Area Supervisor, Ridley Park.

STUDENT

Miss L. Bailey,
Loughborough University.

A. Colavecchia,
College of St Paul and St Mary.

A. C. Reed,
Farnborough Technical College.

NEW POSTS FOR . . .

D. L. Johnston,
From: Manager of Bridgefield Forum Leisure Centre
To: Assistant Recreation Officer, Knowsley Borough Council.

Ces Lowry,
From: Recreation Manager, Hambledon D.C.
To: Manager, Squashtec, Hetton le Hole, on October 1, 1980.

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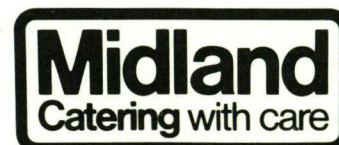
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Active retirement

MODERN society has accepted greater responsibility towards the retired and elderly. Families are now widely spread, both nationally and universally, and are not the close-knit units found at the beginning of the century. The Social Services are already caring for hundreds of thousands of old people throughout the country.

Earlier retirement and longer life will possibly increase the present 17.6% national retired figure to more than 30% over the next 20 years. This is an enormous section of the population, and when one accepts that the majority of these will be healthy, active people, there are going to be many millions of retired persons throughout the country, who after eating, sleeping, and doing household chores, will have a vast number of leisure hours at their disposal. These will need to be divided between passive and active, leisure and recreational pastimes.

Retirement for some is a blessing, but for others it can be very traumatic! They will need understanding, sympathy, support, encouragement and motivation. This is where I believe the local authority has an important role. Traditionally, voluntary organizations, often supported by local authorities, have supported retired people's clubs, meals on wheels, mobile libraries, and provided facilities and transport in the shape of community centres, and bus travel concessions.

The City of Bath has attracted an elderly population over the past two centuries, and is above the national average in population. The Mayor of Bath's Age Concern Committee (MOBAC) has for years contributed largely towards the care of the elderly. Recently, a spin-off from MOBAC was formed, namely, Friends in Retirement (F.I.R.), which specialises in preparing the population for retirement. As Sports and Leisure Manager I am a member of the committee, and help organize and lecture at pre-retirement courses.

In my role as Sports and Leisure Centre Manager I have to wear many hats, as a manager, educationist, physical educationist, sociologist, economist, motivator, and sometimes confidence trickster! The latter is some-

Two parallel seminars on Recreation in Retirement were organized recently by the Sports Council (Eastern Region) and the Sports Council (South West). MORTON EVANS, the Manager of the Bath Sports and Leisure Centre, presented at the South West Seminar a paper which is reproduced here.

times a last resort if barriers have to be broken through. The objectives agreed by Bath City Council include . . .

"To encourage, regardless of age . . ."

"To provide . . . for sportsmen and women of all ages."

So my marketing had to reach out to the elderly, and I had to sell off-peak time which in the early days lay idle.

During the first year of operation the majority of customers were children, young, and middle-aged adults with just a few elderly people coming in, mostly to look around or watch their grandchildren swimming. I asked these people why they were not participating, and the typical answer was "I'm far too old"! They really believed that only the young were suited to the activities. This was the challenge I was waiting for!

Already Bath City Council had agreed lower admissions, and cheaper swims for retired people, but there were many other activities they could "play" at. Hence the package "Retired Recreation" was devised, offering keep-fit, table-tennis, badminton, archery, swimming and olde-tyme dancing. The price was fixed low enough to attract, and high enough to produce a reasonable revenue if the numbers grew. Off-peak time was the obvious period to slot retired people in, and the philosophy of "A little revenue is better than none" was accepted. The package proved to be very successful with the following attendances to date:

1976/77	738 (7 months only)
1977/78	1,469
1978/79	3,863
1979/80	5,672

There are several reasons for success. Firstly

perseverance in the early days, plus continued marketing through Press articles, leaflets, posters, open days, TV coverage, and talks to clubs for the retired. Leadership plays a very big part in the success. It was my good fortune to employ a brilliant keep-fit instructor in Pat Hughes, who specializes in exercise to music, and has a regular following of some one hundred ladies, and a few men. Pool Attendants give assistance to those who require help with their swimming.

Three retired people actually run the olde-tyme dancing. Harry Littlewood quite correctly stated at the Blackpool Conference that expertise and leaders from among the retired participants should be involved in organizing and instructing activities. They can derive a great deal of pleasure from this. I now have two retired mid-wives helping voluntarily to run Pre-Natal and Post-Natal keep-fit courses, providing a fascinating age-range of sixty-five years between instructors and pupils!

During the first summer holiday break I made the error of curtailing activities for the retired. When the package re-started two months later, the break in continuity had a disastrous effect upon attendances. Gradually, they picked up again, but since then I have never allowed a break! One of the rewarding sights in the school holidays is to see the retired people playing their activities alongside the school-children. This is good psychologically for the young and old!

Additional concessions including cheap early morning swims and cheap sauna and solarium are also available to retired people. The recently opened indoor bowls hall is undoubtedly going to have an influence on the Tuesday package for retired, as will the proposed snooker tables to be introduced in the near future.

What of the future? Earlier retirement, a healthier population, all of whom can expect to live longer, need to be provided for. The process of recreation will continue from youth, through middle-age, to retirement. If this works successfully, perhaps pre-retirement training will become obsolete by the year 2000! For this to succeed in modern society, local authorities definitely have a role to play.

CAMBRIAN WAY AHEAD

"THE COUNTRYSIDE COMMISSION are determined to listen to anyone who has any thoughts at all about their proposed Cambrian Way long-distance path. That's why they hired me!" So says John Tetlow, who has been appointed field officer for the southern section (Cardiff to Llandoverly) of the proposed Cambrian Way.

He will take an in-depth look at the route and will be contacting all farmers, landowners, local authorities, groups and individuals who have an interest. Early next year he will present the commission with the conclusions of his investigations and detailed suggestions for the route of the path.

"The commission have been criticised for barging ahead with this path without consulting anyone. In fact they have done a lot and my appointment is part of a much wider round of consultations which the commission have undertaken," said Mr Tetlow. So far the consultations have centred on the principle of creating the path but the object now is to discuss details of a route and to clear up misunderstandings. It is planned that two more field officers should be appointed to look at the central and northern sections of the 399 kilometre (248 miles) path which ends at Conwy.

The Cambrian Way, if finally approved by the Secretary of State for Wales, will be one of the most rugged walks in Britain. It would be the third long-distance path in Wales after the Pembrokeshire Coast and Offa's Dyke paths. There are six long-distance paths in England.

STANSTED OPPOSED

FEARS of "environmental destruction" resulting from developing London's third major airport at Stansted has prompted renewed opposition from the Countryside Commission. In a letter, Lord Winstanley, Chairman of the Countryside Commission, has advised the

Countryside news



Environment Secretary Mr Michael Heseltine, that the proposal "Would constitute a massive urbanisation of an attractive area of countryside within, and immediately adjacent to, the Metropolitan Green Belt in contravention of conservation and development policies contained in the Regional Strategy and County Structure Plans.

"We must advise you accordingly that the proposed development will have an unacceptable impact on the natural beauty and amenity of the area."

NEW BRIDLEWAY GRANT

BRIDLEWAYS, as well as footpaths, can now attract grant-aid from the Countryside Commission. Horse-riders, cyclists and walkers will all benefit from the new grant which, the commission hope, will help improve access to the countryside and enjoyment of it.

The need for this new grant has become more pressing with the increasing popularity of cycling and horse-riding and the growth in the number of riding centres. Typical schemes might include improvements to existing bridleways, creation of new sections or improving bridleway management to alleviate problems caused by over use.

DIRECTOR STAYS ON

MR R. J. S. HOOKWAY accepted the request of the Countryside Commission that he remain as Director for a short period after his formal retirement in June. This arrangement was approved by the Environment Secretary. A further announcement will be made in due course about the arrangements for appointing a new Director.

Royal beginnings

THE TENTH Anniversary of ARM News is an opportunity to reflect on the development of a unique publication.

Over the ten years a band of loyal contributors have ensured a steady flow of news and views. Reading through the back copies is like flicking through a recreation management "Who's Who" or settling down to watch "All Our Yesterdays in Recreation." The very first edition reported royal openings for sports centres in Aberdare and Basingstoke and looked forward to centres at Hawarden (Deeside) and Guildford—fore-runners of the avalanche to follow through the seventies.

By edition nine members had read of a meeting between ARM officers and Eldon Griffiths, Minister for Sport, of new members including John Knowles, Mike Orsbourn, Mike Fulford and Bob Whan; of regional meetings at Cardiff, Haverhill, Skelmersdale, Keighley, East Kilbride and Solihull; and of a survey of managers' working hours which reflected the demands of centre management and the infancy of these new fun palaces hitting the scene. The appearance of edition 12 incorporating numbers eight and 10 led to questions in the House about Roger Quinton's numeracy! Edition 13 in August, 1974, saw the first reference to a discourse between the various professional bodies as well as accusations of southern editorial bias!

There then came a period of rapid expansion so that by 1976 and edition 20 articles were beginning to flow from practising managers. Brian Clarence, Dennis Woodman, Mike Fulford, Sam Reid, Les Spiers, Geoff Cleeson and Chic Carvell all made significant contributions.

The next five editions saw the introduction of features such as Review, Recreation Scene and Around the Regions and some small print which combined with the English left Welshman Geoff Whitson in great difficulty! Many of our early members had spread their wings (some of the transfers would have left Malcolm Allison breathless) and horizons had broadened—and this was reflected in the journal with news from the departments, and the arts, countryside and commercial scenes.

More recent editions have aimed to keep pace with the growth and widening appeal of the Association and have benefited from the assistance of a professional journalist—an essential and recent development.

Have you ever wondered how the good news is brought to your doorstep? Perhaps not. Production is a continuous process with items dropping into the 'next edition' file before the current one is put to bed. ARM News carries a copy date by which time members have sent their efforts and a significant number of press releases have arrived from the Tea Council, the Arts Council, the Irish Sports Council and other strained organisations. Important people like the Chairman and advertisers have three weeks grace and late contributions receive consideration based upon their importance and appeal.

Three weeks after the copy date and several meetings the editorial team have agreed priorities, approximate space and page allocation and what further photos or details are required. Over the next three weeks initial batches of typesetting are despatched to Stranraer and page layouts finalised. At this stage panic sets in as important items are awaited—a promised report here, a photo there. The front page is always left



to the last minute to take advantage of the latest news. If, as in the case of this edition, the scoop you have in line remains under covers as the final deadline is reached, a new lead has to be lifted from inside. During the final week the pressure is on to pull it all together, check proofs of typesetting to ensure the Centre Focus does not spill into the next three pages, and despatch all outstanding typesetting, photos, artwork and layout plan. Time lost here could mean delivery targets will be missed. Within a fortnight the ugly truth drops through the letter-box—final proofs which will mean a little trimming here and there or worse! Hasty adjustments set Stranraer away to take negatives of their black and white 'paste-ups.' The negs take a scenic Scottish bus ride along to Dumfries where our printer has plates made from the negs and away goes the printing and assembly. Finished you might think. Not so!

The sparkling new edition has to head for John Turner. When that meant a trip to London it was Red Star on the London train—so what's the problem? None, until British Rail lose them and take three weeks to re-locate. Nowadays, after further traumatic experiences, we entrust them to Roadline's 24-hour service—until. . . well if your eating your Christmas dinner as you read this the stagecoach could be making a return! Even then John has the job of filling and despatching well over 1000 envelopes to all parts of the UK and a few to the Middle East and Australasia—and by that stage thoughts have already turned to the next edition.

Gerry Carver.

EDITION 1, NOVEMBER, 1970

"The 1970 committee elected at the inaugural meeting was: Chairman—Geoff Bott, director, Billingham Forum; Vice-Chairman—George Torkildsen, manager, Harlow Sportcentre; Hon. Secretary—Bernard Warden, recreation facilities manager, Bracknell Sports Centre; Hon. Treasurer—Brian Barnes, recreation manager, Birkenhead; Committee members—David Thomas, director, National Sports Centre for W.; Ian Douglas, Bellahouston Sports Centre, Glasgow; Graham Jenkins, general manager, Afan Lido, Port Talbot; Bill Leadbeater, director, Basingstoke Sports Centre."

EDITION 4, AUGUST, 1972

"Although a somewhat disappointing attendance, the first London and S.E. regional meeting held at Redbridge Sports Centre proved a most worthwhile and refreshing integration of ideas, criticisms and suggestions. There were eight present.

EDITION 12, MARCH, 1974

"Total ARM membership now exceeds 240!"

EDITION 16, MAY, 1975

"The SO1/SO2 grade is likely to be eclipsed by the AP V grade + additional payments. This will be unfortunate as the SO1/SO2 may be working similar hours without any additional reward. Authorities at their discretion may extend the entitlement to additional payments to grades about AP V. One may scoff at the chances of such discretion being exercised in present times but authorities concerned with appointing the SO1/SO2 grades will have to consider such a course of action if they are to recruit suitably experienced staff, without turning to Principal Officer grades." From *DIY Inflation* by Mike Fulford.

EDITION 21, FEBRUARY, 1977

"There was a red face at Lincoln Sports Centre recently. A squash player was a little tardy in returning his hired green squash ball to reception. Over the speaker system came the voice of the receptionist on duty "will the gentleman with the outstanding green balls please come to reception at once."

EDITION 25, SEPTEMBER, 1978

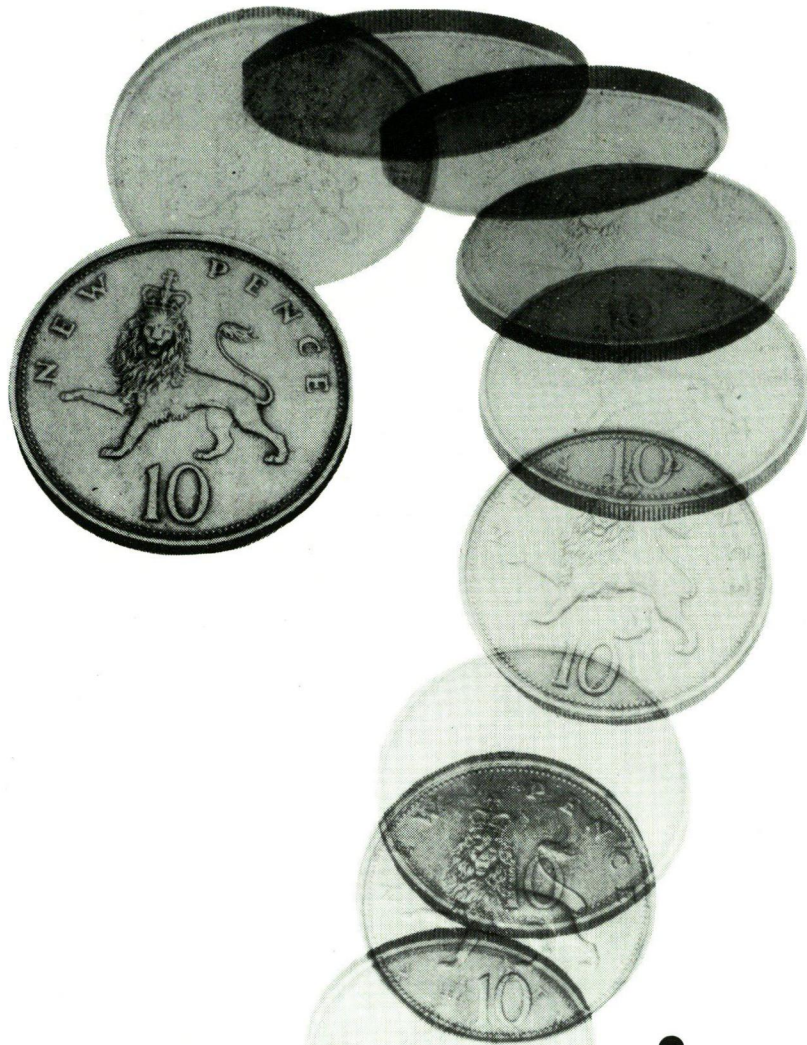
"Four months would appear to be a long time on the leisure scene. In the last ARM News the popularity and problems of skateboarding were highlighted. Some four months later the closure of Falkirk's skate-board rink, opened only a few months previously at a cost of £70,000, only creeps into a corner of the journal."

EDITION 30, MARCH, 1980

"Recreation would only have to make a small impact on reducing crime to enhance its cost-effectiveness. Figures issued by the Home Office for 1977-78 show spending on law and order reached £1,440 million. £65 million was spent on probation and after-care."



Editorial pose.



A winner every time!

Strength, security and flexibility—three reasons why the Helmsman Nimrod coin-operated locker stands first in its class.

And that's why you'll find them in sports centres, shopping precincts and clubs all over the country.

Tough and Vandal resistant.

Because the lock is built into the rigid door frame, it will stand up to all the rough handling and mishandling the public are likely to give it.



Unique Eurolock.

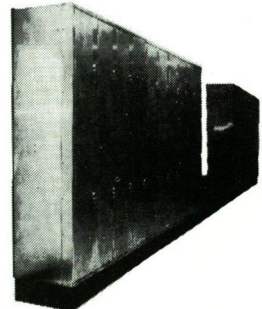
With the Eurolock you have the choice coin return or coin retain. A simple adjustment is all you need. The

Eurolock can be altered to accept 2p, 5p, 10p, or 50p coins at any time. This gives you total flexibility.

Suitable for all areas.

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So examine the alternatives and you'll see that when it comes to coin-operated lockers Nimrod is a winner every time.



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10TH ANNIVERSARY REPORT
INCORPORATING THE 1979/80
ANNUAL REPORT



The Association of Recreation Managers

1970 ~ 1980



DEPARTMENT OF THE ENVIRONMENT
2 MARSHAM STREET LONDON SW1P 3EB
01-212 3434



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". The signature is fluid and cursive, with a large initial "H" and "M".

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":

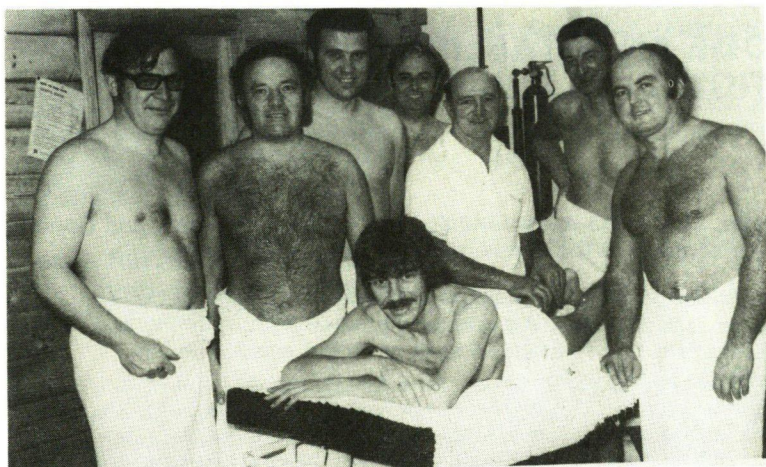
Membership stands at 25

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."



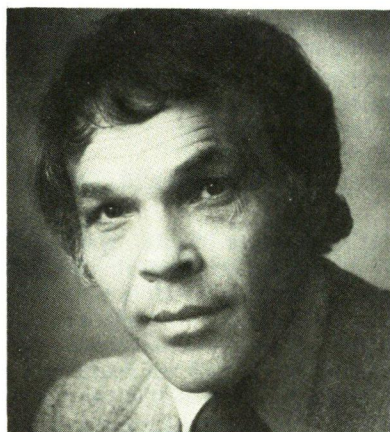
Geoff Bott Founder member First Chairman of A.R.M. Chief Leisure and Chief Recreation Officer Northampton B.C.

"The acorn was planted in March 1968 at the managers Symposium Dinner for those attending the informal weekend.

That meeting led to an ad hoc association of like-minded people, later to become the Association of Recreation Managers.

Then and now? Then, aims were basically the same. The people were much the same. But, they were the pioneers — amateur, eager, drum-beating, involved, non-constitutional, non-conforming. Today, we have a professional, efficient, constitutional association; we have grown rapidly; we are the leaders in the field.

I congratulate the ARM and its 1000 members. May you grow as strong and as tall as the oak. But don't grow up too quickly — lest you miss the fun along the way."

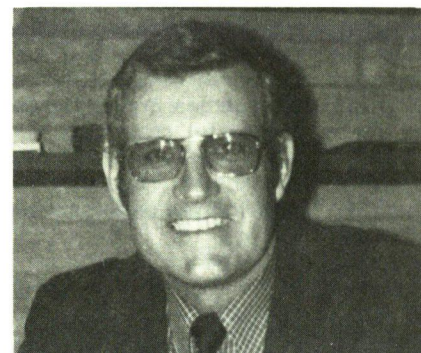


George Torkildsen Founder member and Honorary Life member. Recreation Consultant.

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

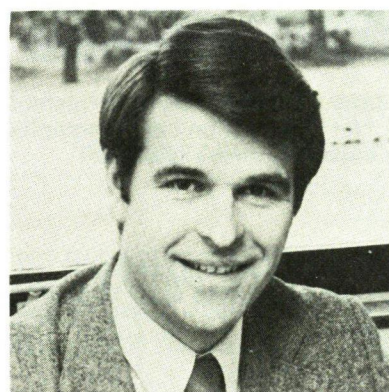
From little acorns great oaks grow they say (or was it the "Woodman" himself?) This saying for me is symbolic of the progress of the Association over the last ten years and due entirely to the quality of leadership and dedication of its executives.

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



John Williams Founder member. Manager Bletchley Leisure Centre.

"There were these well known names, those who had a reputation for leading the field of Recreation Management in the early days. Names like Geoff Bott, Bernard Warden, George Torkildsen and Graham Jenkins. Was I not fortunate to be serving with them on the committee?"



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.

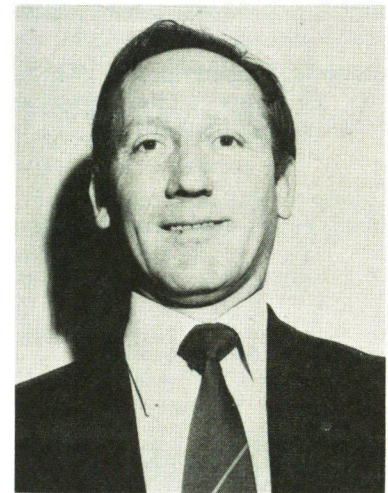
And later, the welcomed professional helmsman to consolidate and guide the Association into maturity.

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



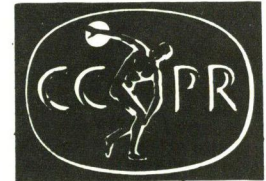
The Sports Council would wish to be associated with the Tenth Anniversary of the A.R.M. Ten years is a relatively short time in the history of any organisation but those who have watched the growth and progress of the A.R.M. over this decade can only be encouraged with the prospect of a good future for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

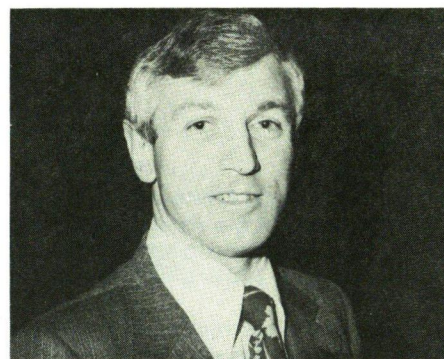
Attendance at AGM

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
<hr/>		
<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
<hr/>			
<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	8,147	
1,256	plus excess of income over expenditure	<u>1,457</u>	
			9,604
8,147			
	Regional Funds		995
	Barwell Sponsorship		1,000
			<u>11,599</u>
<u>8,147</u>			
	Represented by:		
	Fixed Assets		
173	Office Equipment	1,409	
1,403	plus purchased during year	—	
		<u>1,409</u>	
1,576		1,409	
167	Less depreciation during year	<u>167</u>	
			1,242
1,409			
	Investments		
1,521	13¼ % Treasury Stock	1,521	
2,000	11½ % Preston Bond	2,000	
2,538	Forward Trust	<u>2,834</u>	
			6,355
6,059			
	Current Assets		
14	Stock of Ties at cost	77	
3,181	Debtors	8,517	
7060	O/D Cash - at bank	356	
—	in hand	—	
—	in regions	995	
		<u>9,233</u>	
2,489		9,233	
1,810	Less Creditors	<u>5,231</u>	
			4,002
679			
<u>8,147</u>			<u>11,599</u>

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.

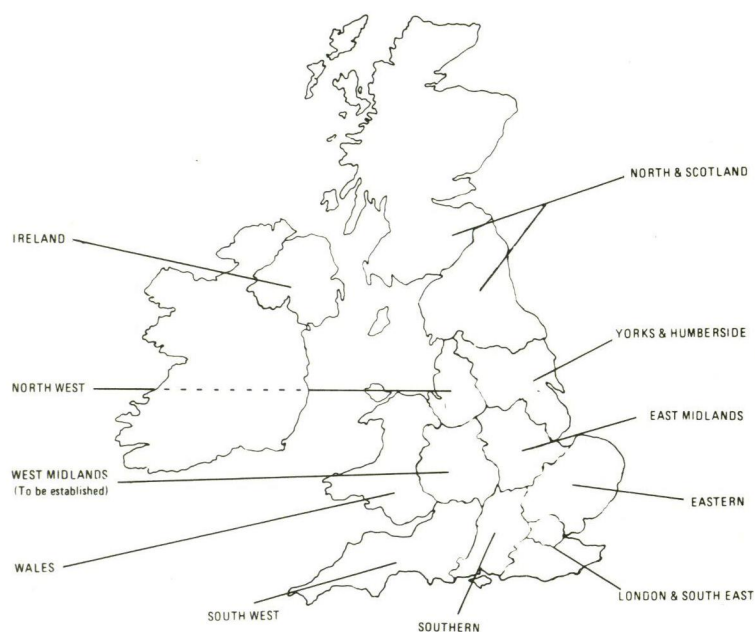
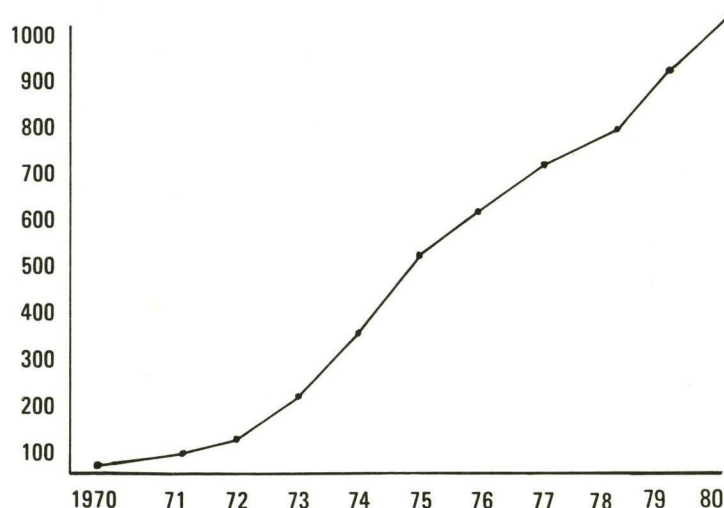
1,000 members in 10 years

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



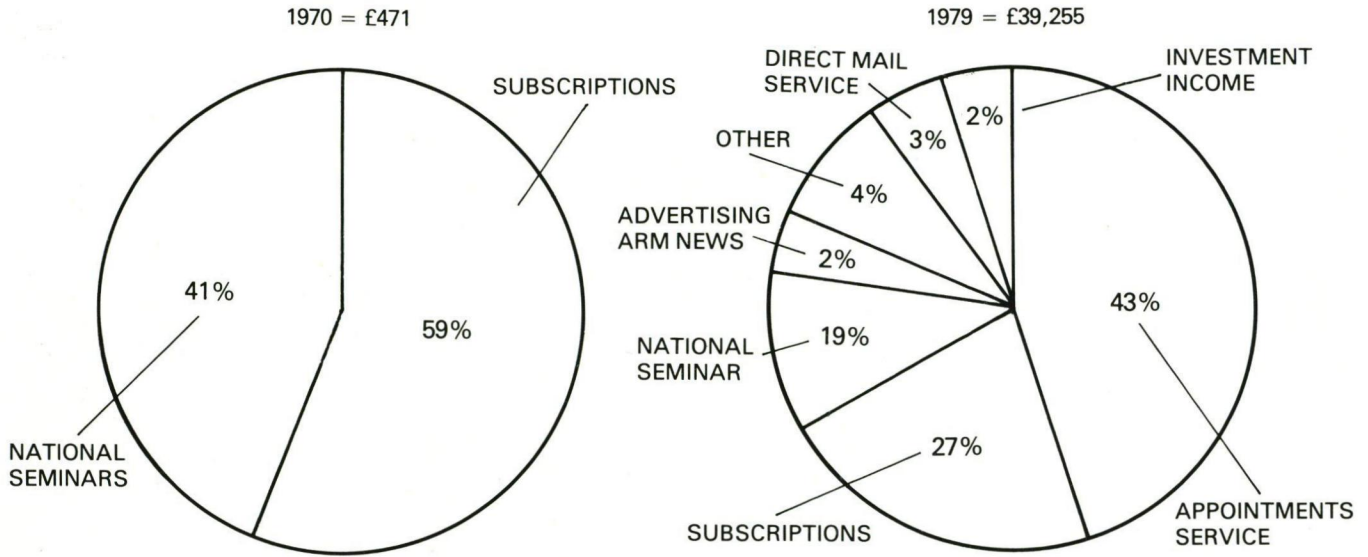
A.R.M. Regions

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

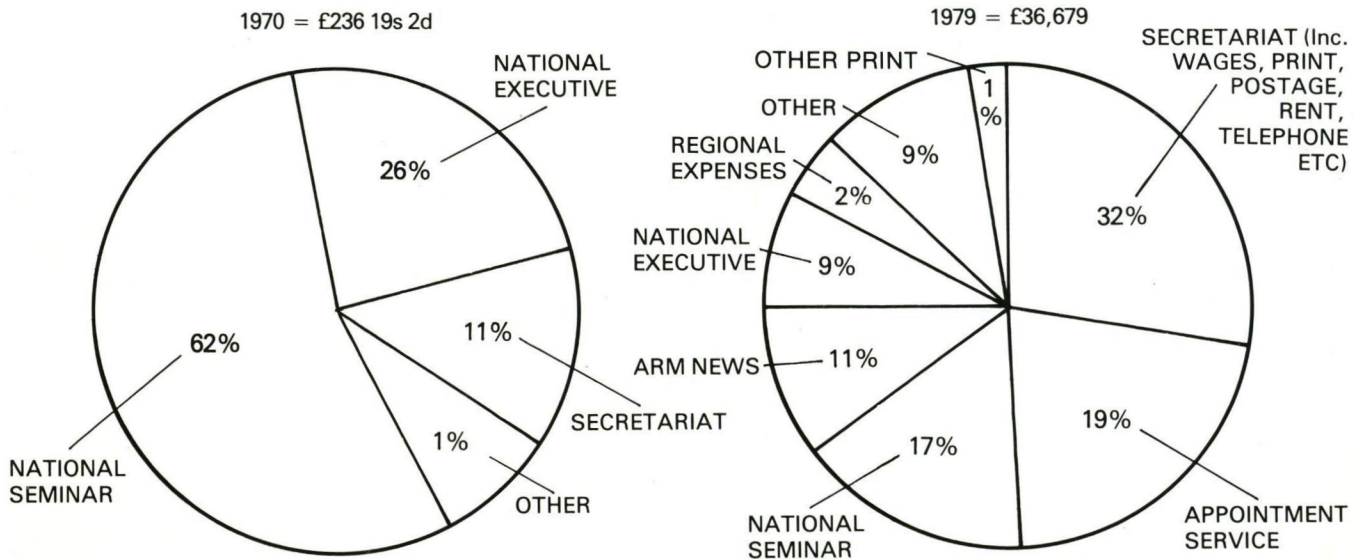
Secretariat	12.85
Appointment Service	7.54
A.R.M. News	4.17
National Seminar	6.92
National Executive	3.72
Regional Expenses	0.94
Other Print	0.45
Other costs	3.03
Total costs	£39.62
Income per member	£42.43

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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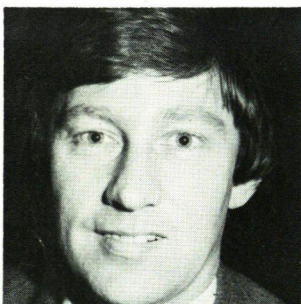
OFFICERS 1979/1980



*The Hon Secretary:
M. Halpin*



*The Hon Treasurer:
D. Woodman*



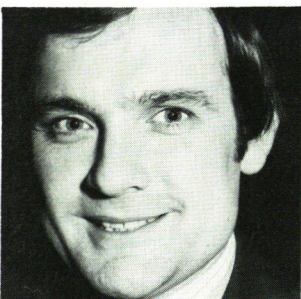
*Editor, Newsletter:
G. Carver*



*The Chairman:
I. Douglas*



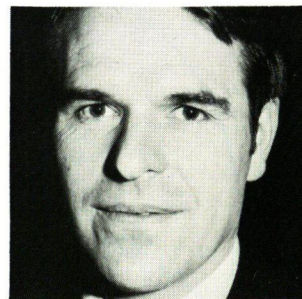
*The Past Chairman:
K. Harlow*



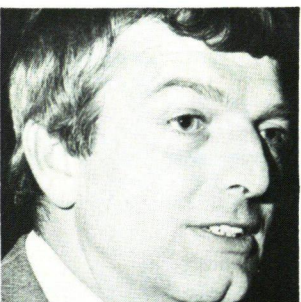
*ARM Administrator:
J. Turner*



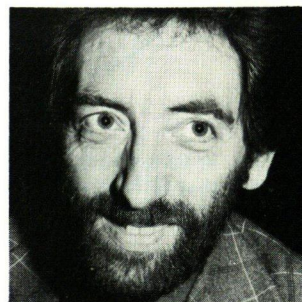
*The Vice Chairman:
A. Collins*



*Committee Member:
R. Quinton*



*Committee Member:
W. Breeze*



*Committee Member:
B. Kilby*

Offices:

**Berry House, 41 High Street,
Over, Cambs. CB4 5NB.
(0954-30940)**

ARM NEWS

Journal of the Association of Recreation Managers

February 1981

No. 33

IRISH SPORT WINS

Falls First

ANDERSONSTOWN Leisure Centre, situated in the Falls Road area of West Belfast, is this year's winner of the Sports Council Award for Sports Centre Management sponsored by Nissen International. The centre receives the Sports Council trophy and a cheque for £1000.

Andersonstown, in the opinion of the judges, best combined efficient and enterprising management with attractive facilities, reasonable charges and a balanced range of activities that catered for all sections of the community.

Andersonstown Leisure Centre, opened in June, 1979, and managed by Tony Briggs, was chosen from an original UK entry of 60.

The assessors were particularly impressed by the way in which the management team programme the use of the centre to satisfy the needs of the local community.

ARM provided assessors at regional and national level alongside representatives of the Institute of Recreation Management, Association of District Councils and the British Institute of Management. The award is administered by the Sports Council.

Runner-up in the competition is the Concordia Leisure Centre, Cramlington, Northumberland, managed by Mike Fulford.

Council comes alive

SPORT received a special New Year present with the decision by Lord Elton that the Northern Ireland Sports Council will continue.

The Council's very existence had been threatened by a shock announcement back in the summer that the Council was to lose its officers and its powers of distributing funds and become purely a departmental advisory body. In June reaction from all sporting quarters was swift and vociferous. A resolution adopted unanimously by the SCNI stressed the importance of its role. It deplored the Government's failure to consult prior to announcing its intentions and the Department of Education's attempts to implement the Minister's statement of intent without the appro-

val of Parliament. ARM lent its support to the Council with Chairman Alec Collins writing to Westminster.

Then after months of outward silence came Northern Ireland Office minister Lord Elton's statement that the Council will have a continuing executive role in sports development as well as a general sports advisory role. Commenting on the statement George Glasgow Director of the Sports Council for Northern Ireland said "Happily for sport in Northern Ireland, the Minister has given careful consideration to the large volume of advice and comment he received from a great many bodies concerned with sport in the province. Detailed consideration of the proposed changes will have to await the publication of the draft legislation."

£100 incentive for students

THE ARM award for a recreation management study has been well received by several interested organizations and the National Executive has agreed that the scheme should continue.

The first prize of £100 will go to a student of recreation for a study judged to have made the best contribution to the practice of recreation management. Entries are not confined to ARM members and sub-

missions may be centred on any part of the field of recreation management. They must have been the student's original work as part of a bona fide course of study undertaken since January, 1978.

Application forms are available from ARM administrator John Turner. A copy of the submission with a 240-400 word synopsis plus a completed entry form should be sent to the Association's offices by February 28.

ARM News

The only comprehensive journal for recreation managers.

Free to members — subscription available to non-members.

Andy'roo Page 6



Down under Page 24

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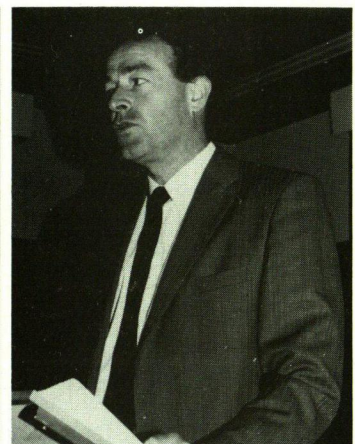
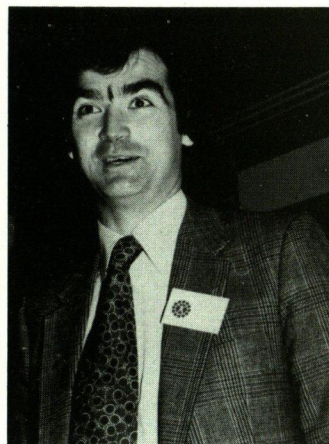
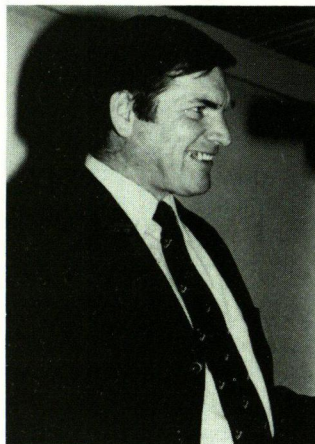
ARM National Seminar October 1980



Over 100 delegates assembled from all parts of the United Kingdom for the Association's Annual Seminar which was held in October at Saunton Sands Hotel, near Barnstaple, and hosted by the South-West Region of ARM.



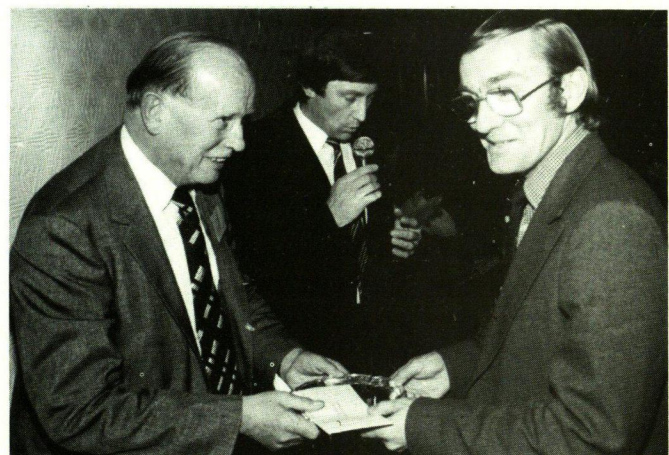
South-West Secretary Martin Rees organised the seminar's underwater golf tournament! Here you see him in ecstasy over Bernard Warden's colossal score.



Each speaker, without exception, made a first-class contribution to the seminar. Seen above addressing delegates are (l to r) Peter Kellard, Managing Director of KLF (UK) Ltd., Hugh Macrae, Senior Recreation Officer, Tayside Regional Council, and Tom Marrs, Promotions Manager, Badminton Association of England.



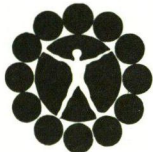
Sidney Brackley, Managing Director of Audience Systems, presenting John Knowles with first prize on behalf of the Golf Tournament Sponsors.



Jim Saunders of Helmsman Coin Controlled Lockers presents a cheque and silver salver for the ARM News Article of the Year. The award was accepted by Alan Whitfield on behalf of Hugh Duff from Stocksbridge Sports Centre.

New approach from Sponsors

THE National Seminar was sponsored jointly by three major companies — Four Square Catering and Vending, Merricks-Sicomo and Midland Catering. Each company, in addition to providing financial support, extended hospitality to delegates and made a presentation explaining their company's services. Each presentation followed the seminar theme of cost effectiveness. This new-style approach by sponsors was well received by delegates and is likely to be repeated at this year's seminar in the North-West.



Association of Recreation Managers

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41 High Street,
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Tel. (0954) 30940.

Matters of Association business, including membership and ARM News advertising, should be addressed to John Turner, Association Administrator, at the above address.

ASSOCIATION OFFICERS

Chairman A. Collins, Director of Administration, Council Offices, Bollington, Macclesfield, Cheshire.

Vice-Chairman R. Quinton, Recreation Officer, Thamesdown Borough Council, Swindon.

Hon. Treasurer D. Woodman, Deputy Director of Countryside and Recreation, Cheshire County Council, County Hall, Chester.

Committee M. Fulford, Indoor Leisure and Amenities Manager, Concordia Leisure Centre, Borough of Blyth Valley.
M. Halpin, Assistant Director of Recreation, Ipswich Borough Council, Ipswich, Suffolk.
B. Kilby, Recreation Officer, Civic Centre, Corby, Northamptonshire.

Ex-Officio G. Carver (Editor ARM News), Deputy Manager, Crowtree Leisure Centre, Sunderland, Tyne and Wear.

J. A. Douglas, Director of Recreation Services, Inverclyde District Council, Municipal Buildings, Greenock.

The elected representative of each formally constituted region sits on the Executive Committee.

Regional Secretaries:

Eastern: Mrs A. Robinson, Lea Manor Recreation Centre, Luton.

East Midlands: R. Millar, Leisure Services Dept., Nottinghamshire C.C., Nottingham.

London & S.E.: R. Seward, Assistant Manager, Crawley Leisure Centre, Crawley.

North of England & Scotland: J. Durie, Lochside Leisure Centre, Forfar.

Northern Ireland: D. O'Connor, 22 Old Cavehill Road, Belfast.

North West: R. Jones, Manager, Leasowe Recreation Centre, Wallasey, Merseyside.

Southern: J. Bailes, Stantonbury Leisure Centre, Milton Keynes, Bucks.

South West: M. Rees, Manager, Frome Sports Centre, Somerset.

Wales: D. Evans, Manager, Rhydycar Leisure Centre, Merthyr Tydfil, Mid Glam.

West Midlands: T. Isdale, 297 Bromsgrove Road, Lickey End, Bromsgrove, Worcs.

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ARM NEWS

Journal of the Association of Recreation Managers

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Views expressed in the journal do not necessarily represent the views of the Association.

Chairman's Message

Alec Collins



Alec Collins (left) with Councillor C. Bartlett, Chairman of North Devon District Council, and Mrs Bartlett, at a reception given for National Seminar delegates by the Council.

WE have always taken great pride in the quality of the Association's national seminars, but I think we can justifiably claim that the one held at Saunton Sands last October was quite outstanding.

The venue, the seminar programme, the quality of the speakers and, not least, the social side, all were of a very high order. Our thanks are due to all who were involved in any way but our special thanks are due to the South-West Region who were our hosts on this occasion. To members who have not previously attended these events I would suggest that they make a special effort to get to the one to be held in the North-West in November, 1981. I would particularly welcome efforts by regional branches to assist our younger colleagues to attend, perhaps by the use of surplus regional funds.

The present financial stringencies affecting local government have extended to the financial affairs of the Association, especially the advertising revenue we derive from our appointments service which has, not surprisingly, taken a sharp down turn as many authorities exercise policies of curtailment or restriction in recruiting. In an effort to keep members' subscriptions at as low a level as possible, we have tended to rely in recent years to a considerable extent on

the ancillary resources of revenue within the Association's budget. It is clear that these revenues will be less available to us in the immediate future. It is equally clear that, in consequence, the Association will temporarily have to seek to achieve economies in expenditure and must look to the regions to become more self-financing in the future. Some regions have already made great strides to achieve this. I am confident that the others will now make every effort to do so. One thing that all members can do is to seek to obtain wider use of the Association's advertising services, both for local authority appointments and for the commercial use of our direct mail service.

A good deal of research continues to be applied to the future of leisure services and the changing patterns of work and employment. It seems a pity that the government appear to show little appetite for the work being done in this field. This Association has always believed that the far-reaching social changes of the next decades will place a burden of responsibility on the leisure professions. It is for this reason that we have taken the lead in canvassing the other professional bodies in the leisure field with a view to a joint initiative in research designed to focus attention nationally on the magnitude of the problems.

A taxing poser

THE possible tax and charity status of the proposed amalgamated recreation body is being looked at closely and the steering committee has endorsed a recommendation to accept the principle of having one headquarters.

According to the latest bulletin on amalgamation, the Resources and Administration Working Group feel that charity status would give long-term advantages and no long-term disadvantages. It was agreed to hold discussion with the Steering Committee's solicitors and others to obtain the best possible advice.

The Examinations and Training Working Group are to consider the grading level attainable in a professional diploma examination for recognition purposes under the Scheme of Conditions of Service (Purple Book). Their members have given evidence before the Recreation Management Training Committee, (Yates), and decided to proceed with their work and not await the final Yates Report. The Working Group also recommended that the new amalgamated body should maintain control of its own training and examinations. The Group made further recommendations as follows:

- 1 Common core subjects in Recreation Management will be taken by all candidates under a common syllabus.

- 2 Each candidate will be required to take a specialist subject.
- 3 A transitional period will be introduced to cater for the existing examinations of the amalgamating bodies involved.
- 4 The new examination system will commence two years later after the new body is formed.

The Conferences and Journals Working Group will keep under review the Recreation Management Seminar, organized by the Sports Council, and further consideration of the matter has been deferred. This Working Group are also to look again at their short and long-term proposals for journals, particularly from the viewpoint of a journal being financially self-supporting.

The Membership and Subscriptions Working Group are looking further into the question of membership assimilation and will monitor the assimilation of members into the new body and consider any specific individual cases put forward by each of the amalgamating bodies.

The Working Group dealing with the Organisational Structure are now in the process of reviewing the draft Memorandum and Articles of Association and the Scheme of Amalgamation, taking into account views submitted by the other Working Groups.

BIKES' SUNNY OUTLOOK

SOLAR heating—a term which used to indicate that you had no roof—is warming its way into cycling. A Cornwall engineer is claiming to have invented the world's first solar-powered battery-operated tricycle.

The trike has two batteries charged by a solar panel and, says Mr John Johnson, can travel up to 30 miles without solar power and up to 80 miles with its extra boost.

As long-standing readers of ARM News will be aware, the issues surrounding cycling on the more common two-wheeled variety have been generating heat in themselves as pedal enthusiasts campaign for a better deal in the face of motorized opposition.

The ink had hardly dried on ARM News's last edition which backed cycling when a letter appeared in the Daily Telegraph protesting about discrimination against cyclists.

Mr Steve Crerar of Pitlochry, Perthshire, wrote that the journey by rail from Pulborough, Sussex, to Pitlochry should take about 10½ hours, but with a bicycle it takes well into the next morning even with an early start. "Having arrived at Victoria Station from the South, I had to trek across London to King's Cross with bicycle, rucksack and hand baggage since bikes are prohibited on the Underground," he wrote. "Here I learnt that although there were about 15 trains before a magic non-125 at 7 p.m., I could not take my bike on any of them 'even if there were room' which, as has been revealed by the Cyclist Action Group, there always is. It is unacceptable that when there are completely empty guards vans on high-speed trains, anyone should be put to such inconvenience. Considering the world energy situation and the constant calls on us to conserve

fuel, it seems extraordinary that a State-run organization like British Rail should be so actively discouraging cycling, the most energy-efficient mode of transport."

Ironically, an article appeared on the reverse side of the page giving welcome publicity to cycling, in particular to Connie Wolff, a 26-year-old American in Brixton who is co-ordinator for the cycling campaign groups seeking equal treatment with the car. Members are being recruited all the time for campaigns which push for free travel on trains, publish maps of cycle routes or even—like Bristol's Cyclebag—build a five-mile route on disused railway track.

Nearly 1,500,000 cycles were sold in 1979—a post-war record—and 1980's figure was expected to be over the 1,600,000 record of 1935.

With such an increase, it is hardly surprising that the number of entrants for cycle races on public roads in England and Wales will be raised from 40 to 60 under regulations being put to Parliament by the Transport Department and the Welsh Office. Two races a year with up to 84 entrants would also be allowed. Police would still, however, be able to restrict the number of entrants and apply other conditions.

Top-class international cycle racing will in fact return to Scotland next summer in the £50,000-sponsored "Health Race 81." The new race backed by the Scottish Health Education Group will be run on similar lines to the successful five-day international event which folded through lack of sponsorship in 1978 after 15 years of continuous support.

The race will be held under Scottish Cycling Union rules and some 60 riders from European countries including Holland, Czechoslovakia, France, Belgium and Ireland are expected to compete over the five days from July 21 to 25. The route starts and ends in Glasgow and will take in Stirling, Perth and St Andrews.

Desires go on ice

ARM Administrator John Turner has had to give a reluctant "no, non, and nein" to an invitation to attend the International Conference on Winter Recreation/La Conférence internationale sur les loisirs d'hiver/Internationale Konferenz Sport und Erholung in Winter in Ottawa from February 10-15, although a colourful tri-lingual brochure and pack of literature set out an impressive case for attendance at the conference of more than 43 presentations and lectures as part of Ottawa's Winterlude. Director Rheel Leroux and Co-ordinator Louise Laplante of the National Capital Commission point out that part of their mandate is to show it is possible to integrate urban facilities with an environment suited to recreational activities.

The Commission has over the past ten years placed special emphasis on winter recreation and for several winters the Rideau canal has been cleared and flooded to provide a skating rink more than 8km long—the longest in the world. Cross-country and ski enthusiasts have access to hundreds of kilometres of groomed trails, many of which start in urban areas and extend into large parks such as Gatineau Park. In addition, a number of abandoned gravel quarries are now used for tobogganing. In view of peoples growing desire to enjoy the winter, the Commission decided two years ago to organize the Winterlude—a week of festivities in which outdoor recreation plays the leading role. "This event is not merely a carnival or festival but rather a people's celebration portraying a Canada which must live with the snow," say Rheel and Louise.

Altogether 40 speakers have been invited to address the conference. From Chile will be Mr Arturo Hannersley, president of the Chilean Ski Federation, who will talk on skiing in Chile, while Switzerland is sending from its Canton of Clarus, Mr Kasper Rhyner, premier, and Mr Heini Zogg, promoter-developer, who will turn their attention to "Elm Resort." Winter Wilderness Leadership will be tackled by Mr Claude Cousineau, professor of the University of Ottawa's Department of Recreation, and Mr Kirk Whipper, professor in the School of Health and Physical Education University of Toronto.

Anyone wishing to know more about the winter carnivals of Hokkaido and the snow festival of Sapporo could do worse than to attend the lecture by Mr Yoshisada Ishigamy, director of the Department of Sightseeing Affairs in Sapporo, Japan.

Uncertainty is triggered off, however, by the statement: "The conference programme has been designed so as to expose you to the various facets of winter recreation, including both its theoretical side and its practical and entertaining side." Although this conjures up visions of a bunch of academics stripping some unfortunate delegate and then having a laugh at the onset of frostbite. No doubt nothing could be further from the truth. But at a registration fee of 250 dollars (300 dollars after December 15) and 42 dollars per night for the cost of a hotel room, a quick survey of ARM executives has revealed that none feels he can afford to find out.



Canada's Rideau canal—the longest skating rink in the world (See story left).

STOREY TIME AGAIN

SENTIMENTS relating to the "best laid plans of mice and men" sprang to mind when ARM member Dennis Hinds came across a long-forgotten newspaper cutting from September 27, 1968.

Under a headline of "Whitley looks skywards with £2m fun centre" a story reported: "Whitley Bay today unanimously acclaimed the £2m plan for a 12-storey pyramidal leisure centre on the sea front. The Mayor, Councillor Oliver Rawes, said it would be the making of Whitley Bay and of the whole of the North-East as a tourist centre." With other supporters reckoning that the centre would do for Whitley Bay what the tower did for Blackpool, there was much enthusiasm for the project. The main feature was to be a "tropical paradise" with a floor area of nearly a quarter of a million square feet.

There would also be a wave-making machine and underwater features for skindivers such as caves, wrecks, and shoals of exotic fish. Other proposed features included a six-lane swimming pool, theatre, conference and exhibition halls, restaurants, a night club and chairlifts connecting various floor levels.

Alas, reality soon cut the plan down to size. The centre, though unquestionably pyramid-shaped, now stands a humble two-storeys high and offers a leisure pool and sauna/solarium.

The Chinese are coming

SPORTS and Leisure Centres will be used as venues for the visit of the Chinese badminton team in May. Matches will be staged at London's Royal Albert Hall (4th), Crowtree Leisure Centre, Sunderland (8th), Guild Hall, Preston (11th), Aston Villa Sports Centre (13th), the National Sports Centre, Cardiff (18th) and another venue to be confirmed (16th).

Sticking with rackets, a pilot scheme has been carried out in the East Region by the Lawn Tennis Association to introduce short tennis—played on a smaller court—to boys and girls between the ages of six and ten in the main towns and cities. The Association's aim was to introduce Lawn Tennis and its basic skills to

children of a younger age than had previously been possible as well as giving guidance to teachers and others who may be concerned with the introduction of games and their associated skills within the educational environment.

The grand final of an inter-county tournament was held at Kelsey Kerridge Sports Hall, Cambridge, on January 29 in conjunction with another event aimed at encouraging youngsters, the Saab Junior Tennis Tournament.

Bournemouth, Huddersfield, Newcastle and Cardiff have also been used as regional venues for this indoor tournament with Derby (February 13-15) and Perth (March 20-22) still to stage theirs. The grand final will be at Gloucester Leisure Centre (April 3-5).

When promotion is the goal

EVERYONE, not only those of us in public service, is well aware of the restrictions and constraints placed upon us by present economic circumstances. More and more emphasis will have to be placed on the cost effectiveness, combined with maximum numbers of participants in these expensive recreation centres.

The demands of various activities played within these buildings are numerous, and sometimes paradoxical. Many sports deal with comparatively large numbers at one time, while others are played by, and cater specifically for, the individual. Within present financial limitations, the question should be asked whether gregarious sports offering high returns, take priority over minor games. For instance, is it better to fully utilise a Sports hall with 30-40 people involved

by Robert Whan

Manager for Recreation Services Officer,
Borough of Luton

in a basketball game, rather than timetable eight badminton players on four courts for one hour (offering little or no spin-off trade in the centre's social facilities)?

Manager are continually being asked to increase revenue while reducing expenditure, without upsetting the balanced programme of sport and social events. Easy to consider, less easy to execute!

Perhaps through this recreational journal, managers could inform colleagues of "promotional ideas" which would assist in this area. I enclose a

few, (although not particularly new ideas) that may be worth considering.

- 200 Club**
Open to bona-fide members, the object of the exercise is to stimulate interest in the social facilities and increase bar income. Members subscribe £2 per month and all cash collected (by the bar steward) is presented as prize money for the draw. The project does not contravene the Betting, Gaming and Lotteries Act.
- Tee Shirts and Sweatshirts Sales**
Many establishments sell this commodity, for it is a profitable area to investigate, if promoted correctly. If a centre has its own logo, then many permutations of design can be achieved. A lion, which is the symbol of this specific centre, is seen in a variety of cartoon poses on the front and back of children's tee shirts (annual income £1000).
- Cafeteria Public Address System**
A labour-saving device with microphone and amplifier located in the kitchen, speakers sited in the social area and bar lounge. Independent of the centre's public address system, the staff can inform customers that their meals are ready for collection... purchased for £50.
- Golf Society—(why stay indoors?)**
The Society can have an independent committee, operating under the auspices of the centre management. Sponsorship can be sought from local brewers, and again, interest is generated within the centre.

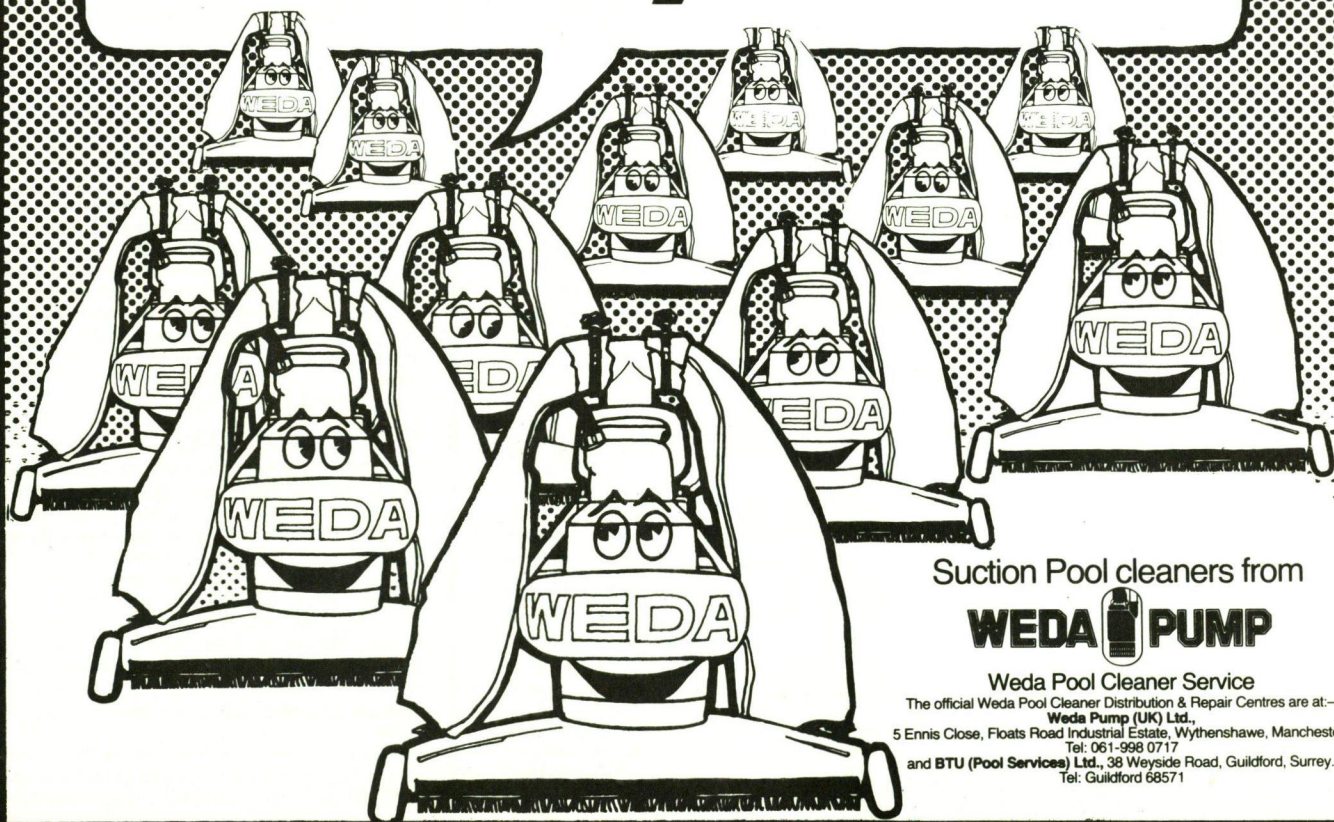
Inevitably, there are numerous interesting and varied ideas on promotional material, of which those mentioned are only but a few,—have you any to offer your colleagues?

ADVANCED COURSE

THE INSTITUTE of Local Government Studies at Birmingham University is launching its eighth Advanced Management Development Programme. The closing date for nominations was January 31. The programme is designed for first, second and third tier local government officers from all disciplines. "The programme will help participants to develop their ability to deal with management problems and improve their contribution to the management of their authorities," says Professor John Stewart, Director of INLOGOV. "They will be confronted by ideas and approaches which will challenge established ways of thinking and working, a challenge required to meet the problem faced by local authorities."

INLOGOV developed the new programme on the basis of their experience with the ten-week course which more than a thousand of the country's senior local government officers attended in the early seventies. Many of them are now chief officers or chief executives. The Advanced Management Development Programme (AMDP) differs from the ten-week course in linking participants' activities more closely to their local authorities. Instead of concentrating learning into ten weeks, AMDP begins with a detailed and wide ranging interview with candidates and their superiors, to identify development needs. "We think it is very important to help the participants to identify their own needs and learn to meet them," says Dr Tanya Arroba, a psychologist and convener of the next programme. The AMDP is largely funded by the Local Government Training Board, so the academic fee for participating authorities is £225. During the year each course member attends three-day seminars and a six-week residential block held mainly at INLOGOV's residential centre at West Hills House, just south of Birmingham. For further details of the programme, interviews with staff, etc., contact Tanya Arroba on 021-472-1301 ext 2144

Take us to your WEDA



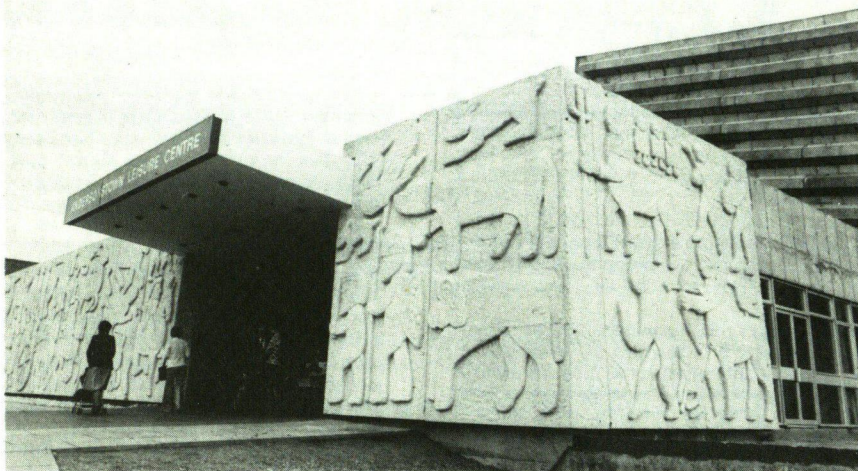
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Tel: Guildford 68571

Andersonstown



Leisure Centre Centre Management Award 1980

Grinning and Winning

Housing has been an immediate post-war priority, and the Government was finding new problems arising as a result of a lack of social amenities. The picture at its worst was of a new large discontented populace, with a low perception of itself, living against a background of sullen tarmac deserts, and "NO FOOTBALL" signs.

At this time visitors abroad were able to compare social and recreational amenities there with those at home, and the effect of these disparities was manifest especially in the field of international sport. The concept of producing glorious casual amateurs, grinning and losing like good sportsmen on the world scene began to gall.

In 1972 Lisburn Rural District Council was planning the provision of swimming pools in Andersonstown, and pending the reorganisation of Local Government, the Belfast Corporation accepted responsibility for this provision on behalf of Lisburn Rural District Council.

The Corporation (City Council from 1973)

did, however, wish to provide a major leisure centre and when a site at Owenvarragh Park became available Consultant Architects were appointed.

It was evident that the most successful Centres were those which had a strong social emphasis, a good level of comfort and easy surveillance of activities. Although the site presented many problems due to shape, gradient, and a river flowing through the middle, the Architects designed a building which should be enjoyed for both active and passive recreational pursuits. Visitors to the Centre pass directly into a social area from where swimming and other activity areas can be viewed, yet access to changing areas is easy.

The Leisure Services Committee of the City Council is responsible for the management of the Centre, and the Committee, through the Department of Leisure Services, has sought to provide in Andersonstown a Leisure Centre of which the local citizens can be proud.

AA

WINNING QUOTES

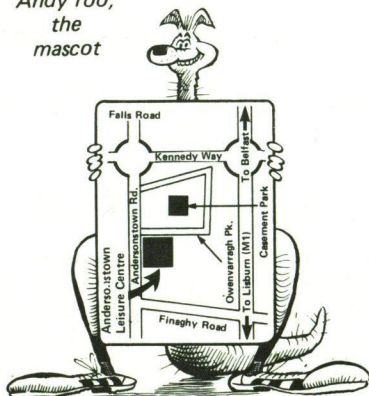
Dick Jeeps, Chairman of the Sports Council, said: "I am delighted that the Award has gone to Northern Ireland. Despite the

special problems which prevail in the Province, Tony Briggs has demonstrated how good management can help make Sport for All a reality."

Talking to ARM News about the award, Tony Briggs said "I am delighted with the news that we have been judged the best managed Centre in the United Kingdom for 1980. With a new decade it's exciting to be setting the standard and leading the way for the 1980s.

"The credit must go to the team effort from not only my staff and the support of the department of Leisure Services Belfast City Council but also the users without whom we would just be another 'also ran'."

I'm
Andy'roo,
the
mascot



EXECUTIVE FILE

THE LAST meeting of the National Executive Committee of the Association was held on December 12th at CCPR Headquarters in London. The meeting started at 10.30 a.m. with 14 officers and representatives present and was concluded at 4.30 p.m.

Financial matters dominated the day, the proceedings were opened by the Chairman, Alec Collins, who gave a detailed appraisal of the current situation. Consideration was then given to the 1980 financial prognosis which forecast a deficit of £3,731, mainly due to a shortfall in Appointments Service revenue. A larger deficit had been avoided by action taken in the closing months of the year. There then followed a detailed analysis of the 1981 budget during which economies were agreed to achieve a break-even projection.

Full reports were received on the successful Saunton Sands National Seminar and plans for the 1981 Seminar being hosted by the North West. The East Midlands Region's offer to stage the Annual General Meeting in May at Carlton Forum was accepted.

A comprehensive report on Amalgamation was presented by Dennis Woodman with contributions from those on other working groups. It was agreed that a special report be drawn up for members. Other business included regional reports, TUC Report on Recreation, ARM News, and Private Medical Schemes. 1981 Executive Meetings were set for April 9, September 11 and December 11.

HELMSMAN LOCKERS ARM NEWS ARTICLE OF THE YEAR 1980

Winner:

Hugh Duff "Use Imagination"

Runner-up:

Bob Millar "Ask the Family"

For the best original contribution
from an ARM Member.

The award (with cheque!) could
be yours this year.
Write on, write in.

Association Snippets

THE Association's National Golf Competition will be held alongside the Sports Council National Recreation Management Seminar in Brighton, the Competition will take place on Monday, April 6th, at Hollingbury Golf Course, Brighton. The finals of the ARM/Helmsman Squash Tournament will also be held in Brighton during the same week. Entries should reach Arun Leisure Centre, Bognor Regis, by March 27th.

LEISURE INTO THE 80s—

SEMINAR REPORT

MEMBERS are reminded of the current availability of the 100-page report covering the successful "Leisure into the 80s" ARM National Seminar held at Crowtree Leisure Centre, Sunderland, in September, 1979.

The publication includes papers presented on a wide range of pertinent recreation topics including The Management of an Integrated Leisure Services Department, Sponsorship, Entertainments, Parks, The Development of Sports & Leisure Centres, a Projection for Leisure into the 80s and Your Management Style.

Available to ARM members at £4.75 per copy (inc. postage and packing) and to non-members at £5.50 per copy, order your copy now whilst stocks last.

APPEAL IN VERSE

THE EAST Midlands Region are setting the trend again. Not only are they sending out a regional newsletter, they are providing impact with illustrations and verse.

WHERE HAVE ALL OUR MEMBERS GONE? DO YOU JUST BELONG?

Are you an active member
The kind that would be missed?
Or are you just contented
That your name is on the list?
Do you attend the meetings
And mingle with the flock?
Or do you stay away
And criticize and knock?
Do you take an active part
To help the show along?
Or are you satisfied to be
The kind that just belong?
Think this over fellow-member
You know the right from wrong.
Be an active member
And do not just "belong."

This poem and the following message were sent to members of the East Midlands Region of ARM, but surely they are applicable to the membership throughout the country.

The strength of any professional association is not just in the number of people "on its books" but by a full and active participation of those members in activities of the association. What is the point of paying £15 or so a year for the sake of a few letters behind your name, particularly when these letters really mean very little to most of our, so called, members.

We are attempting to establish ARM as an

important voice in the recreation field and yet 75% of our membership contribute absolutely nothing to discussions on topics which affect the whole membership.

Surely a few hours every quarter of the year could be set aside for you to come along to listen, learn, inform and discuss topics relevant to your chosen profession. Is it any wonder that recreation is regarded as low priority by many authorities. Elected members look at their leisure departments, sports centre staff and what do they see? They see many plodding along in the same rut with no fresh ideas, initiatives, nor motivation.

What is not realized is that the seeds for these new ideas and a chance to show a more dynamic face are sown in professional meetings, seminars, etc, organized by your professional organization both regionally and nationally.

It is a poor manager who cannot manage his time to allow himself time to learn and improve. It is a poor manager who cannot persuade his employers of the value in attending professional meetings even in times of stringency. Many meetings organized, which would cost you or your authority only a couple of pounds in travelling expenses, could help your authority to save hundreds of pounds as a result of hearing about other people's experiences. This is just one small example.

By sitting back you are not only not learning but you are not giving us the benefit of your knowledge, experience and ideas. Perhaps you feel that you know enough about your profession and do not need to attend these meetings—if so why not give the rest of the membership the benefit of your knowledge.

Bob Millar.

GET UP AND BE ACCOUNTABLE



YOUR ASSOCIATION NEEDS YOU

Be an Association of Revitalized Managers
Not an Association of Rusty Managers.

FORM A POLREC

"WHAT," you may ask, "is a Polrec?" Well it's not a scruffy parrot if that's what you think. So read on and all will be revealed, writes **Trefor Jones**, Assistant Area Officer, Manchester Recreational Services Department.

The first contact that most police officers have with young offenders is after a crime has been committed. The relationship thereafter is somewhat antagonistic to say the least, and the chance of mutual trust and respect is greatly diminished. In order that the initial contact between the police and the youngsters is crime free, community-minded policemen in Manchester have been charged with getting involved with the young boys and girls on their patch in recreative ways. They are using five-a-side football and netball as the vehicles for getting to know the children. They have organized leagues and competitions and the response from the kids has been excellent. A five-a-side competition held at the Abraham Moss Leisure Centre for two districts in the north of the city attracted over 400 participants.

The real problems for Constables Dougie Barnes and Adge Berry who have the responsibility for those districts within the Harpurhey and Blackley areas of Manchester, occurred after Easter. Lack of funds precluded the constant hiring of leisure centre facilities, which in any case are a distance from the children's homes and invariably full-sized pitches belonging to schools had to be begged for. After Easter, of course, out came the posts and the enthusiasm had to be stifled. A chance comment made by Dougie Barnes to my wife (headmistress of a junior school in North Manchester) about the problems, resulted in a meeting between the two policemen concerned and representatives of the Sports and Recreation Division of the Recreation Services Department.

The result of this and other meetings and quiet words in the right ears has been the Departmental Workshops making five-a-side goals from good, but no longer used, full-sized goals, and allocation of space at five sites including two pitches on one of the sites which can be used all year round; the provision of footballs and netball posts; and the staging of a 'Sports Bonanza' at Ardwick Sports Centre in the New Year. In addition Tony Sainsbury our Dry Sports Organizer is liaising with the Sports Council for possible grant aid to the scheme and he is offering welcome advice to our intrepid coppers on a number of issues. All this, of course, is only a start, but those who have become involved in the venture believe that the work the policemen do is to be applauded—police statistics have shown that complaints from householders in the districts dropped significantly while the involvement by the police was operating.

IDENTIFY YOURSELF

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YOUR CLUB OR TEAM

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PERSONALISED SPORTSWEAR

OUR MAIN LINE IS ACRYLIC V-NECK JERSEYS
EMBROIDERED WITH YOUR OWN LOGO
AT AN INCLUSIVE PRICE

WE ALSO EMBROIDER LOGOS ON YOUR OWN
GARMENTS

An ARM customer said to us last month, "Why don't you put more detail in your advert about your minimum order of eight obviating high stocks, your prompt delivery, competitive prices, how each customer is looked after personally, about your free artwork and advice, the quality of your jerseys and your embroidery, the leisure centres who use your garments day in — day out?"

We said, "Nobody would believe it."

TRY US FOR DETAILS AND A FIRM QUOTE — WE'LL PERSONALISE YOU

LOGO - SPORTS

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PHONE PENKETH 3605

WITH SAFETY IN MIND

EASTERN REGION MANAGERS ARE SAFETY CONSCIOUS

THIS was the conclusion of the Eastern Region following a capacity attendance of over 90 delegates at a Health and Safety Seminar at Lea Manor Recreation Centre on November 6. Members and guests travelled from as far as Nottingham, Peterborough, Gillingham and East Staffs to Luton . . . which seemed to prove the point!

The setting up and organization of the seminar devoted entirely to Health and Safety started over a year previously. To enable the comprehensive syllabus to be covered in such a short time planning had to be long term, detailed and meticulous.

On arrival delegates received an attaché of information provided by Hygenol, who also exhibited cleaning materials. The sponsors, Roneo Vickers, Sandler Seating, G.K.N. Sankey, Roneo Vickers Business Forms, Hygenol and World of Service provided the exhibition and were given space within the programme to introduce their products. There is no doubt that they made some useful contacts within our organization as a result of their participation.

The seminar was held in "The Gallery," an area normally used for social events at Lea Manor, decorated by appropriate posters bringing home the various aspects of Health and Safety.

After an opening address by John Maddox, Recreation Services Officer of the Borough of Luton, Alan Bleeze, a factory inspector, discussed his role—which surprised the audience somewhat. The inspectors' powers are now much wider than the title would suggest, covering recreational establishments, theatres and many other varying types of building. He also explained Section 2 of the Health and Safety at Work Act, i.e., the responsibility of employer for employees.

One good speaker followed another and Martyn Waitt, Assistant Chief Environmental Health Officer for the London Borough of Hounslow,

around the regions



talked about the accountability of managers with regard to the Royal Commission Report on the health and safety of people at work . . . incorporating his own views on the subject. He included a particular note of caution to managers: "The Chief Inspector of Factories in a recent annual report has stated that he is not satisfied with the health and safety performance of some local authorities and I have no doubt that H.S.E. Inspectors have been advised to act accordingly. If a serious incident occurs in premises that you are responsible for, it could well mean that you will come under the investigative microscope and if you are found wanting a case might be brought as an example to other managers in local government."

At this point in the programme it was 'do it yourself' time and Glyn Leyshon presented a series of slides collected by various members of

the Eastern Region (who, for obvious reasons, wished to remain anonymous). The reasons were obvious when one hazard after another was portrayed . . . all genuine and existing in centres and departments. These stimulated some interesting questions from the floor as most of us could identify similar hazards within our own buildings.

To complement lunch, equally good German wine, provided liberally by Hans Jurgen (Import) Ltd., stimulated palates and conversation before the afternoon session.

Roger Williams was specially chosen for this part of the programme as the one most likely to keep delegates awake. Even after dispensing with the microphone his dramatic dialogue entertained. Roger is a Senior Lecturer in Law at Luton College of Higher Education and well-known to those of us who plod solidly through a D.M.S. course there. While covering the Health and Safety at Work Act insofar as criminal law is concerned his numerous anecdotes and case histories illustrated his topic in a realistic way.

Last, but definitely not least, Brian Coxon, Senior Fire Safety Officer for Bedfordshire Fire Service. Even on this, the most familiar subject to managers, there was a new slant. He gave several horrific instances of human failings — the hardest to predict — the most relevant being the well-known case of Summerland, Isle of Man, 1973, where there were 50 fatalities.

To round off the day there was an open forum with various questions from delegates, all of which were answered, in detail, by the panel of speakers, enabling most of us to go away more 'safety' conscious and aware of required standards.

The seminar was chaired throughout by Bill Heague, Chairman of the Eastern Region, and organized by Audrey Robinson, Manager of Lea Manor and who has the difficult task of following Ted Brown as Regional Secretary.

Seminar papers can be obtained from

Audrey Robinson,
Lea Manor Recreation Centre,
Northwell Drive,
Luton, Beds. (Tel: Luton 599888).

Price: £1 (plus postage).

"GOOD LUCK TED"

AT the end of the seminar, Glyn Leyshon, on behalf of the Eastern Region, made a presentation to Ted Brown, who has been secretary of the region since the inaugural meeting in Bedford in 1974. Ted's new post at Larkfield, near Maidstone, means that our loss will be the South East's gain!

The gift was a framed print "Whale Ships in Winter Quarters, Hershell Islands 1893-94" painted by John Bertenchini (1872-1947) and is 115 of a limited edition of 500 prints published by the Old Dartmouth Historical Society and Arctic Explorations Services Ltd.

The Chairman, Bill Heague, sent to the U.S.A. for the print, it was framed in Cambridge and presented in Luton. We hope it will hang happily in West Malling.

SUPERVISORS' SEMINAR

STILL on the subject of training, the Eastern Region is holding a one-day seminar to be repeated in two venues to cover the region.

At least 30 people at supervisor level enrolled for the first seminar at Kelsey Kerridge Sports Hall, Cambridge, on November 21, while the limited places at Lea Manor Recreation Centre, Luton, on January 23, 1981, were quickly taken up.

These two seminars can be looked on as a pilot scheme from which a series of future training programmes will be planned.

Audrey Robinson,
Secretary.

Members all at sea

LONDON AND S.E.

34 MEMBERS and guests assembled in the Brighton Centre on a typical autumn day at the seaside — hissing down with rain. Those assembled were welcomed by Les Spiers, the Region's Chairman, who then introduced Tony Hewison, the Director of Resort Services for Brighton Borough Council. Tony gave an enthusiastic talk on the development of the Centre and followed this with a fascinating tour of the Centre, the largest of its kind in Europe.

The Centre hosts many of the major conferences in the U.K. and is equipped with its own media studios, simultaneous translation facilities for 8 languages and catering for 1400 hot meals.

Mark Blackden of Blackden Enterprises sponsored the day and gave a short presentation on the management problems and video machines and juke box equipment. Luncheon was served in the Brighton Centre Skyline Restaurant.

The afternoon session was introduced on board the 'Medina', a south coast paddle steamer, now a floating restaurant in the £50 million Brighton Marina. Kay Dymock of the Brighton Marina Company welcomed the region and gave a short introductory talk. Members



Brighton Marina

were surprised to hear that the funding came from E.M.I., National Westminster Bank, Royal Insurance and the Electricity Supplies Pension Fund.

Words could not do justice to the scale of this project which is marketed as the City in the Sea and reflects the go-ahead and imaginative policies pursued by Brighton Council. Members toured the site in an open-topped bus and viewed (with envy) the thousand plus boats at present moored in the Marina, the Sea Jet and a Sheik's Cruiser with 8 passenger berths and 14 crew costing a mere £4½ million.

Back on board the 'Medina' a brief business meeting took place following which the bar was opened. The meeting ended at ???

L. W. Spiers,
Chairman.

Dual-use duel of words

NORTH WEST

"DUAL USE—does it REALLY work?" was the title for a day of discussion and debate (sometimes heated) of the North West Regional Meeting at the Sutton High Sports Centre, St Helen's in October.

Barry Bartholomew, the region's chairman, welcomed the 38 members, Mr Carruthers, the Deputy Director of the Recreation Department, Ray Buxton, the Recreation Officer and Councillor Bond and Chairman of the Community Services Department of St Helen's. Councillor Bond welcomed us most warmly before joining in the tour led by Mr Buxton and Frank Lee, the Centre Manager. The tour was followed by the ARM business meeting.

Following a most excellent lunch (one of the best we have ever had) and a free pint from our sponsors Ribble Valley Leisure Services and free wine—supplied with the compliments of the North Region itself, the day continued with a talk by Jeff Jackson, the PE Adviser for St Helen's, on his ideas of dual use.

He followed a precis of the history of dual use and joint provision by explaining how the Sutton Centre had developed. He pointed out that the seeds of the idea were sown in 1973 at a time when there was no Recreation Department in existence. He suggested that this probably accounted for the facility being designed more for educational than recreational use (there are hardly any extra changing facilities for use by the public during the day, resulting in daytime use being extremely limited, there is no separate entrance to weight-training facilities resulting in the room being greatly under-used and the centre staff have to change in an area allocated for the disabled while the PE staff enjoy the comfort of purpose-built changing rooms!) Generally, however, he did point out that he felt that the idea did work and that there was a far greater use of facility because it was jointly-used.

Frank Lee followed with the recreation manager's point of view. He briefly outlined his philosophy

around the regions

of dual use which showed how much more leisure-orientated he was than the educationalists. He referred to the hours he had spent unsuccessfully trying to have the name changed to "Leisure" Centre. However, he did feel that he had succeeded to some extent with his philosophy and this was evidenced by the enormous variety of events that he had introduced during the short life of the centre—everything from dances for 1000 people to wrestling events and from cat shows to concerts. He felt that when problems arose, that education tended to win most of the arguments as they were least likely to change their demands. However, he did agree that dual use worked because both the school and public benefited from having a low cost facility available to far more people.

Barry Bartholomew followed by stating that dual use must be made to work. He felt that arguments between departments must be settled, as in the end it is the ratepayer who suffers and, after all, it is his money that is being spent! He pointed out that dual use produced the lowest visitor cost and that the amalgamation of Education and Community Services helped make larger capital sums available for projects. He felt that educational establishments should be used for more leisure and recreational facilities. A very lively discussion ensued in which many of the benefits and problems of dual use were highlighted.

The general consensus of opinion was that joint provision and dual use does work, provided that harmony exists between the two departments and that educationalists needed to bend a little more if this was to happen. It was felt that there was a better chance for survival if recreationalists were involved at the very beginning of the ideas for joint-provision.

Dave Johnston.

WALES SUMMER MEETING—CARDIFF

THE MEETING commenced just after 10 a.m. at the Sherman Theatre, Cardiff, where the members were shown around the facility by Mr Woodham who is the theatre's Technical Officer. He gave a comprehensive and informative introduction to the lighting and sound requirements for a wide variety of productions.

A short business meeting was then held at the National Sports Centre and following lunch, the members were shown around the BBC Wales studio in Llandaff, Cardiff. We were given a comprehensive tour by Mr Morwen Owen, the Public Relations Officer for the BBC. One particular point of interest was a visit to the £5,000,000 recording studio that the corporation has just opened.

The tour was followed by an informal discussion with Mr Onllwyn Brace the Senior Sports Organizer and Mr Jack Williams the Senior Light Entertainment's Producer on a number of aspects regarding television broadcasting from leisure centres. The day finished with a small snack at the BBC about 4 p.m.

WALES AUTUMN MEETINGS—WREXHAM AND RHYL

THE FIRST day's programme was based in Wrexham where members met at the Plas Madoc Leisure Centre for a day sponsored by Phonographic Hire, North Wales Limited.

The first part of the programme involved an address and discussion on conditions of service in leisure centres by Mr John Page who has been North Wales Provincial Council member, staff side.

During the afternoon the members were shown around Wrexham Football Club by Mr Arfon Griffiths, the manager, who was accompanied by Mike England, the manager of the Welsh team. This was preceded by a most interesting discussion on football in the community which also involved a short address from Mr Geoff Gearing who is now employed by Coventry City on their new scheme called the "Connexion."

The following morning members were met by Mr Ron Smith, Chief Leisure Services Officer for Rhuddlan Borough Council at the new £4,000,000 Rhyl Sun Centre, and were given a basic background to the conception and philosophy of the building circuit, etc. The meeting was concluded with an excellent lunch provided by the courtesy of the Sun Centre and some members were able to watch Wrexham play Blackburn during the afternoon.

WALES MEETING—PONTYCLUN

THE LATEST regional meeting in Wales was held at Crown Brewery, Pontyclun. This brewery is still independent and enjoys a considerable reputation for high quality beers distributed mainly to the club trade.

We were met by Mr Deri Morris, the sales manager, who gave us a brief introduction to the brewery. He was then joined by Mr Bob Smith the brewery's chief chemist who showed slides giving the historical background to the foundation of the Crown Brewery.

This was followed by a most interesting technical talk on the chemistry of the brewing and the morning session concluded with a general question and answer session on such items as general bar management, security, storage of materials, etc.

A short general meeting was held before lunch which was provided by the Crown Brewery and immediately after lunch members were taken on a conducted tour of the brewery which proved most interesting. The meeting finished about 3.30 p.m.

David Evans.

CENTRE LOGO

Symbol reflects pride

THE ORIGIN of the Black Lion derived from the actual name of the site it was built on. The site, formerly known as the Black Lion Fields, were sold to the local councils by the Army, the previous owners.

In 1973, as a joint venture between Gillingham and Medway (formerly Chatham and Rochester) Councils, the Black Lion Recreation Centre consisted of three swimming pools and two football pitches.

In 1979, the Black Lion Recreation Centre was re-named the Black Lion Sports Centre and Gillingham Borough Council added to the site a double court sports hall and ancillary areas.

The centre now comprises:
2 court sports hall
6 squash courts



Large and small practice halls
Projectile range
Weight training room
Committee room
Football pitches
3 swimming pools
Bar and cafeteria

Being a sub-regional centre, in our very short time, we have already held many county and national events, some of which have been televised.

D. A. Mills.

Recreation Officer.

Sponsor a delegate

SAUNTON SANDS was one of the most well-sited seminars to be held by ARM and was, in fact, my fourth seminar.

Each time I think, "how can you get better?" but, of course, somehow we do! There are a few pertinent comments to make here, the first observation is what about the third and fourth tier officers who are members of ARM who are not able to attend these national seminars because of the costs?

It is perhaps a situation that an authority will only allow one officer to attend or not let any conference fees be allowed to officers, therefore the price for the lower-paid is always more difficult to find. When one looked around at Saunton it was apparent that the majority of delegates were chief officer status. Should it be so?

Could we perhaps try to persuade the same chief officers to allow a sports centre deputy manager, or supervisor, to attend instead next year? Surely the percentage (I do not know exactly) must be very high of members on SO1 and under.

I had occasion to chat to Alec Collins, our chairman, who was sympathetic to the problem and suggested perhaps the regions could come up with sponsorship for some members who would love to go to seminars, but cannot afford to do so. I applaud Alec's suggestion and will bring it up at the next North West executive meeting.

I expect that other delegates have had the odd chat about the new format devised over sponsorship and not having the usual exhibition. When I heard that there was to be no exhibition (with all the lovely videos and pool tables), I was horrified. I thought the whole seminar would lose its character without the usual stands and bright faces of the salesmen. As it turned out I was quite impressed with the three sponsors and their presentations and perhaps am now thinking that it was a good idea.

My final comments concern the workshops. For the first time ever I was asked to play a minor role (or a supporting part I can't say which) in the debate regarding the standard of sports and leisure centre management. I had to support the motion that, "This house believes that the standard of sports and leisure centre management is declining."

During the debate, which I felt should have been a little less formal, I smiled at the fact that Ian Cooper and myself actually gained some support in the second session. The point I would like to make regarding the workshop, which was most stimulating, was the fact that ever since we started on the debate I have been thinking deeply about it all and some of the points raised have given me food for thought.

For the sake of argument I will only mention the points raised by Ian and myself and they were mainly, the comparison today with, say, ten years ago when sports centre management was in its infancy. What were these pioneers like? How did they manage with no one qualified to train them? No consultants, no education of recreation, no courses, no conferences, etc. These same few were the beginnings of all the above and, yes, I agree, some of the decisions they made ten years ago would leave us cold today but in all honesty can we say that in these ten years we have advanced that much?

Sports centres all over the country are still programmed out the same drab way with club bookings, courses, etc. Nothing has changed in a lot of senses over the ten years we have had to learn. I know this to be true in places because I am still giving club bookings to the same people at the same times and on the same courses I did on opening five years ago!!

I know that in itself this is not management in decline, but where is the aspiration of

LETTERS

The editor welcomes letters from readers dealing with subjects raised in these columns. Photographs are invited which illustrate points of interest.

long ago? We are, in ten years, still not computerized like the private sector, incentives are not the same as the private sector, we have cut-backs causing, in some cases, managers to sit back and wait, losing their entrepreneurship, although as Linda Bishop-Bailey argued, this should cause even more adequate management in times of retrenchment. Point taken!

I felt that the personnel selections were the cause of a great deal of poor management today in certain areas. How, for instance, can anyone possibly justify an authority who advertises for a very senior post, interviews 12 candidates from all over the country and then after second interviews appoints a member of another department within their own authority and this department not being recreation!!

Just think of the expenses laid out for that decision and all that expertise lost.

In summing up, I had a marvellous time at Saunton, meeting old friends, learning of new problems and discussing them, and I only hope in the next ten years I can attend again and in that way I can look back over 20 years and ask, have we improved now?

Howard Peters.

Manager,
Haslingden Sports Centre.

MANAGEMENT CHALLENGE

AS A delegate who thoroughly enjoyed the intensive programme of the recent annual seminar on "Cost Effective Recreation Management" I would like to convey my sincere congratulations to all concerned for the organization of such an excellent event.

The relevance of the topics for discussion was never in doubt; the quality of the papers and their presentation was of a consistently high and professional standard.

The message came across time and again that to succeed in our objectives in these difficult times it is now, more than ever, necessary to utilize all the available management techniques at our disposal.

The challenge is now on and the seminar made a significant contribution, not by offering some remote theoretical panacea but by very real and inter-related case studies and examples highlighting the value of training, marketing, new technology, energy conservation and so much more.

Peter Mann.

Recreation Officer,
Portsmouth City Council.

MOST STIMULATING

THE SAUNTON SANDS seminar was probably one of the best I have attended in recent years and certainly in terms of subject matter was one of the most appropriate. The speakers provided the base for most stimulating discussions and although I could not agree with some of the philosophies and concepts expressed I think the content of the talks had been thoroughly researched and well presented.

It is a pity that the seminar was not more fully attended by chief officers and heads of departments for it is those people who are in the position to influence decisions as well as giving practical guidance and advice to those members of the association who are now pursuing their future careers.

Perhaps when chief officers up and down the

country learn how useful this particular seminar has been they will re-evaluate their priorities and do their utmost to partake of the association's activities in future.

The content of the seminar was second to none.

Once again my heartiest congratulations on a successful venture.

John Pegler.

Head of Leisure Services,
Mid-Sussex District Council.

Enough work of our own

HOW APTLY titled "The Squash Cash Catch" — the Squash Rackets (Phew) Association are out to try to cash catch the sports centres again.

May I recall a letter I wrote to ARM News, No. 21, in early 1977 and the copy of a letter written by Walter Winterbottom to local authority organizations in the ensuing issue.

Isn't it wonderful how this particular association endeavours to inveigle cash from the sports centres — first of all Alan Jenkins and now Bob Morris. Do they not think we have enough work to do without being collectors of cash for them and, for that matter, every other association who would then jump on the "band wagon"? It is bad enough having to do it for the Inland Revenue, Customs and Excise and Collector of Taxes.

Once and for all, will he please note, for the sake of his association, that sports centres are set up to provide sporting opportunities for as many sections of the community as possible in as many sports and activities as can be made available and that it is up to his and all the other sports associations to make it worthwhile for all the players to join willingly and not be forced by levies imposed and to use us as collecting agencies.

Finally, all the other associations that it has been my duty to contact, have willingly provided information, technical and otherwise, without resorting to asking the question "are we affiliated," or looking at the possibility of what financial benefit they can derive from us, knowing that if we can provide the facilities, they will ultimately reap the rewards by having first-class facilities in their particular sport.

John Woodman.

Manager,
Christie-Miller Sports Centre,
Wiltshire.

Editor's Note: The letters John Woodman refers to comprise one by him about an advice note for a sum of £27 as affiliation fees to the Squash Rackets Association which his management committee did not intend paying or recommending the local authority to pay, and another by the then director of the Sports Council, Walter Winterbottom, saying that the Sports Council was strongly opposed to the principle of requesting providers of facilities to pay annual subscriptions to register their facilities. "To adopt this principle would clearly have far reaching and unacceptable implications throughout the field of sport and recreation," said Mr Winterbottom.

National Seminar Saunton Sands 1980

ALEC'S APPRECIATION

To endeavour to sum up the National Seminar in a few lines is perhaps the most difficult task of all and I can only refer to one or two points in the briefest of ways.

I think the first thing I must say is how fortunate we were to obtain speakers of such high quality, all of whom so obviously held the interest of delegates and provoked responses from them. It was interesting to note that a number of themes recurred — indeed I think it was Fergus Hobbs who commented on this.

Harry Hitchcock in setting the pace on Thursday evening left us with the thought "there is still plenty out there to do, let's get out there and do it." This was emphasised by several other speakers and Harry Davies reminded us that even in these difficult financial times, the challenge must be to find the means, whether capital or revenue. He and others focused attention on the need to consider all forms of corporate or commercial injections or partnerships. One quote I remember is "If the will is there the means can be found."

We were reminded that to achieve cost effectiveness the right management information must be available and that we must be ready to critically analyse it and act upon it. Our attention was drawn to the importance of the right marketing techniques, to the use of specialist advice and to the application of new technology. Another quote I recall was "The marketing process begins the moment you begin to develop an idea."

But towards the end of the seminar we were right to come back to the importance of measuring the benefits of the service we provide and the social and economic considerations, both present and future. In all the changes we may consider we must be careful that we do not throw the baby out with the bath water and that we always remember the social implications of our activities. Local government is one of the biggest providers of facilities for leisure and, in so far as the government is looking for greater efficiency, less waste or better use of resources, it must command our support.

But we must never allow ourselves to be deflected off course. Our *raison d'être* is to cater for a social need and that social need will undoubtedly grow over the next decade. We must make government, and everybody else for that matter, thoroughly aware of this and of the part that the leisure professions should play in the scheme of things.

I hope that the delegates felt the workshops were of value and that they enabled everyone to contribute to the seminar. I also hope that the sponsors' contributions were of professional value.

I hope that the discussions that were generated by the seminar will be continued in the regions and that everyone will increasingly apply regional effort to the subject of management performance. There is plenty of scope for the Association in this field.

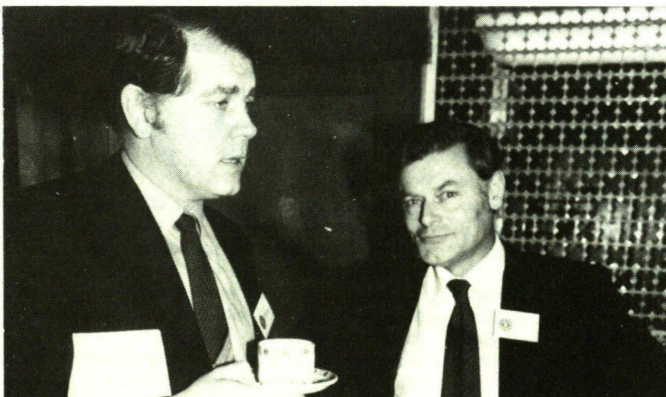
I know that at the Seminar dinner many expressions of thanks were made, but I know the delegates would wish me again on your behalf to thank John Turner and his secretary Christine for all their efforts, to Gerry Carver for his work with the programme and the display, to all our speakers and chairmen for the lively and interesting sessions and workshops, to our sponsors for their support, to North Devon Council for its hospitality and to the management and staff of the Saunton Sands Hotel for their splendid service. I have deliberately left to the last the Chairman, officers and colleagues from the South West Region who have done so much to make this event a success.

In this regard I must single out Martin Rees and especially Len Thomasson for the enormous amount of work they have put in. We are immensely grateful to Len Thomasson and his team for enabling us once again to claim that our seminars are the highlight of the recreation management calendar.

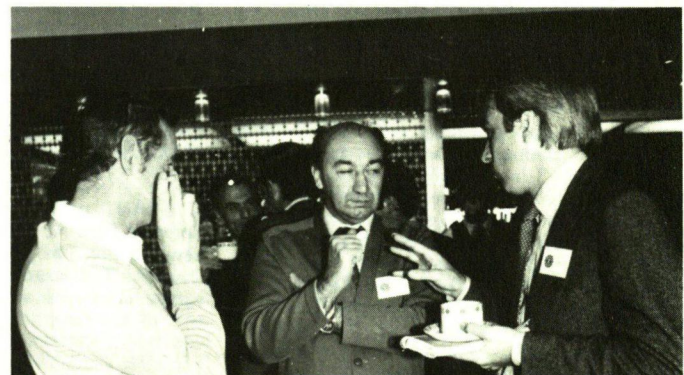
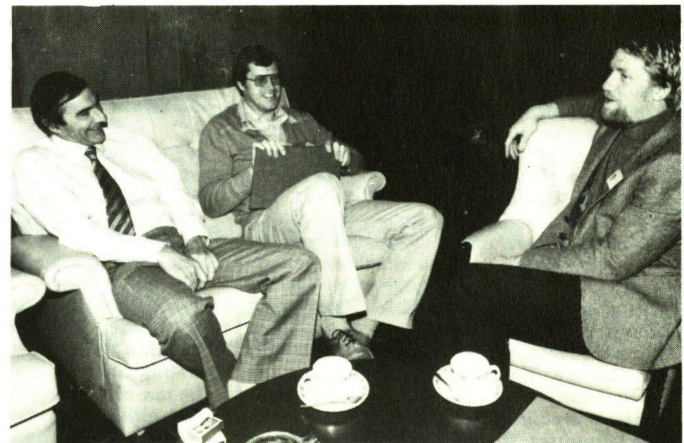
Finally, to all the delegates, thank you all for coming. I hope that you feel the seminar was of real value and that you enjoyed it as much as I. Here's hoping to see you all later this year in the North West.

Alec Collins

(Based on a brief summary presented at the conclusion of the Seminar).



Sports Centre Manager J. Dobbelaar and Principal Recreation Officer J. Tait, both from Newbury District Council, had rightly bet that the seminar would be a winner.



As seen above, the Association's National Seminars always provide informal opportunities to renew old acquaintances and make new, discuss issues raised by speakers, consider common problems and exchange ideas.

BATTLE ROYAL

A RIGHT royal rumpus continues to make the news as Prince Philip makes known his dissatisfaction with the

CAMPAIGN LAUNCHED

PRINCE PHILIP opened the Sport for All Disabled People Campaign in London in December on behalf of all four Sports Councils.

The Sports Council, together with the Scottish, Welsh and Northern Ireland Sports Councils, will promote a UK campaign throughout 1981 to link with the United Nations International Year of Disabled People. The British, Scottish and Welsh Sports Associations for the Disabled, together with over 40 organizations for the disabled, are co-operating in the Sports Councils' campaign aimed at Britain's three million disabled.

The main objectives of the campaign are to identify the disabled, develop an awareness in the community of the enormous contribution sporting participation can make to their quality of life and to develop their participation in sporting activities.

People of all ages with some physical, mental or sensory impairment will be encouraged to take part in or watch a wide range of sports. Over 70 national sports governing bodies have been invited to help by arranging events or promotions during the year.

There will be two major conferences linked with the campaign theme. One is a national conference in London in September organized by the Sports Council and aimed at the providers of facilities for the disabled. There is also an international conference organized by the Scottish Sports Council at Stirling in August.

An international water sports seminar will take place at Holme Pierrepont National Water Sports Centre, Nottingham, in September and will include an open day for the disabled. Other events and activities throughout the year include an international disabled children's games at Gateshead in August, swimming galas, disabled drivers' rallies, wheelchair dance festivals, riding for the disabled, blind athletics and archery. Among other events are angling, table tennis, snooker and countryside recreation.

Bernard Atha, Chairman of the Campaign Committee, said: "Sport can add a new dimension to the life of the disabled. This campaign will focus attention on opportunities for participation and the way in which the able-bodied can help. It is a first step towards giving the disabled a square deal in sport."

STUDY DAYS

"SPORT and physical activities with mentally handicapped people living in the community" in the subject of two study days organized by the Disabled Living Foundation and the Sports Council. The first was held at Bristol Royal Infirmary on January 19 and the second will take place at the Town Hall, Manchester, on February 24. Others are planned for Birmingham, Cambridge and Newcastle. Further details are available from Miss Margaret Dowden, Conference Secretary, Disabled Living Foundation, 346 Kensington High Street, London W14 8NS (Tel. 01-602-2491). A 9 inch x 4 inch stamped addressed envelope would be appreciated.

way British sport is run.

Fireworks flared up again in November when Prince Philip criticized the function of the Sports Council and called on the Sports Minister Mr Hector Monro to "rethink the whole structure of sports administration in Britain."

At a meeting in Edinburgh of the Association of Governing Bodies in Sport in Scotland, Prince Philip admitted to sticking his neck out and said: "I am not a great believer in the Sports Council system as it stands."

He stressed that his reservations were about the system and not the personalities involved, nor the principle that public money should be allocated to sport. "It is largely the method of appointment and the unsatisfactory, or even non-existent division of responsibilities between the Sports Councils and the governing bodies which is the root of the worst of the trouble. It would not require a structural somersault as suggested by Mr Monro to make improvements to the basic system of national sports administration.

"Furthermore, as it is supposed to be independent of the Government, it cannot take part in inter-Government discussions on matters of sport. Neither can it very well criticize or disagree with the Government in public.

"The Olympic Games and the South African situations are examples of the difficulty of falling between two stools."

The director general of the Sports Council Mr Emlyn Jones, summed up the Prince's speech by accusing His Royal Highness of trying to tinker with the system. Mr Jones said: "No one is suggesting it is perfect, but it works. We are making it work. We need the full support of everyone in sport to make it work better, and sometimes we do not receive sufficient support."

Battle resumed later in the month in Bourne-mouth where the Central Council of Physical Recreation held its national conference. Prince Philip again called for a rethink on the organiza-

tion of sport in Britain and suggested that individual associations should be controlled by one body. He said: "There is a need for all sports to participate with existing British governing bodies either jointly or severally in the formulation of All Britain Sports Policies."

This time the Prince had an ally in CCPR general secretary Peter Lawson who also called for reorganization. Emlyn Jones responded with a six-point case for the "defence" while Air Vice-Marshal Geoffrey Lamb of the Badminton Association said internecine warfare was not in their best interests.

Dick Jeeps, the chairman of the Sports Council, was obviously on the mark in his introduction to the council's 1980 report in which he states: "Sadly the differences over the Moscow Games have affected the relationship between the Government and some governing bodies of sport and indeed, in some cases, between administrators and competitors. There is much to be done in the future in getting these relations back onto an even keel.

"As the council moves into the 80s it is fitting that it re-examines its policies in regard to effectiveness, efficiency and economy. In this respect a Regional Staffing Review has been completed, a National Centres Working Party was well on the way to completing its task by the end of the year under review. The fact that the total deficit on the council's six national centres was £1.4 million in 1979-80 and that it disbursed £4.064 million in current grant to governing bodies of sport is justification enough for looking into these aspects of the council's work."

The report (price £1) provides its usual comprehensive and colourful review and looks at developments and trends for governing bodies of sport, football and the community—new partnerships, urban deprivation—the first fruits, disabled sportspeople, trends in the regions, development and future use of national centres and drugs in sport as well as financial statistics.

£26 million is sought

A £26 MILLION blueprint for sport in 1981-82 has been announced by Dick Jeeps, Chairman of the Sports Council. The council has asked the Government for £26 million from next April to fund a wide-ranging development programme for sports coaching, training, international events and capital facilities. The bid, which went to Sports Minister Hector Monro, sought an increase of nearly £7 million over the council's present annual grant of £19.159 million.

Among the main items in the bid were: regional and local facilities (£8.100m); sports development (£6.705m); national sports facilities (£2.580m) and loans to voluntary clubs (£310,000). The sports development element includes a £100,000 project to spot and develop talent in the regions and form feeder squads to the already established national training squads run in all Olympic and other major sports. The national squad scheme began after the 1976 Montreal Olympics when the Sports Council offered special support as a move towards improving preparation for top-level events.

There will also be increased expenditure on the Chelsea College drug testing programme, plus grants towards staging a number of international events in this country, including five world and three European championships. On the facilities side, there are plans for a £1 million ice rink in the Lea Valley, together with projects at national sports centres such as Crystal Palace, Lilleshall, Bisham and Plas y Brenin.

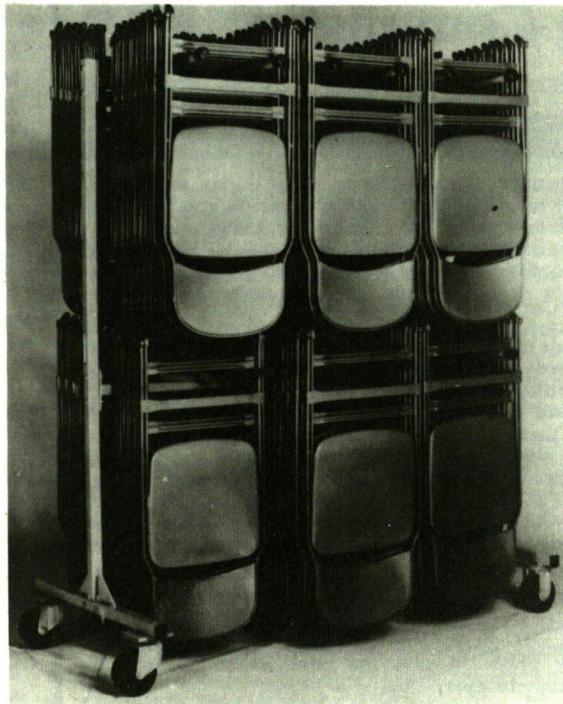
£1 million boost for ice rink plan

A GRANT of £1 million to the Lea Valley Regional Park Authority towards the cost of a new ice rink has been agreed by the Sports Council. The exact location has yet to be agreed but the rink will be situated in the southern part of the park and provide a much needed community ice skating facility for North London. Top class skaters will also be guaranteed access to the rink for peak-time training sessions in co-operation with the National Skating Association. At present, many top skaters are having to train very early or late in the day. The rink will measure 60m x 30m and the

Sports Council's Technical Unit for Sport will advise on the design of the centre, which may include spectator accommodation.

Building is scheduled to start in mid-1981. It is hoped that this scheme will serve as a blueprint for the provision of ice rinks for local authorities to follow.

Dick Jeeps, Chairman of the Sports Council, said: "There is a chronic shortage of ice rinks in England. This scheme will not only benefit the local community but also provide essential facilities for the training of gifted youngsters and potential champions."



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Countryside Commission

CONSERVATION • RECREATION • PUBLIC ACCESS

THE Countryside Commission are an independent statutory body. Their duties, expressed in the most general terms, are to keep under review all matters relating to the conservation and enhancement of the natural beauty and amenity of the countryside, the provision and improvement of facilities for the enjoyment of the countryside, and the need to secure public access to the countryside for the purpose of open air recreation. These objectives are achieved by encouraging, assisting or promoting the implementation of suitable proposals.

These general duties towards the countryside of England and Wales as a whole complement the powers inherited by the Commission from the National Parks Commission created by the National Parks and Access to the Countryside Act, 1949, relating to national parks, areas of outstanding natural beauty, access to open country and long-distance routes. There are additional responsibilities under that Act in relation to the provision of information services in national parks and the Commission is also charged to prepare and publish a "code of conduct for the guidance of persons visiting the countryside". This is known as the Country Code. Under the provisions of the 1949 Act they must "have due regard to the needs of agriculture and forestry" and this is repeated in the provisions of the 1968 Countryside Act with the added words "and to the economic and social interest of rural areas".

With regard to recreation management specifically, the Commission's appreciation of the techniques has grown swiftly and their policy recognises ranger services, footpath project officers, interpretation staff and countryside management project officers. In their submission to the Yates Committee they projected that the numbers employed will continue to grow at 10% per annum for the next decade.

COUNTRYSIDE RESEARCH

SEVERAL government agencies have powers to undertake research into aspects of countryside recreation. In order to ensure that these powers are used as effectively as possible, the agencies concerned agreed in January 1968 to establish the Countryside Recreation Research Advisory Group.

CRRAG aims to harmonise the countryside recreation research efforts of member agencies, promote countryside recreation research, and provide information for public and private agencies on countryside recreation research studies and techniques.

The Association of County Councils, The Association of District Councils, Association of Metropolitan Authorities, British Tourist Authority, British Waterways Board, Convention of Scottish Local Authorities, Countryside Commission, Countryside Commission for Scotland, English Tourist Board, Forestry Commission, Natural Environment Research Council, Nature Conservancy Council, Sports Council, Scottish Tourist Board, Wales Tourist Board, and Water Space Amenity Commission are all members of CRRAG.

The group keeps in touch with other official and semi-official organisations concerned with countryside recreation through corresponding membership. Corresponding members receive papers and can attend meetings of particular interest to them.

CRRAG has a full-time Secretary attached to the Countryside Commission who provides general administrative services.

Besides meeting regularly to consider research projects and publications, seminars are organised on research topics and an Annual Conference is held.

CRRAG also keeps in touch with universities research workers and local authorities through its newsletter, Recreation News. It also publishes the annual Digest of Countryside Recreation Statistics.

CRRAG's Annual Conference is a much respected event in the Countryside Management calendar. Previous conferences have examined recreation cost-benefit analysis, the use of aerial photography in countryside research, information systems for recreation planning, the role of marketing and coastal recreation amongst other topics. Their most recent conference took place last September at Lancaster University and inevitably focused on the current concern with financial issues. Practical lessons in making the most of limited resources were presented by speakers who included Professor Murray Stewart from Bristol University, Clive Gordon, Assistant Director of Leisure Services with Notts, CC, Peter Kellard of KLF (UK) Ltd., and Geoffrey Steeley, Hertfordshire County Planning Officer. The context of the Conference was perhaps best summarised by the chairman of the first session, Rodney Corrie, who had until recently been Regional Director for the DOE in the North West. Speaking of the financial scenario he said that the years to come would be characterised by the inability of government to perform in the open-handed way of the past. There would therefore, he said, be a need to capitalise on any commercial interest shown and accept help from volunteer interests.

Reports of most of CRRAG'S previous conferences can be purchased from the Countryside Commission.

COUNTRYSIDE

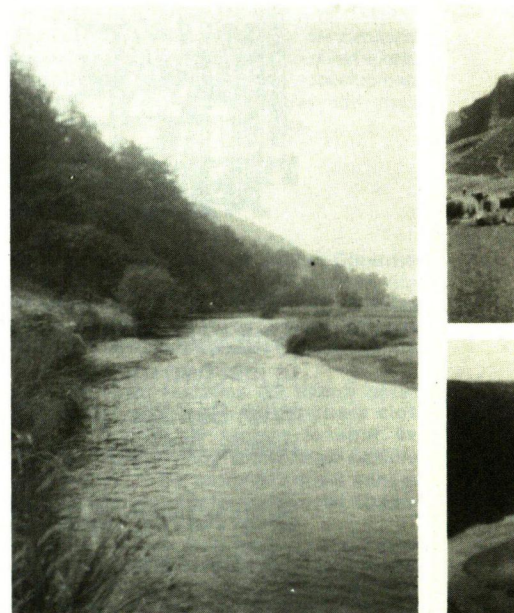
IT is generally accepted that the amount of increased significantly over the past twenty the growth in recreation as a whole. Part c mobility which is particularly reflected in the side. This in turn has led to conflicting int resolved by the development of countryside A number of ARM members are either direc responsibilities embracing aspects of count members have little contact with this spher that this article will serve as a brief introduct

Countryside

Small-scale conflicts between recreation, conservation, agricu widespread, particularly in areas which are suffering from tl of visitors or uncertainty over future patterns of developme which will involve close co-operation between local authori The Countryside Commission have promoted and supported authorities to develop a method of managing areas of the cou The key to the method is a project officer who is delegated f authorities and the Commission to solve small-scale conflicts the area and its problems he works with the various depart solutions and carry them out quickly and efficiently. If the v approach to the problem, including sources of grant aid authority and the community on larger capital schemes.

Because of the success that most of the projects have h Commission are encouraging local authorities to set up sin financing them.

Each area has a different range of problems which will influ which might be undertaken includes clearing derelict buildi walls, fences and hedges, improving access with footpaths carried out include the provision of information boards or sr The Countryside Commission believes that countryside ma farmers, local residents and amenity groups and visitors.



Countryside management deals with the question of balance. B the needs of the people whose home it is, an

Grass

A key worker in countryside recreation is the warden or ra recreation field staff implying as it does more than a custo his most important interpretative references.

The Range

Teach me O Lord not how to close gates but how to open ey fellow men, but rather, give me the humility to speak on the If I should lose sight of the arboreal ecosystem because of whereby I may see the wood as well as the trees, Though there be mud on my boots, may I still have stars in Help me to acknowledge Lord, that awareness of my own i ledge but have not intelligence; if I have skill but lack u have not charity; if I minister justice but have not mercy, th

RECREATION

leisure time available to the population has years. There can be little doubt either about if this growth has been linked to increased a number of people flocking to the countryside which have only been satisfactorily management.

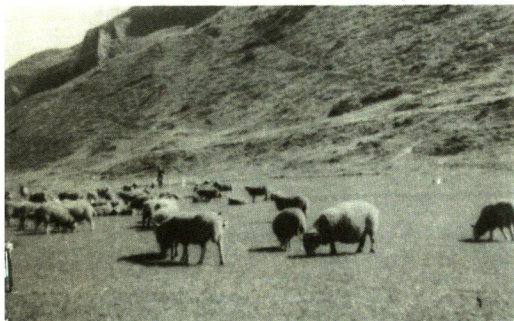
ly involved in the field or have departmental rtryside recreation. However, the majority of e of recreation management so it is hoped ion.

Management

lture and development in the countryside are becoming more e stresses imposed by rapid landscape change, concentration at. A new approach is needed to resolve these conflicts, one ties, farmers and landowners, and the local community, a number of experimental projects in conjunction with local ntryside to benefit, as far as possible, all interested parties. nancial and administrative powers by the participating local in the most effective way. Once he has become familiar with ents of the local authorities and with local people to devise ork is too large for his resources he can advise on a broader - the project officer can be a valuable link between the

ad in resolving the small-scale conflicts, the Countryside ilar projects, and are providing grants towards the cost of

ence the type of work which is undertaken. Small-scale work ings and other redundant features, tree-planting, maintaining and stiles, or providing informal car parks. Other tasks all visitor centres and the organisation of warden systems. nagement offers real benefits to local planning authorities.



alance between the natural heritage of the unspoilt countryside, d the demands accruing with recreational use.

Roots

nger. The term ranger is now widely used and preferred for dial role. The task of the ranger is reflected here by one of

Prayer

es; let me not stand in exalted places gazing down upon my level; f its constituent plant species, then Lord, show me the way

my eyes, yet my head not lost in the clouds; gnorance is the beginning of wisdom, for if I possess know- nderstanding; if I represent Authority and Dominion—but en surely—I am as nothing.



COUNTRYSIDE COMMISSION FOR SCOTLAND

THE Countryside Commission for Scotland with headquarters at Battleby, Perth, was established under the Countryside (Scotland) Act 1967 in response to concern about the scale and rate of major development extending out from our established towns and cities into the countryside; the rising demand for recreational use of land and water resulting from increased leisure time and car-ownership; the fact that we are now an urban nation, with over 80% of the population living in towns, often far removed from the countryside, both physically and in thought.

The Commission has five main aims:

- (1) to conserve and enhance the natural beauty of Scotland's countryside;*
- (2) to help provide, develop and improve facilities for the enjoyment of the countryside;*
- (3) to increase public understanding and awareness and to promote proper use of the countryside;*
- (4) to provide a practical base for determining policy and for carrying out work in the field;*
- (5) to update policies and practices and to keep abreast of current developments.*

The Commission's Members are appointed by the Secretary of State for Scotland. They are served by a multi-disciplinary staff whose skills cover planning, architecture, landscape design, ecology, land agency, teaching, graphic design and other related subjects. The Commission is an advisory and promotional body, with powers to channel funds in support of its aims. It seeks to achieve these aims through stimulating action to attain high standards in planning and design. It can also take a leading role in some special activity to demonstrate to others what can be done, but the prime purpose is to give as much help as possible to others to carry out their own programmes of work. The Commission co-operates with statutory and voluntary bodies about plans of action to achieve its aims in protection, recreational provision, conservation education and research and development. In all its work the Commission is charged to have regard to the balanced economic and social development of the countryside.

COUNTRYSIDE NEWS SUMMARY

SCOTLAND has its first designated long distance footpath. The West Highland Way runs for 95 miles from Milngavie northwards to Fort William — from the outskirts of Scotland's largest city to the foot of its highest mountain, following the shores of Scotland's largest loch. The footpath, which passes through some of Scotland's finest scenery, was opened in October by Lord Mansfield, Minister of State at the Scottish Office.

A continuous long-distance path from the source of the River Thames to London — possibly ending at the Houses of Parliament — is to be the subject of a Countryside Commission-sponsored study in the spring.

In November, 17 participants from as far afield as the Cairngorms and Northern Ireland successfully completed the Countryside Commission for Scotland's 1980 national training course for countryside rangers. The course was held at the Commission's headquarters at Battleby, Perth.

Also in Scotland the number of visitors attending the eight farm open afternoons as part of the Family Day on the Farm programme doubled in 1980 to almost 11,000. The family days are aimed at providing opportunities for town families to see and learn about farming.

After a two-year investigation the Countryside Commission has published a policy statement on Areas of Outstanding Natural Beauty. The Commission believes that the results achieved by such designation can be greatly improved by the better use of management and closer working amongst all countryside interests.

Countryside Commission, John Dower House, Crescent Place, Cheltenham, Glos GL50 3RA.

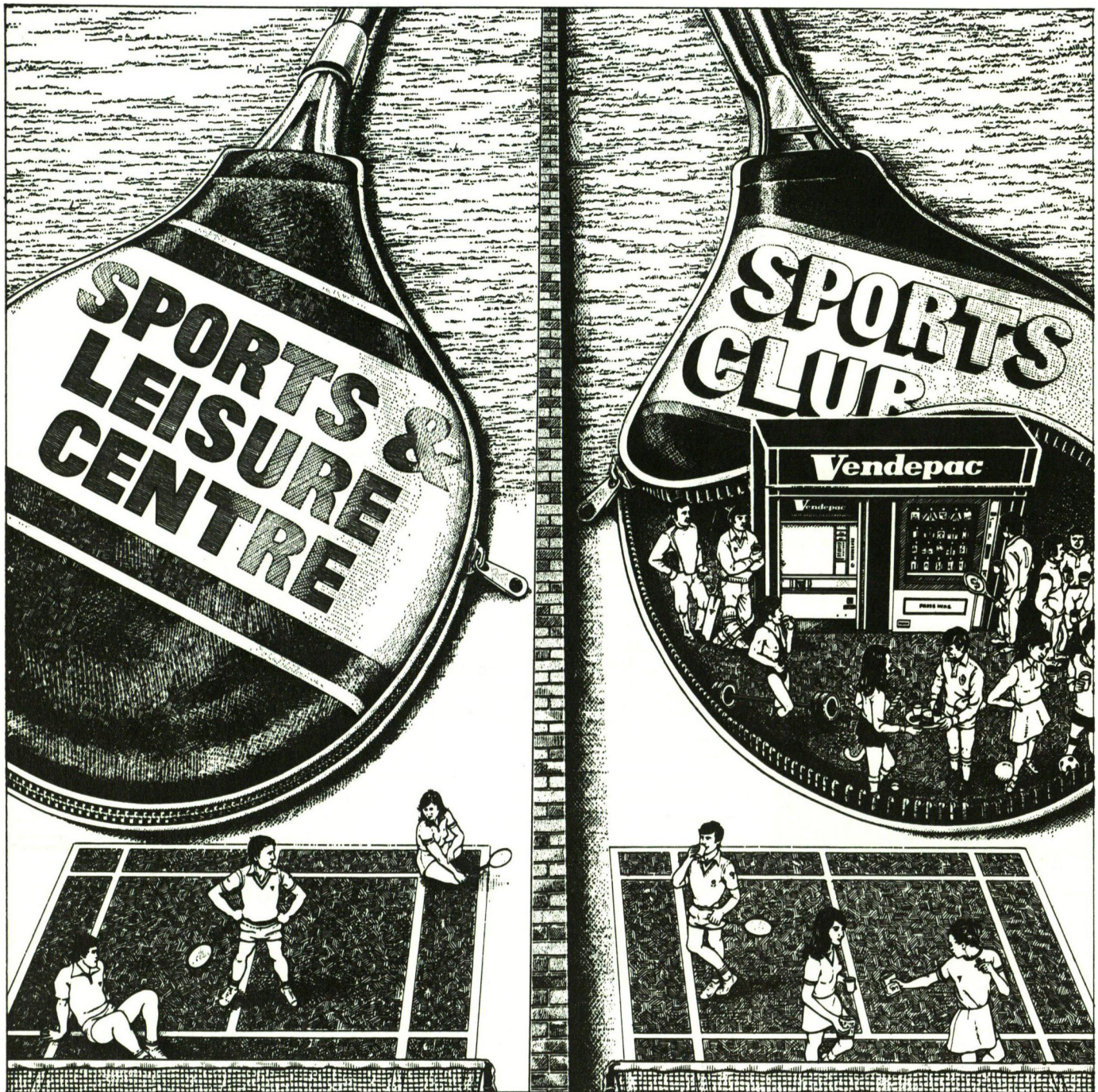
"Whatever Happened to the Countryside?" — a film which charts the decline of the lowland landscape of England and Wales, was launched in December. Made for the Countryside Commission, the 25-minute film illustrates how in the last 20 years the countryside has been changed by modern farming and influences such as Dutch elm disease. The film also has a message of hope, indicating what help is available for farmers, local authorities and other interested parties. The film is available on free loan from The Central Film Library, Bromyard Avenue, Acton, London.

PUBLICATIONS

Both the Countryside Commission and the Countryside Commission for Scotland are fairly prolific publishers. They have an extensive range of publications for sale and in some cases available free and will be pleased to supply details. Since the last edition of ARM News, for example, the Countryside Commission has published the following:

"Bunkhouse Barns: A New Use for Redundant Farm Buildings"; "Kynance Cove — Problems of Over-use"; "Countryside Conservation Handbook" — four new titles making eight in all. "Guided Walks" and "Self-Guided Trails" are two new publications for the fleet of foot. Finally, for the career minded "The Directory of Training Opportunities in Countryside Conservation and Recreation" will be useful to both those already employed and those interested in making it their career.

Countryside Commission for Scotland, Battleby, Redgorton, Perth PH1 3EW.



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Think of majority

by Margaret E. Medland,
Youth and Community Service Worker,
Northfleet Sports and Youth Centre.

IN RESPONSE to Howard Peters' article "An answer is wanted," I don't claim to have the answer, but may be able to offer some help.

As a full-time Youth and Community Service Worker in a Youth Sports Centre in Gravesend, Kent, I can sympathize with Howard Peters' feelings regarding the vandalism in his centre by a minority user group. I know that I would feel the same should this happen in my centre, but so far I am pleased to say it hasn't.

Perhaps I should explain a little of the ethos of the centre, in that first and foremost it is a centre for young people between the ages of 13 and 21 to participate in and receive coaching in many sporting activities (in some cases this has taken our members to County and National level). However, we do have a small social area where young people can watch TV, play pool and the pin table, video machine and table football.

When I was first appointed to the centre some 12 months ago, I encountered a group of youngsters sitting on the steps outside the centre each evening. They were similar youngsters to the type Howard describes, but of the skin-head "cult"—not really interested in sport, but needing somewhere to meet socially. We decided to allow them to use the centre social facilities on the same terms as everyone else, i.e. they paid to become members and paid nightly members' subs or they paid visitors' fees. This is important to young people because it gives them a sense of "belonging" and because they have to pay, we find they have more respect for "their centre."

After sitting and chatting with them, we found that the boys were interested in five-a-side football and were later able to offer them a session in our programme, to which they now come regularly and are developing a reasonable team. We have since encouraged them to join in with the cricket coaching group and we hope that next summer a few of these lads will be able to play for local clubs, as they certainly have shown the ability for it.

Many of the girls among this group of "Social Members," as we call them, are now joining in the netball, hockey and dance groups at the centre. As a firm believer in sport as a "character builder," I am sure that their involvement now will help themselves and society in the future.

We still have some young people who are purely social members and provided that their behaviour does not deter other young people from using the centre and participating in sport, they are more than welcome. However, if we feel that an individual's or group's behaviour is to the detriment of the centre as a whole, then we ban them for a short period of time. If, on re-admittance, their behaviour has not improved, they are banned again until such time as they feel able to conform with the behaviour of the "norm." It is amazing how, when a privilege is withdrawn it becomes so much more attractive and when a loud-mouth youth comes in to apologize ("sorry" has probably never been in his vocabulary before) we feel that maybe we are getting somewhere and so is he. Life is a learning process, it may be the hard way, but we hope that he has learned.

Don't worry about keeping the Rockers out Howard. We all feel that these are the youngsters we should be helping, but isn't that what you are doing in the long term? The interests of the majority cannot be sacrificed for the minority. As regards graffiti, I cannot say that we never have this, but what I can say is that it is removed immediately it is discovered. If it is left on, it is

In the last edition of ARM News (October) Howard Peters, manager of Haslingden Sports Centre, Lancashire, outlined the difficulties he had encountered after providing a Youth Room within his centre. The room became a target for vandalism and graffiti after which Howard introduced a "secondary" membership system and removed the doors. He concluded by asking: "Vandalism—is there an answer." Two writers who have responded to his article are featured here.

an open invitation for others to do the same and in young people's eyes, you are showing your acceptance and condoning it by leaving it on the walls. It may be an innocent comment to start with, but it doesn't take many remarks to reach the obscene.

I hope that the removal of the doors of the room and the conversion to open plan works. It should certainly help as it was obviously a problem of lack of supervision, that things got out of hand so quickly.

As a Youth Worker, I am in a completely different ball game to most local authority sports managers in that all my staff, except one, are part-time youth leaders and these also man the reception and coffee bar. We have no paid ancillary staff apart from cleaners. These leaders are there because of their belief in, and commitment to, young people. Although many of my part-time leaders are paid, most of them work additional voluntary hours to help us expand the programme of the centre.

Most areas have a youth service, although the extent of it varies greatly from area to area, especially at the present time. I would suggest that Howard or anyone else facing his dilemma seeks out his Area Youth and Community Service Officer, usually based at the Area Education Office, to see whether there is any chance of them being able to pay for a part-time worker for a few hours a week in their centre to work specifically with these young people.

This could be an attractive proposition (if funds

are still available) in a town where there is no statutory youth service provision. If not, the officer may be able to suggest people who would help on a voluntary basis.

Failing this, why not try the local Volunteer Bureau, or advertise for voluntary help for this group and get the support and guidance of the Youth and Community Service Officer and also any Youth and Community Service Workers in the area. That's what we are here for.

Several times we heard speakers at Saunton Sands talking about co-operation between commerce and local authority as well as inter-departmental co-operation as a means of cost effectiveness in recreational management. On a much smaller level, but applicable in this instance, how about looking to the youth service?

You obviously have the building and a sympathetic approach to the needs of young people, we may have the staff or advice to offer with problems with young people.

★★★★★★★★★★★★★★★★★★★★

Unemployment

THE Annual General Meeting of the North and Scotland Region of ARM will be held on March 25th at Blyth Sports Centre. The day will include deliberations on the theme "Recreation and the Unemployed." The most northerly region of ARM has always suffered from the long distances members have to travel but it is hoped a special effort will be made to attend the AGM. The theme is topical and Blyth is the newest sports centre in the north-east.

Avoid duplication

by S. Phillips
Assistant Manager,
Norton Recreation Centre, Runcorn.

HAVING read Howard Peters' article "An answer is wanted" in October's issue of ARM News a couple of points have struck me as worthy of further comment, namely:

1. What should be the role of recreation centres with regard to non-active youths?
2. The provision of amusement and gaming machines—a necessary evil or desirable enhancement of a centre's facilities?

Obviously in many respects these two areas are inter-linked, but for discussion purposes I will treat them separately.

1. In his article Howard admits that he did not want to convert all youngsters to active sports people. So by providing a Youth Room what did he do? I would suggest he had in fact turned part of his centre into a youth club where the presence of these youths had little or nothing to do with the main purpose of the centre—providing the facilities to take part in sport and recreation. Obviously the term "recreation" can be defined to encompass anything and everything one does in one's leisure time, but surely there are other purpose-built facilities which are specifically designed and staffed to accommodate these non-active youths—youth clubs and drop-in cafes for example.

The role of the recreation centres is and should be as multifarious as possible provided we are

satisfying the needs of the community. However, I do not think these centres should be the substitute for or compete with other governmental agencies such as the Youth Service. We should be trying to complement these agencies and offer additional activities, not duplicate them.

2. The second point I wish to raise follows on in many ways from the first.

It seems to be generally accepted that the provision of amusement and gaming machines can be a suitable means of accruing a substantial income. Yet we must not let this method of raising easy cash be detrimental to the facilities, atmosphere or role of our recreation centres. These machines should complement the centre's facilities and not be a facility in their own right. Howard's experiences seem to reflect a policy of either concurring with the definition of recreation as an all-embracing concept or that these machines are a method of making money and by letting youths come in solely to use these machines then it is defensible for financial reasons.

I should point out that I do not oppose the installation of such machines and we have amusement and gaming machines at my centre. They are used by customers while relaxing in the licensed bar or snack bar after they have taken part in their chosen activity. I, therefore, feel that while gaining financially there is no detrimental effect on the centre.

The views expressed above are those of the writer and do not necessarily reflect the opinions of the management of my centre or local authority.

Scottish at the Centre

THE Scottish Sports Council's Annual Report has indicated that the success of sports centres built during the last decade has been reflected in the tremendous growth in participation which in turn has created the need for more purpose-built centres. The Report states "Although we would not wish to make extravagant claims we believe there is growing evidence to suggest that satisfactory progress is being made in changing the Scots from a nation of 'Watchers' into a nation of 'Doers'. Indeed in some activities developments have been little short of dramatic." The report said that during the 1970s the number of adults taking part in active indoor sport more than doubled and had shown that the provision of sports facilities and opportunities in turn led to an increased demand for sport.

STUDY AND SEMINARS

JUST over a year ago the Scottish Sports Council published a report on a study of twenty-one Sports Centres and Swimming Pools in Scotland. It is sub-titled 'A Question of Balance' — a title derived from the notion that in planning, providing and operating these facilities it is necessary to strike a balance between a number of factors

- a) between establishing a need for a recreational facility and for other needs of the community;
- b) between providing for the majority while having due regard for minority activities;
- c) between obtaining an acceptable financial

return on investment and ensuring that facilities are not restricted in use to certain socio-economic groups;

- d) between finding economies in building costs while trying to avoid excessive running costs because of poor standards of design and finish.

As a result of the study and the issues raised the Scottish Sports Council organised four national seminars to provide a comprehensive platform for future local authority decisions on sports centre and swimming pool provision. The seminars covering The Market and Its Needs, Design, Financing and Management opened at the Mitchell Library Theatre, Glasgow, on November 28th.

Speaking at the first seminar was Eric Morley of Mecca and Miss World fame, together with Michael Baker, Professor of Marketing at the University of Strathclyde. The second seminar on Design took place on December 12th in Edinburgh, the third on financing on January 23rd, with the fourth on Management on February 20th.

Commenting on the seminars, Ken Hutchinson, Chief Executive of the Scottish Sports Council, said:

"The provision of a sports centre or swimming pool requires major capital investment. The operating costs demand significant revenue expenditure. To minimise these costs and maximise the use of such facilities various factors involved in the planning, provision and operation of sports facilities must be understood. The seminars have been designed therefore to inform participants and, through discussion, to generate new ideas for future provision and for improvements at existing facilities."

Brighton flashes

LEADING architects and members of the recreation management profession will present papers at the Sports Council's 13th National Recreation Management Seminar and Exhibition at The Brighton Centre from April 6-8.

The 1981 event is being organized in association with The Royal Institute of British Architects and has adopted the theme "Design for Better Management" in recognition of the close working relationship managers and architects have in providing leisure opportunities. Sessions will explore current thinking on a design of recreation facilities and give consideration to ways in which financial savings might be made through design modifications, energy conservation techniques and new technology. The Seminar will also consider whether or not converted buildings can provide new low cost facilities and look at the extent to which recreation facilities can be adapted for other uses.

A large trade exhibition will once again accompany the Seminar and it is hoped to display material submitted by architectural practices throughout Britain.

The fee for the two-and-a-half day event is £75 which covers daily attendance, coffee, tea, Seminar banquet ticket, VAT and for this year's event buffet luncheon and one copy of the official Seminar Report which will be published about three weeks after the event. There is also a daily fee of £25 and the closing date for applications is March 2.

The Sports Minister Mr Hector Monro will give the opening address and keynote speeches will be made by Mr Alan Meikle, vice-president of RIBA, and Denys Hodson, Thamesdown's Director of Arts and Recreation.

On April 7, the lessons of Concordia Leisure Centre will be presented as a case study by Bill Stonor, a partner in the Centre's architects, and Mike Fulford, Indoor Leisure and Amenities Manager for Blyth Valley. Bill Breeze, Pontypool Leisure Centre Manager, and architect Norman Foster will speak on "Flexibility in Design; Wider Opportunities in Management."

To celebrate the Civil Service Sports Council's diamond jubilee a Festival of Sport will be held on Friday, May 22nd, at the National Sports Centre, Crystal Palace. Admission will be free.

Finally squash

THE SPORTS Council's Recreation Management Seminar at Brighton will have the added attraction of staging the final of the Helmsman-ARM Squash Tournament. Before then venues have been arranged for the Main and Plate Tournaments. Thornton Clevely Sports Centre, Blackpool, will (provisionally) stage the North event on March 11, while the South regions will meet at the Alton Sports Centre, Hants, on March 18. The six finalists of both competitions will play "round robin" matches in two leagues of three, the winners meeting for a place in the final.

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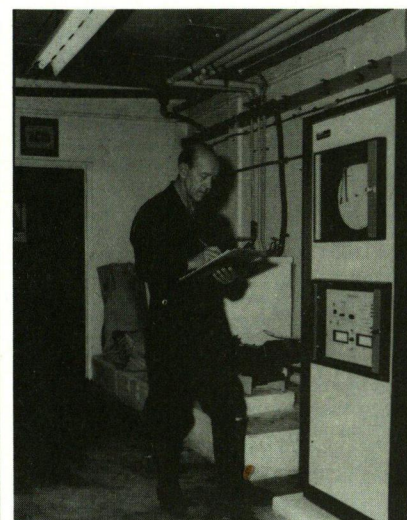
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Pools dividend

SWIMMING pool officials in London's Merton Borough are switching from chlorine gas to sodium hypochlorite to disinfect the Mitcham, Morden and Wimbledon pools. Pool officials were forced to seek an alternative to chlorine gas when ICI, the country's major suppliers, advised them they were ceasing production in 1985.

Mr Duncan McNair, manager of the three pools, sought the help of UK measurement and control advisers Wallace & Tiernan and leading chemical distributors Ellis & Everard. For over a year baths officials and Wallace & Tiernan worked at Morden Park swimming pool to develop an automatic dosing system and chemical supply. The control solution they pioneered was Wallace & Tiernan's Hypotrol monitoring system which ensures precise dosage and metering. Ellis & Everard's task was to try to ensure speedy and reliable deliveries of sodium hypochlorite and the acid needed to create the disinfection process. With a network of 18 branches, the company is able to service swimming pools throughout the country with bulk supplies.

Such has been the success of the Hypotrol system that upwards of 150 pools — out of an estimated 2000 throughout the UK — have already been converted to automatic control using sodium hypochlorite.

Said Mr McNair: "Not only are we finding the control system and chemical supplies extremely reliable, but we also are gaining the added plus of lower costs. Compared with last year, our costs are £100 less through using the new method which though not dramatic is highly significant when judged against the steep rise in chemical prices over the past year."

Enterprising Ted

"WHY start a new enterprise in the middle of a recession? They say an idiot is anyone who opens a butcher's shop in Lent," writes Ted Blake in response to ARM News' invitation to tell us what he's up to.

"But remember Noah," he goes on, "the Patron Saint of Managers. He built a boat in the middle of dry land, then floated a limited company when the rest of the world was in liquidation, and still finished up at the top of the hill.

"There are many opportunities—not in spite of a recession, but because of it—for manufacturers to discover they really can give customers the same value for less . . . or more for the same. In boom times such long term needs are rarely seen and most firms faced with the choice of changing their products—or proving there is no need to—get busy on the proof. Recession can compel more creativity for firms than a mistress for a salesman's expense account. Frequently the firm that works when there is no work to do is the one that finishes up in front, and its products before and after a recession could be as pigeons are to telephones.

"Also it is easier in times of recession to find other firms to make up or supply parts or complete products at marginal costings for markets they've never entered before. When recession comes in the door, pride flies out the window. Even the most famous names become interested in extra business outside their established outlets. Others, while seeing the need to be opportunity conscious, can't see an opportunity when it arises. Digging one well deeper doesn't produce more water, and price-cutting across the board is a sales technique whereby you cut your competitor's throat and bleed to death yourself.

"Of course, setting up a new enterprise creates a lot of bureaucratic difficulties. Somehow Jean, my secretary, mixed up my social security number with our new post code, and now they tell me I won't get any mail until I am 65. However, don't let that deter anyone. If any customers or manufacturers have special needs their existing suppliers or outlets don't meet, I hope they will call me or leave a message on our 24-hour phone . . . or send a pigeon!

Inquiries: Ted Blake Equipment Company Ltd., P.O. Box 202, Brentwood, Essex, CM15 0JS (Tel. 0277 231117).

A pool cover manufacturer can now boast an impressive "satisfied customer"—the Army. Results of the performance of the Sealed Air Solar Blanket at Catterick Garrison drawn up by distributors Aquamat Ltd., show that a 100ft x 42ft indoor oil-heated pool used 100 gallons of oil a day without the blanket and only 30 gallons after the blanket was used. In addition one boiler was shut down. Assuming an oil price of 70p per gallon, this fuel saving paid for the blanket inside four weeks.

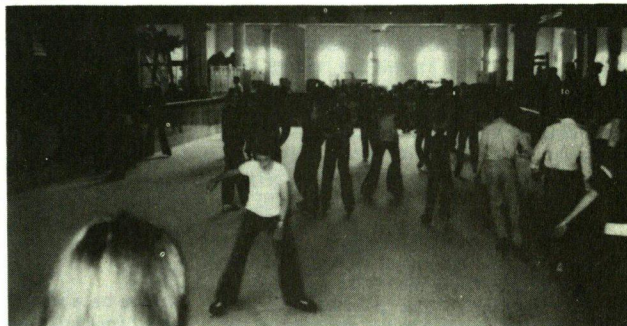
CONSUMER DESK

Aquamat have produced a leaflet giving technical facts on the product and say: "We know that some local authorities are opting for cheaper alternatives but we can clearly advise them to expect a much shorter working life and therefore lack of economy in the longer term."

Inquiries: Aquamat Ltd., Stanley Mills, Ryeford Stonehouse, Gloucester GL10 3HQ (Tel. Stonehouse 2952).

Sport Systems Ltd of Windsor have taken advantage of ARM's direct mailing service to extol the merits of Best 1, hailed as Sweden's favourite sports drink. Best 1, a non-aerated and non-alcoholic natural lemon and lime tasting drink, has been popular in Scandinavia for more than a decade. Sales of over three million litres were recorded last year for Sweden. Sport Systems Ltd offer a free dispenser with the drink though the dispenser may be withdrawn if demand falls below 35 pints per week.

Inquiries: Sport Systems Ltd, 5 High Street, Windsor, Berkshire SL4 2BP.



Ice Skating on the NEWice synthetic skating surface has been a success story at Torquay's award winning Pavilion and now five other rinks in England. The NEWice surface employs the use of normal skates and may also be used for dancing and various sports such as tennis, badminton, gymnastics and other general purposes. It is easily laid and maintained and can transform ailing businesses. The cost of laying NEWice systems is just a fraction of the cost of a conventional rink.

Inquiries: Etheridge and Portle NEWice Ltd., The Pavilion, Torquay TQ2 5EJ (Tel. 0803 24982).

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Points to ponder for an interview

SO the hopeful expectancy, through completing an acceptable application, has been justified and you receive the summons. The question is—what now?

Inexplicably so many interviewees seem ill prepared for an experience which could determine their whole future. It is no longer sufficient to have reached the heights of playing or managerial prowess in your particular sport to achieve promotion.

The first step is to check the job description and to gain additional local knowledge, where possible, by visiting the area. Many applicants for senior posts spend some time in the library reading council minutes and local newspapers where often only a minority view is presented but nevertheless the information gained will be useful. However there is no substitute for leg work and visiting facilities as a member of the public to gain first-hand information. It is not a bad idea to encourage your wife/girl friend/husband/boy friend to also visit facilities to assess the situation. Your pre-interview visit should always be brought to the attention of the selection/rejection panel in a subtle way. On your visit you should also contact estate agents, particularly important in the present economic climate, check the education system and where possible individual schools. The panel will expect you to have done your research in these areas.

For senior posts the panel will usually expect you to be aware of the political membership and statistical details of the authority such as population, penny rate product, rateable value, etc., especially if these details have not been forwarded. Any additional information can be obtained by your wife on the telephone. An added bonus is to try to ascertain the attitudes, philosophies and interests of the relevant Chief Officers and Chairmen.

The final pre-interview planning should involve seeking information on those aspects which are part of the job description but of which you have little or no knowledge. Working on the assumption that the successful applicant is not necessarily expected to have first-hand knowledge of all facets of the operation, but rather the ability to find that knowledge, let it be known, through a throwaway remark to the panel, that you have taken the trouble to obtain information. Far too often interviewees waffle away on a topic of which they have little knowledge and it soon becomes abundantly clear to the panel. It goes without saying you will have refreshed your memory on the technical/practical aspects of the post.

Now you are ready for the inquisition having decided to stay overnight—always a good bet unless the interview is within an hour's journey. Make sure you arrive close to the interview venue in good time—no matter how plausible a reason for lateness, the very fact that you are late, gives you a minus 'mark' from the outset. Remember it is not you giving the favour by deigning to attend for interview even though in a way the interview is a two-way process.

You now enter the waiting room and exchange pleasantries or ribald remarks with other applicants (depending on who is present or within earshot!) and the adrenalin will now be flowing, or it should be.

While the format and techniques of a panel vary considerably it must be appreciated that the panel is in the driving seat. How many times have you come across the naive and often arrogant fellow contestant who believes the panel are amateurs (which they often are), lets fellow applicants and the panel know his feelings and is quickly eliminated from the proceedings! Then, out of pique, he claims it is a blessing in

by **SABER**

who, in the last edition of ARM News, stressed the value of completing an impressive—and grammatically correct—application form for a job.

disguise because he did not want the job anyway, will receive his expenses and can get home to play his squash semi-final, which he probably reached by arranging the draw. Far better qualified people than the writer may suggest this attitude is a substitute for other emotions!

Certainly at this stage there should be no one on interview who does not want the post—if there is—then he is either a con man or stands no chance of the post anyway. It is quite possible that if an applicant displays an "anti" attitude early on it could jeopardize the chances of other good candidates.

Always be wary of the informal part of an interview over drinks and/or a meal—it could be that the minds of some of the panel are made up at this stage. By all means take a drink but refrain from upstaging Dean Martin or displaying the attitude that you believe drink is going out of fashion. The idea crosses the writer's mind at this point that it may be a foolproof way of opting out of the possibility of having to refuse the post yet still receiving expenses!

One of the most difficult areas of the selection/rejection process to cope with, is the group discussion. So often it is difficult to decide whether to lead the discussion; whether to agree with the applicant who has held the stage for some time and covered all the points you wished to raise and nominally pose minor queries; whether to make your mark by stating views contrary to your own; etc. Only the individual can decide which option to take by an on-the-spot assessment, but never be drawn into a shouting match—be dignified, patient yet firm. You may consider it justifiable to cause other applicants to lose their cool if your attitude is "winning is the only way" provided it can be done in a subtle manner. (The writer has been fortunate to have seen this done when he has been on interview).

Many panels take for granted your technical knowledge and expertise otherwise you would not have been invited for interview. Therefore, in the main, you are there to sell yourself as an individual who can; liaise with other officers and agencies; display an attitude which suggests you can motivate and manage; possess a mind of your own but able in the ultimate to accept the democratic process; capable of being lucid and logical especially under stress; possess a sense of humour.

It would seem the non-technical 'core' questions (or variations) in most interviews are:

1. Give an account of your career to date.
2. Why have you applied for this post? or Why do you want to leave your present post?
3. How do you see the future of the Leisure Service in the long and short term?
4. Are you acquainted with disciplinary procedures—etc.?
5. What do you see as the priorities in this post?
6. What is your professional ambition? or How long do you intend to stay?

Whatever your answers to these questions, which are personalized, you must get across to the panel the following points during your interview.

- a. You can do the job with all its ramifications even though it is a challenge.

- b. You are prepared to ask advice of other officers (always goes down well with Finance and Personnel Officers).
- c. You are not just primarily concerned with the provision of large capital expenditure projects but also with grass roots provision of activities and facilities (if applicable).
- d. You are not a militant trade unionist even though you have aspirations for real power.
- e. The exigencies of the post are appreciated.
- f. The commencing point within the salary grade is not of paramount importance (that way you stand a better chance of receiving your pre-determined point anyway).
- g. You have a stable home life.

It may be of interest to list the do's and don'ts collated from experience and a consensus of opinion from experienced interviewers.

DO dress in a sober suit or frock—whatever is your want—a compromise between a latin gigolo and a punk rocker; comb your hair and clean your finger nails and shoes; shake hands firmly; be prepared to forego your expenses rather than precipitate a hasty decision; settle comfortably in your chair in a relaxed yet formal manner; address individual members of the panel in a respectful way; look directly at your questioner.

DO NOT attempt to canvass—it is cheating and usually gets back to the panel and offends other candidates; arrive smoking; telephone and ask awkward or controversial questions of Chief Officers after notification of interview (time for that when you are offered the post); wear a pullover; be kidded by the attitude of other candidates (some are past masters at psychological warfare), become involved in politics; carry a large briefcase as though it is the first stage of your removal.

So there it is; you have been offered and accepted the post and you are immediately excited about the prospects followed possibly by self doubts. Only you can resolve the situation. If you decide to accept the offer then do not terminate your present contract until you have received the offer in writing. Alternatively, you have not been offered the post and are disappointed or relieved—but no matter what the outcome, always ask yourself the question—have I learnt from the experience?

No attempt has been made, since it would be unrealistic, to provide a definitive guide to interviewees or to evaluate procedures. The purpose of the article has been to acquaint aspiring, ambitious, Leisure Service personnel with certain attitudes, of undoubtedly many selection/rejection panels for possible future reference, as either an interviewee or interviewer.

At the end of the day, despite denials to the contrary, allied to the nature of the Leisure Service, it is believed that subjective thinking plays a considerable part in the appointment process, albeit, that genuine attempts have been made to be objective and scientific. Consequently it is essential to eliminate as many 'minus' points as possible. Evidence suggests that interview panels reject or eliminate rather than select in many cases and decisions can be purely arbitrary.

Hope should always spring eternal and will, if it is realised that the selection process is not an exact science for it can never be determined whether the best applicant has been appointed. So often when one door closes another door opens.

It is not a Utopian society in which we live and this is certainly true of the Leisure Service sphere. Enjoy your interviews.

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Allander makes news

READ all about it. The Allander Sports Centre have pulled off a scoop by producing their own newspaper, the Allander Sports Special. The Glasgow centre had about 12,000 copies printed by the publishers of their local newspaper, the Milngavie and Bearsden Herald, and arranged to have the paper delivered by Boys' Brigade members to every home in the district. Libraries, supermarkets and sports clubs as well as the centre were used as distribution points for the Special. It is intended to produce the Special on a quarterly basis and the first issue—which came out in December—was devoted to aspects of the centre in general with photographs and stories, a programme guide and reports from various sports organizations using the centre. Advertising was restricted as it was felt that this would have negated the purpose of the newspaper, but despite this the centre expects to have to subsidize the paper for about £250—a sum which pleases them. Distribution is free and the Special could be included as part of the annual membership in future.



New pool 'on trial'

THE PROGRESS of Lancaster University's new swimming pool will be watched with interest, especially because of the prices it is having to charge and the provision of reserved lanes for exercise or competitive swimmers.

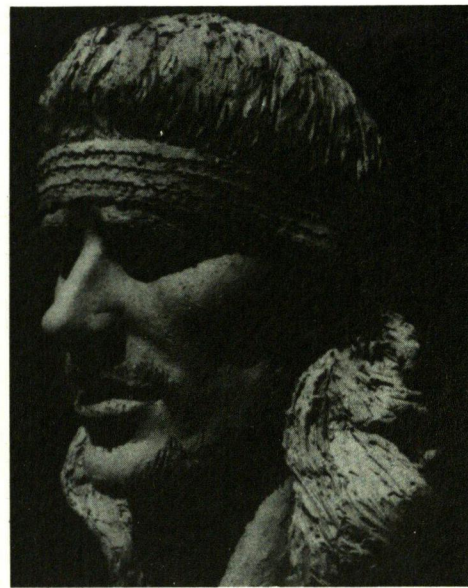
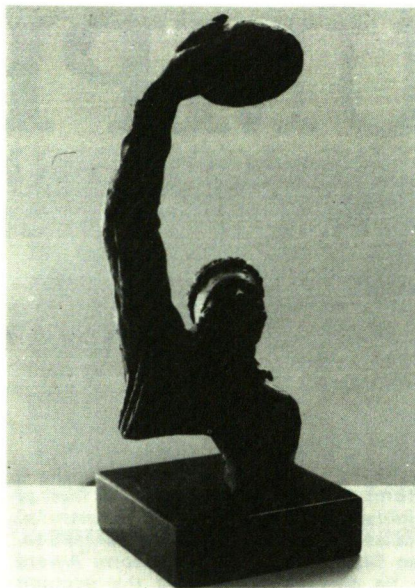
Princess Alexandra opened the pool in December. It has a 25m x 13m deck level design and is ozone treated. A heat pump system has been incorporated and the experts predict an 80 per cent energy recovery.

The University has borrowed £600,000 to finance this major extension which also increases the number of squash courts from nine to 12 and includes a sports shop and a viewing/vending area. Pool prices are 80p for adults, 65p for children, and 23p for spectators. All users will pay to swim and the pool will be available for full public use seven days a week. Joe Medhurst, Director of PE, hopes that the predicted annual attendance of 150,000 will be surpassed.

He has already had encouragement from an article which appeared in the Inside Track column of the Daily Telegraph. The columnist asserted that swimming both as a means of acquiring physical fitness and as a potentially burgeoning competitive sport was being unnecessarily held back by an infuriating flaw in British baths management—its failure by and large to introduce reserved lanes.

"However an honourable exception has come to our notice," said the writer. "A new ozone-treated swimming pool was opened in Lancaster University's Indoor Recreation Centre accompanied by the announcement that two of its six lanes will always be available for people wishing to swim uninterrupted lengths."

"Joe Medhurst explains that unlike local authority bath managers, he is not subject to rate-payers who demand an anarchic run of the pool. There was pressure on Medhurst before the pool opened to provide this facility and it is being used so enthusiastically that he may have to extend the number of lanes, and has already introduced a slow and a fast lane."



MERVYN DAVIES (left) by Bonar Dunlop and BJORN BORG by Stuart Osborne are just two of the busts of famous sportsmen which could be on display in Leisure Centres under a new scheme. (See story below)

GOING BUST?

A HERTFORDSHIRE company is putting forward a scheme for renting to Recreation Centres sculpture busts of famous sporting personalities. Sculptors selected by the Royal Society of British Sculptors would be commissioned by McDonald Rowe Ltd to make busts of leading famous international sports personalities which would be leased to Centres for their reception halls, restaurants or bars and these would be changed annually. They would be locked on to standardized plinths for security reasons.

The sculptors would be allowed to make a limited fine art edition on nine busts, probably in bronze, which would sell for around £1200 each. Centres could receive a 15% commission if they are sold through their introduction.

The rental fee would be £8.50 per week. The company suggests that those who cannot afford this rental could obtain a sponsor or sponsors from local businesses to cover it.

Michael McDonald, a director of the company, says: "Besides promoting their own business interests they would be helping to make the Centre look more attractive visually and aesthetically. It would also benefit the artists who would have the chance to show his or her work before thousands of people throughout the country, and so it is a practical way to support the Arts. Before entering this scheme, which will entail a considerable capital outlay, we would like to test the reaction of ARM members to the idea. We could then gauge the likelihood of success, and if favourable we could send out further details through your mail service."

Mr McDonald can provide a table setting out suggested rates for advertisers and sponsors. Any member who is interested can contact him at 54 Marshalswick Lane, St Albans (Tel. 0727-51753).

Artistic leanings

WHILE the arts world is welcoming a boom in business sponsorship, concern is being expressed at a cultural discrimination. According to Luke Rittner, director of the Association of Business Sponsors of the Arts, a hierarchy has emerged. "The performing arts are favoured above the visual arts," he says.

Arts Council deputy Finance director Anthony Blackstone commented: "Business is attracted by the glamour events but I think there is a danger that such an emphasis will tend to distort the cultural picture and benefit some arts to the detriment of others."

It was significant that the largest amount of money put behind an arts event in Britain was £600,000 from Du Maurier cigarettes for the Philharmonia series of 60 concerts over the next two years.

Even while turnovers and profits fall, music, drama, ballet, and literature are benefiting from business sponsorship with companies finding the arts as a means to project their image and thus sales.

Sponsorship last year was expected to reach a record £5 million and former Minister, Norman St John Stevas, predicted £10 million by 1982.

Luke Rittner describes his organization of 90 members as a trade association designed to help institutions find sponsors and sponsors find art events.

The highlight of the association's year came in

November when the Prince of Wales presented the ABSA—Daily Telegraph awards at a reception at the Savoy Hotel, London. Now in their third year, the awards are designed to mark the growing contribution the private sector is making to help the nation's arts organizations.

Among the awards was one for the best first time sponsor which went to C. & J. Clark for backing the Whirligig Children's Theatre Company; Herring Son and Daw for sponsoring a series of concerts in National Trust Houses; and Tennent Caledonian for their sponsorship of an annual cash award for the commissioning and production of a new work in any art form.

Bank helping to beat the freeze

A SPONSORSHIP deal will enable the London Schools' Cricket Association to choose 60 of the best young cricketers from about 800 State schools in London for intensive coaching during winter. Barclays Bank are backing the Lord's Indoor School which opened in 1977 but which has been previously limited to one annual course of six weeks on two evenings a week. The association, which runs the courses, has produced 42 county cricketers since 1925. Of these, seven went on to play for England, including Denis Compton, Doug Insole and Graham Gooch.

A TRIUMPH G.T.

BACK up from Down Under (a rare opportunity to begin a story with five prepositions) George Torkildsen can look back on a fine job as Britain's unofficial ambassador for recreation management.

Leisure and Recreation Management Consultant, George has been living up to his job title as partner in Sports Consultancy Worldwide by earning the appreciation of the Australians. He returned from a three-week tour with praise for his lectures, news of ARM members, details of a job-swap offer, and a Norm Award. The tour co-ordinator was Bob Hastings, who says: "By any standards, the visit was a huge success. George's inimitable style, superb presentation of visual material and his warm, friendly personality endeared him to many people. His wealth of practical experience was greatly appreciated by the large audiences that he spoke to which included managers in commercial and council recreation centres, local government recreation officers, community educators, councillors, town clerks, engineers, architects, school principals, college lecturers and students.

"George spoke of the special needs of Australia engendered by its unique balance of land mass to populations and its geographic isolation. A land of contrasts. He pointed, however, to the many similarities in the problems of Australian and European leisure facilities. While there were people involved in planning, plans often left out people.

"He drew attention to the economic recessions in the U.K. and Australia which have brought



A Norm Award is handed over to George Torkildsen by the Victoria (Australia) Minister for Youth, Sport and Recreation, Brian Dixon. Just what is a Norm Award can be gleaned by reading the account of George's visit to Australia.

us into the era of accountability and emphasized the need for recreation managers to fulfil their objectives — whether these be to make money to meet community needs.

"Among the things that have greatly assisted the development of recreation managers in the U.K., George outlined

- the Sport Centre of the Year Award Scheme and its benefits
- the recreation content in the general household surveys
- the development as a powerful professional body and unifying force — the Association of Recreation Managers
- the education and training of recreation managers
- the long-awaited Government Report (Yates) on training for recreation management.

"Reflecting on growing awareness in Australia to build facilities that offer a wide range of choice of activities, George drew attention to the trend towards more social recreation and the need to provide more recreation opportunities for the greatest number of people. Doing the right things was more important than doing the things right.

"He gave his audiences a valuable insight into marketing techniques and generally made a considerable impression throughout the country. Recreation management in Australia will be greatly enriched as a result of George's visit."

The tour was initiated by the State Departments of Youth, Sport and Recreation in Western Australia and Victoria and involved keynote addresses at conferences in Perth, Adelaide, Melbourne, Canberra and Sydney, and discussion forums in Queensland.

The focus of the visit was to increase awareness of the need for, and value of, sound professional management in local government multi-purpose recreation centres and swimming pools.

George responded by saying: "The tour was, as Bob says, arduous but memorable and I was greatly impressed with the country, the people and our professional colleagues 'down under.' There is much to relate. Bob Hastings' organisation, tour co-ordination and the handling of the Victoria seminar, in particular, were excellent. He is doing the Association proud.

"John Hagan completed the Diploma in Management Studies (Recreation) a few years ago at the Polytechnic of North London, where I was a lecturer. He is now a lecturer in the Department of Recreation Studies at Nedlands College of Advanced Education in Perth, Western Australia. It is a fine, modern, tertiary college with a small Recreation Department, which is just about to 'take off', having just become an autonomous department.

"John is doing a fine job both at the college and in helping to develop a strong Recreation Managers Association in Western Australia.

He has hit on a great idea: an Australia-U.K. job exchange. John is prepared to swap for 12 months his job, his home and his car with a lecturer, recreation officer or manager in the U.K.

"Perth is a wonderful city — one of the finest in the world, I would say. The climate, beaches and outdoor life are good and there are plenty of opportunities. The States of Victoria and Western Australia are probably the most advanced professionally in Recreation Management, with strong colleges and a strong department of Youth, Sport and Recreation. I visited John at his home, a pleasant, spacious bungalow.

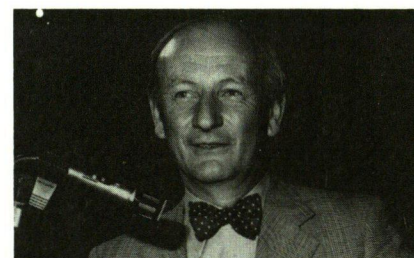
"John wrote to me and I quote from his letter: 'Would you keep in mind the possibility of me swapping with someone in the U.K. for a year. I don't think I'd be all that interested in living in London but anywhere else (apart from N.I.) would suit both myself and the family.'"

Anyone interested should write initially to: George Torkildsen, Sportcentre, Hammarskjold Road, Harlow, Essex CM20 2JF.

George's Norm Award was handed over by the Victoria Minister for Youth, Sport and Recreation, Brian Dixon. Mr Dixon, an ex-professional Aussie Rules footballer and fitness fanatic, recently ran the Frankston to Melbourne Marathon in 3½ hours.

The Norm Award was presented to George in recognition of his contribution to improve recreation management in Victoria. The award was initiated by Mr Dixon as a feature of the Department's "Life. Be in it" campaign to pay tribute to those members of the community who make a special contribution to the development and promotion of recreation opportunities.

Norm is the central character in much of the "Life. Be in it" advertising illustrating with his pot belly and "tinnie" the "average" Australian sportsman sitting in front of the TV set. He epitomizes the need to take part in healthy recreation activities thereby overcoming a sedentary lifestyle and increasing both mental and physical fitness.



Denys Hodson, Director of Arts and Recreation for Thamesdown Borough Council, has been awarded a CBE in the New Year's Honours List. Denys is well known to many ARM members, having spoken at ARM's National Seminar 'Leisure into the 80s' in Sunderland in 1979. Is the award a 'first' for a local authority recreation director? We think so.

★

Harry Littlewood, former Sports Council Assistant Director, has joined Altrosport Surfaces as a consultant.

★

The 3rd Edition of The Recreation Management Handbook has just been published by E. & F. N. Spon Ltd. The handbook, edited by the Institute of Recreation Management, was recently reviewed by BBC Radio's 'Breakaway' programme and contains a wealth of contacts and addresses. An essential reference book for every establishment in any way connected with leisure and recreation, the handbook retails at £14.75. Full Review in the next edition.

Hello sport

U.K. colleagues in Australia send their kind regards and good wishes for 1981 to all friends and colleagues in Britain.

***Bob Hastings** — Department of Youth, Sport & Recreation, Melbourne, Australia.

Denis Molyneux — Salisbury College of Advanced Education, Adelaide, South Australia.

Marjorie Molyneux — Division of Recreation & Sport, Adelaide, South Australia.

Denis Horne — Division of Recreation & Sport, Adelaide, South Australia.

***John Hagan** — Nedlands College of Advanced Education, Perth, Western Australia (DMS(R) 1974, Polytechnic of North London).

Martin Hole — Department of Youth, Sport & Recreation, Melbourne, Victoria (DMS(R) 1974, PNL).

Graham Brimage — Department of Youth, Sport & Recreation, Western Australia (DMS(R) 1979, PNL).

Clive Beck — Teacher, Victoria (DMS(R) 1979, PNL).

Derek Boosey — Commonwealth Games Federation, Brisbane, Queensland.

David Williams — University of Queensland, Brisbane.

***Mal Davies** — Manager, Erindale Centre, Canberra.

David Turner — New South Wales Basketball Association, Sydney, New South Wales.

*Known ARM members. Others may be? Four of the above are ex-DMS students at the Polytechnic of North London.

Denis Molyneux was Deputy Director of the Sports Council, then Chief Leisure Officer for Luton, and then Chief for Northamptonshire. Marjorie Molyneux and David Turner were both in the Sports Council. Derek Boosey was a national athletics coach.

George Torkildsen.

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W. R. Ayling,
General Manager, Brixton Recreation Centre.

A. S. Backshall,
Senior Recreation Assistant, Portsmouth Leisure Services.

J. S. Calvert,
Senior Lecturer in PE, The University of Newcastle upon Tyne.

A. D. Farquhar,
Manager, Broomfields Recreation Centre.

T. A. Gouch,
Manager, Southwold Sports Centre.

Miss P. K. Jarman,
Assistant Manager, Elmbridge Leisure Centre.

J. A. Lynch,
Manager, Keynsham Leisure Centre.

Sgt. J. C. Milburn,
Manager, Commando Forces Swimming Pool, Crownhill.

R. E. Mobbs,
Entertainments Officer, Plas Madoc Leisure Centre.

J. Phillips,
Manager, Lewisham Leisure Centre.

J. F. Porter,
Supt./Mgr., High Street South Baths, East Ham.

Miss V. Sykes,
Manager, Ashmore Sports Centre.

J. M. White,
Assistant Director, Liverpool City Council.

D. A. Williams,
Assistant Leisure Services Officer, Leisure Services Dept., Dartford.

ASSOCIATE TO FULL

D. W. Ayton,
Assistant Manager, Coventry Sports & Recreation Centre.

NEW ASSOCIATE MEMBERS

F. C. Barker,
Recreation Officer, Black Lion Sports Centre, Gillingham.

P. Blacklock,
Assistant Manager, Finsbury Leisure Centre.

J. Cooney,
Recreation Manager, Grove Sports Centre.

S. P. Crump,
Snr. Supervisor, Atherstone & District Swimming Pool.

D. I. Davies,
Assistant Manager, Rushden Sports Centre.

P. M. Dean,
Assistant Baths Manager, Ledbury Pool.

F. Gold,
Assistant Manager, Willesden Sports Centre.

Mrs E. A. Griffiths,
Assistant Manager, Tiddenfoot Leisure Centre.

G. Kennedy,
Recreation Assistant, Portsmouth Leisure Services.

J. Kennedy,
Snr. Supervisor, Sports Centre, Haslingden.

S. J. Landais-Stamp,
Recreation Assistant, The George Sylvester Sports Centre.

W. Melvin,
Assistant Manager, Bishopbriggs Sports Centre.

J. Ramsey,
Senior Assistant Manager, Colchester Sports Centre.

Miss F. Ritchie,
Assistant Company Secretary, Birchwood.

F. J. Stephenson,
Senior Recreation Officer/Technician, Black Lion Sports Centre.

A. D. Sutch,
Regional Officer, Greater London & South East Sports Council.

J. R. Tattersall,
Recreation Manager, Charing Cross Recreation Centre.

S. R. Thompson,
Duty Manager, Richard Dunn Sports Centre.

A. Walker,
Supervisor, Garston Swimming Pool.

NEW STUDENT MEMBERS

J. E. Moore,
D.M.S. Course, Polytechnic of North London.

NEW APPOINTMENTS

K. J. Allison,
Manager, Ongar Sports Centre.

T. Brown,
Manager, Larkfield Leisure Centre.

C. Crayford,
Chief Recreation Officer, Vale of Glamorgan Borough Council.

M. Hartley,
Recreation Officer, Hyndburn Borough Council.

S. Reid,
Director, Strathclyde Park to Director of Leisure & Tourism, Angus D.C.

FORUM LESSONS

SPORTS Usage and Membership at a large urban Leisure Complex: Billingham Forum, G. Arrowsmith from a study by Public Attitude Surveys Ltd. 1980. Research Working Paper 17. Sports Council, London. 80p.

A report of a study carried out in 1976 to assess members of the Forum's reaction to the discontinuation of the membership scheme and to provide a profile of Centre users. Six months after the membership scheme had ended nearly two-thirds of the former members interviewed regretted that it no longer operated, most because of increased costs and no longer having priority in booking. Surprisingly very few (8%) missed a sense of identity with or belonging to the Centre. Only about half of these, however, would have been prepared to pay a higher rate for the membership scheme to be re-introduced. As in other sports centre surveys, male users outnumbered females generally in the proportion 2:1. Ice skating and swimming were found to be particularly popular with children and young adults. Half of the sports users interviewed had also visited the theatre at the Forum in the year prior to the interview.

THE Impact of Neighbouring Sports and Leisure Centres, J. Atkinson and M. F. Collins. A study of usage at Guildford, Leatherhead, Woking, Farnborough and Elmbridge Sports and Leisure Centres, 1975-77. 1980. Research Working Paper 18. Sports Council. London. 80p.

The Sports Council report "Provision for Sport" in 1972 suggested catchments for major sports centres should be four miles or 20 minutes travelling time. The successive development of six leisure centres at about five miles distances in northern Surrey gave an opportunity to test whether this brought any evidence of market saturation. Examination of the Guildford Centre and other centres over three years showed very little 'poaching' of customers as each new centre was built and fully used. The low visit rates in relation to total population, and the fact that between a third and a half were taking up a new sport at a centre suggests that there is still potential for more facilities to be provided.

THE Collapse of Work by Clive Jenkins and Barrie Sherman, Eyre Methuen Ltd., 1979. 182 pps £3.95 ISBN 0413 457605, paperback. Over two million unemployed, and increasing! Forecasts of four-five million by 1990! . . . and what of the consequences on the taxation system? An excellent work, readable, marshalling the information to hand and consequently challenging government, trade unions, employer and worker alike to face certain consequences. The only adequate response is to revolutionize attitudes to 'work and leisure.' The chapter on unemployment is sound, rehearsing the characteristics of this phenomenon and clearly indicating that it is of no value to close one's eyes and hope it will go away! Interestingly—the forecasts suggest an increase in but two areas of employment in both medium and long term futures, those of the professional and scientific spheres and public administration! Work per se is not necessary for human survival or self esteem. It is only two centuries of propaganda and an educational system which has maintained the idea of work as its main objective, but which has singularly failed to teach about leisure and how to use it. . . . Read on!

FADS and Fashions Centre for Contemporary Cultural Studies, University of Birmingham, SSR/C/Sports Council Publication 1980 66 pps £1 incl. p&p ISBN 0906577 101. Deals with the history, current situation and facts and figures on discotheques, bingo, skating and others. While difficult to follow the jargon in other sections it is well worth reading for the commentary on the above activities.

REVIEW

By Roger Quinton

A DIRECTORY of Training Opportunities in Countryside Conservation and Recreation 1981-82, available free of charge from The Countryside Commission, John Dower House, Crescent Place, Cheltenham, Gloucester. This booklet, published by the Countryside Commission, although containing an amount of information which will be of interest primarily to persons involved in countryside recreation, etc., does detail general recreation courses available in England. The information is in two parts, the first section deals with courses for those seeking to enter the work. Within these two parts the courses are ranked firstly according to the level of qualification and then by subject. Although the list is not exhaustive, it should provide valuable information for those seeking to improve their qualifications in recreation management.

Tim Cruttenden WE Started a Stately Home by Charles Clive, Ponsonby Fane, The Author from Brympton d'Evercy, Yeovil, Somerset, UK 1980, 142 pps, £3.50. Is this the start of a series? I hope so! Who has heard of Brympton d'Evercy? You have now, so run down to Yeovil. High on "suffering," with a cold, the book was the only thing to read: three hours later, having skimmed breakfast, not shaved, I am ready to face the world! The headache is replaced by side ache (the book is not recommended for those recovering from abdominal injuries or pains). For others, it is a refreshing insight into a specialized realm of recreational management. Told by anecdote, this cricket-loving stately home inheritor, writes on The Manager, the Comptroller (Mr Bunford) and many other aspects of management at a stately home. There is no jargon, no comprehensive treatment of the subject: there are messages for those who can discern them, e.g. how to select a beauty queen. The humour made me laugh outright, the style is buoyant and lively but not without sadness. My copy will be passed on to friends for a quick read (and return).

Geoff Parson

Thanks Roger

THE longest-serving member of ARM News' small editorial team is retiring from official journal duties. Since relinquishing the editorship of ARM News in 1976 to become Chairman, Roger Quinton has featured as Review Editor. However, with a second term as Chairman starting April, Roger is unable to continue his column. ARM News thanks Roger for his valuable literary pages over the past four years.

The search is now on for a NEW REVIEW EDITOR! With all the DMS qualifications floating amongst members the task should not prove difficult. So, if you think you can make a contribution whether with an occasional review or by co-ordinating the column itself we would like to hear from you.

In the meantime reviews and books for review should be forwarded directly to the Editor.

DANCE Education and Training in Britain published by the Caloustie Gulbenkian Foundation, 1980, £5.50, 238 pages. This report of the inquiry into the most diverse and fragmented dance education world is most opportune when, particularly in educational circles, the activities are threatened by "the economic axe." Closer links between public and private sectors and a realistic programme to make dance education available to all, for very good reasons, are but part of the contents of this worthy report.

SAFETY in Physical Education by British Association of Advisers and Lecturers in PE, published by BAALPE, 7 Edinburgh Way, Queen's Park, Chester, February 1980, 112 pps, price £2.25 inc. p&p. This is a recent and updated reprint of a basic text, which is essential reading for all those involved with physical recreation. Although it is written for the school teacher it is the only reliable source of proven practice that is available covering over 40 different activities. This book sets out the information required by any recreation manager about the approved practices and training required by the Health and Safety at Work Act. The experienced manager will have no difficulty in interpreting the information given for his own staff and instructors, adding where necessary from the regulations of the appropriate governing body. There is no doubt that in the event of an accident the circumstances will be judged in relation to the information given in this book irrespective of whether it occurs in a school or a recreation centre. Read the book now and prevent accidents.

NATIONAL Angling Survey 1980—Main Report by the NOP Market Research Ltd., obtainable price £80 from NOP Market Research Ltd., Tower House, Southampton Street, London WC2E 7HN. The summary report is an essential but pricey document for those in the marketing or management of fishing.

The Leisure Use of Green Belts and Urban Fringes, by Martin J. Elson, published by the Sports Council and SSR, £1, 1979, ISBN 0906577 055, 45 pages.

Europe 2000, by Peter Hall, published by Duckworth, £12, 1979, ISBN 07156 09874, 274 pages. An addition to your "to be borrowed" list. The deep debate on implications for the future is not added to with words on "sport or recreation."

The State and Leisure Provision, by A. S. Travis, SSR & Sports Council, 1979, £1, ISBN 0906577 004, 38 pages.

The Water Sports Code by the Sports Council and the Water Recreation Division of the CCPR free of charge, 20 papers.

Swimming and Epilepsy—leaflet by the British Epilepsy Association and the Sports Council free of charge.

Financing, Managing and Marketing Recreation and Park Resources by Dennis R. Howard and John L. Crompton, published by Wm. C. Brown Co., USA, \$15.90, 500 pps. To be reviewed in the next ARM News.

The Management of Jointly Provided Sports Centres by P. Edwards, published by the Southern Council for Sport and Recreation, £1, 1980, 45 papers. Good, buy it!

Provision for Community Recreation in Rural Areas—leaflet published by the Sports Council free of charge.

The Optimum Use of Existing Swimming Facilities published by the Sports Council 1972 free of charge, 15 papers.

The Sports Film Library, by the Sports Film Library, Transworld International, International House, 2-4 Wendell Road, London W12, 1980-81, free of charge. Leaflet. A list of excellent sports films on hire and free loan, including John Cleese "How to win holes by influencing people!"

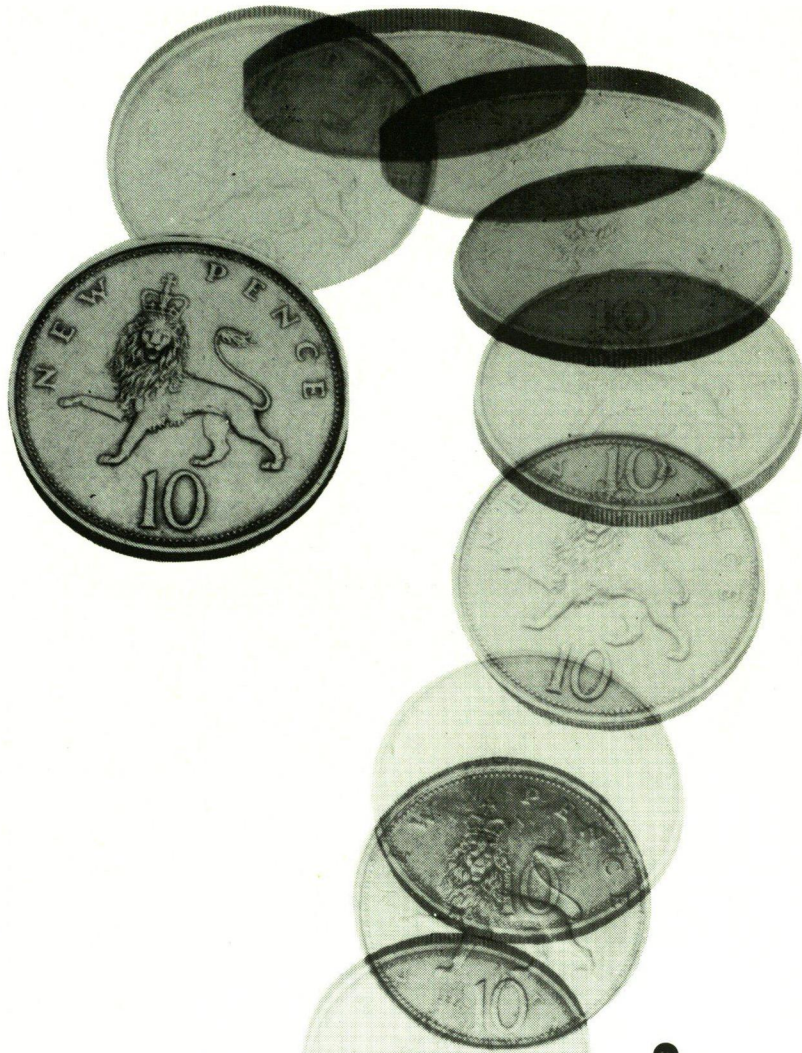
A Regional Strategy for Sport and Recreation published by the Eastern Council for Sport and Recreation, £1.50, 1980, 40 pps. Sound planning document. A framework reference for anyone in Eastern Region or immediate environs.

British Tourist Authority Annual Report published in September and obtainable from the British Tourist Authority, Queen's House, 64 St James's Street, London SW1A 1NF, price £2.

An Introduction to Hotel and Catering Economics by Chris Ryan, MTS, written for the new TEC and HCIMA syllabi, published by Stanley Thornes Ltd., Educa House, Liddington Estate, Leckhampton Road, Cheltenham Gls. GL53 0DN, price £3.93.

Directory of Sport 1980 published by the Sports Council (Eastern Region) 1980 free of charge, 36 pages. Excellent reference booklet.

National Angling Survey 1980—Summary 1980, 19 pages, published by The Water Research Centre ISSN 02600757, price £1.50.



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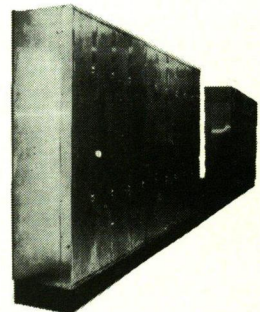


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Coventry open the Connexion

COVENTRY City's reputation as a progressive football club has been enhanced with the opening of the Sky Blue Connexion, a sport and leisure complex designed to combine the club's requirements with those of a sport demanding public.

Prince Philip performed the official opening ceremony in November of the Sky Blue Connexion aimed at the enjoyment of sport by the whole family. The 18-acre site of the complex is at Ryton-on-Dunsmore, four miles from Coventry, and includes the club's practice ground so members can view the professional footballers in both indoor and outdoor training.

There is a 55m x 25m sports hall catering for badminton, five-a-side football, indoor tennis, volleyball, basketball, gymnastics, table tennis, and keep fit with a variety of competitions and coaching.

There are eight squash courts, a sauna and solarium, and a creche, while the club's staff of physiotherapists, coaches and other specialists are on hand. A modern exercise room features a multi-station conditioner. A restaurant seats 30, a snack bar overlooks the sports hall, and there is a members' bar. Dancing and discos can be held in the Club Room complex which can be partitioned to provide facilities for conferences, seminars and management meetings.

There are five classes of membership—individual, intermediate, man and wife, family, and company—while a discount of 15 per cent is made to the football club's season ticket holders.

A Junior Sky Blues Sports Club has been formed to encourage youngsters to use the Connexion. The Coventry Schools' Football Association and Mercia Sound, who provide weekly bulletins for members, are also linked with the project.

INSTITUTE MOVES

THE INSTITUTUE of Groundsmanship is on the move. "Changed circumstances" have caused the Institute to have a new home for its annual international exhibition (September 15-17): The Institute says it was reluctant to move from Motspur Park but the new site will be Windsor racecourse which the organizers feel will end the current waiting list for space as well as provide opportunity for larger stands by exhibitors.

In the spring of this year the Institute moves into new administrative offices at Woughton on the Green, Milton Keynes. Here responsibility is being contracted for the maintenance of 25 acres of sports ground that will be used by residents of the New Town. The Institute is setting up a programme of training courses to cover the examination syllabus and to provide practically trained staff for the increasing demand for experienced groundsmen and women.

At its conference and annual meeting in Hatfield College, Durham (April 6-8) it is proposed to examine the real educational standards necessary for the making of a good Groundsman.

'D-DAY' FOR SEMINAR

A LONG-AWAITED "invasion" of the Isle of Man is being arranged for a two-day joint seminar with ARM's North West Region and IPRA. The North West executive have been trying hard to arrange a visit to that section of their region for some time and finally John Knowles has earned their gratitude by achieving the goal. There will be places for 20 ARM members but these are being offered first to NW members. Further details can be obtained from John (Tel. 0254-33157).

BULLIED OFF!

INSTEAD of looking to its centenary in two years time, a famous athletics club could go out of existence, over-run by hockey players. The Hockey Association's aim of having a national centre and staging the 1986 World Cup in Britain could lead to the end of Polytechnic Harriers. The Association have their eyes on the Harriers club site in Chiswick, West London, and plans do not include a running track. A hockey pitch, stand, car park, indoor pitch and a squash complex would be built on the present site of the cinder athletics track and main football pitch. The addition of a running track could quadruple costs, according to one estimate. Colonel Denis Eagan, secretary of the Association, said: "It is a terrible shame when these old clubs struggle but they ought to look around and join with someone else."

DIRECTOR WHEATLEY

JOHN WHEATLEY, Regional Director for the Sports Council in the South West for the past 11 years, has been appointed Director of Administrative Services at the Council's headquarters in London. He has been in sports administration for 26 years, starting with the London and South-East Region of the Central Council of Physical Recreation in 1954. He was secretary of the Northern Ireland CCPR in Belfast from 1959-69, before taking charge of the Sports Council's South Western Regional office. A former athletics coach and an active swimmer and mountaineer, he started his new job on January 5. He took over from David Sharp, who returned to the Department of the Environment after completing a period on secondment.

SAVERS SOUGHT

RECREATION managers's help is wanted. The Sports Council's Information Centre will this year be circulating a list of publications on energy savings and a series of energy data sheets on conservation, environmental control, heat recovery and regeneration, alternative energy, systems efficiency, cost effective studies, etc., John Dawes, author of a book on the design and planning of swimming pools, was commissioned to carry out the initial research and to report upon potential and actual savings for sports facilities for the 80s. He is seeking the help of recreation managers who are asked to send information on their energy saving equipment and schemes to him at 12 Mercers, Hawkhurst, Kent TN18 4LH.

FIRST STEPS SUCCESS

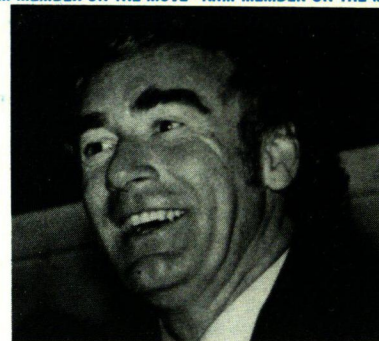
ARM North West Region's first dinner dance proved a tremendous success and was greatly appreciated by the wives of members. The meal and the venue—the Last Drop Hotel, Bromley Cross—were both first class and the occasion looks set to become an annual event if the opinions of the 40 who attended are anything to go by.

Footnote: Jim Nelson's dancing is reported to have been of such technique that would make Hot Gossip speechless.

FISH DISCRIMINATION

THE MINISTRY of Agriculture and Fisheries, or for that matter the Equal Opportunities Commission, may care to note that the Zoological Society of London has introduced an annual ticket scheme which for £15 a year, admits two named adults over 16, or one of them with an adult guest, or two children under 16, for unlimited visits any day of the week throughout the year—but not to the aquarium.

ARM MEMBER ON THE MOVE • ARM MEMBER ON THE MOVE



FORMER national pole vault coach Morton Evans has leaped from being manager of the Bath Sports and Leisure Centre to be sales and promotions manager of Arena Promotional Facilities Ltd., Newbury.

Morton was educated at Queen Elizabeth School and Trinity College, Carmarthen, Loughborough College and the Polytechnic of North London and taught PE in Bath, Watford, and Hemel Hempstead, before being appointed deputy manager at Cwmbryn Stadium in 1974. After a year he was appointed manager at Bath.

Morton played rugby for the towns he passed through but it was at pole vaulting he excelled, representing Wales and the AAA. He was a member of the Thames Valley Harriers and a member of Bath Golf Club.

He was national pole vault coach with the BAAB from 1969-74 and for the last two years of that period was assistant coach to the GB athletics team. Since entering recreation management and moving away from Hertfordshire he has been unable to continue pole vault coaching but hopes to resume his association with vaulting on moving to the Newbury area.

Morton's last event at Bath was his involvement with the final of the 1980 BBC Superstars. The centre won the SW Region of the Sports Centre Management Award in 1976, 1977 and 1980 (it was not eligible to enter in 1978 and 1979) and was runner-up in the national final in 1977 and finished in the last three last year.

One daughter, Jacky, is a dancer whose last assignment was cruising off South America with the Black and White Minstrels on the liner Navarino. Younger daughter Sharon is a management trainee at the store where his wife, Marcella, is a saleslady in a fashion department.

His new employers specialize in hiring demountable tiered seating, portable surfaces for tennis, badminton, basketball and football, and ancillary equipment for staging sporting and leisure events. The company is going into production of a variety of permanent and demountable tiered tip-up seats for indoor and outdoor use.

ARM MEMBER ON THE MOVE • ARM MEMBER ON THE MOVE

ARM News 1981/82

Next edition, June
(Copy deadline, April 11)

Press releases related to recreation are welcomed.

When sending material for publication please try to send typed copy (double-spaced) and include black & white photos if possible.

Material should be sent to:

Gerry Carver, Editor ARM News,
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ARM NEWS

Journal of the Association of Recreation Managers

Summer 1981

No. 34

FOUR WINDS BLOW

ENCOURAGING progress has been made towards the amalgamation of the professional associations and institutes. Following a meeting on April 13 the Amalgamation Committee issued a statement which included the following:

"That based on advice given by the Legal and Financial Advisers to the Steering Committee and in the light of information available at this time, it appears that an amalgamation including IBRM and IPRA is not practical within a time scale acceptable to ARM, IME, IPRA and IRM. For this reason it is recommended that the present amalgamation talks be confined, as a first stage, to ARM, IME, IPRA and IRM with the object of completing a scheme of amalgamation for submission to their members at an early date, with IBRM continuing to be party to the discussions.

"That consequent upon a full inspection of the property, carried out prior to the meeting, the IPRA headquarters at Lower Basildon, Reading, Berkshire, should be the headquarters of the amalgamated body.

"That the Steering Committee wind up the working groups with effect from the 22nd May, with a view to the committee completing

the scheme of amalgamation at an early date.

"That the Steering Committee invite the amalgamating bodies to review their representation on the committee, should they so desire.

"That the Steering Committee recognises that some matters of detail, e.g. the precise content of the examination syllabus, can best be left to the new body when formed and to concentrate on matters of principle such as would form part of the scheme of amalgamation and only on such matters of detail which are of immediate crucial interest, e.g. assimilation of membership grades."

In its statement the Steering Committee gave notice of its intention to complete the scheme

of amalgamation as quickly as possible.

SPORTS COUNCIL MOVES AT LAST

AFTER six years in Knightsbridge, the Sports Council is on the move. With the lease on their Brompton Road offices expiring in December, the council is to have new offices in London.

From 1 December, 1981, the council's headquarters will be at 16 Upper Woburn Place, WC1, an office block in Euston. All 10 governing bodies of sport currently with offices at Brompton Road will be given the opportunity to move with the Sports Council.

The Council will be paying less in rent at Euston than they would have paid had they been able to stay on at Brompton Road. The current rental of £9 per square foot at Knightsbridge would have increased to £13 per square foot in December of this year. Rental at Euston will be £5.55 per square foot until December, 1982.

GOOD FELLOWS

THE ASSOCIATION'S annual general meeting at Carlton Forum on May 20th was the platform for two important announcements. Alec Collins, retiring chairman, gave the names of the first members to be awarded Fellowship of the Association. This new grade of membership was introduced into the con-

stitution last year. Fellowship is awarded by the Selection Committee to full members of at least five years' standing who have held recreation management responsibilities for ten years and made a significant contribution to Association affairs. The first members to receive fellowship are:—

Frank Agutter
Bob Brind
Tim Duffy
Mike Halpin
Jim Nelson
Roger Quinton
Bernard Warden
Dennis Woodman

John Binks
Alec Collins
Dave Fisher
Brian Kilby
Danny O'Connor
Martin Rees
Geoff Whitson

Bill Breeze
Ian Douglas
Mike Fulford
Jimmy Munn
Mike Paxman
Len Thomasson
John Williams



THE RESULT of the ARM Recreation Management Study Award was also announced at the annual general meeting.

The first winner is Colin Jones for his

study 'Youth Hostels in the Peak Regional Group—Patterns of Usage, Income and Expenditure' which was undertaken whilst at Loughborough University. Colin is now an Executive Officer with the Sports Council.

HONEST . . .



What part can two Clydesdale horses play in leisure and recreation? For the answer turn to Page 5.

ARM News

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INSIDE

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"HEAD OVER HEELS" by Richard Parker, Scottish Sports Photographer of the Year, 1980. One of the winning portfolio of ten photographs. (Copyright—"Scottish Daily Record.")



"SPACE INVADERS" by Richard Parker, Scottish Sports Photographer of the Year, 1980. One of winning portfolio of ten photographs. (Copyright—"Scottish Daily Record.")

PHOTOGRAPHY WINNERS



"HALF VOLLEY" by Richard Parker, Scottish Sports Photographer of the Year, 1980. One of winning portfolio of ten photographs. (Copyright—"Scottish Daily Record.")

THE "Scottish Sports Photographer of the Year" for 1980 is 29-year-old Richard Parker from Carron, near Falkirk, who also won the title two years ago. Richard, a staff photographer with the Scottish "Daily Record" submitted a portfolio of rugby, football, tennis, athletics, moto-cross and horse driving trials photographs.

Joint runners-up are Ian Stewart, assistant picture editor of the "Glasgow Herald," and James Galloway, also of the "Glasgow Herald." Best sports picture category has been won by Ken Lennox of the "Daily Star" for his picture of the Jim Watt v Sean O'Grady boxing match. Runner-up is Ian Torrance of the "Daily Record" and commended is Brian Morgan of "Golf Photography International."

Best sport for all picture has been won by Allan Milligan of the "Scotsman" with his picture of a veteran marathon runner. Ian Hossack of the "Glasgow Herald" is runner-up in this category with Ian Torrance commended.

The John Leach Award to the photographer for the best colour sports picture has been won by an amateur, biology teacher at Clydebank High School, Duncan McEwan of Bridge of Weir for his photograph of a skateboarder. Scottish Tourist Board photographer Douglas Corrance picks up a commendation.



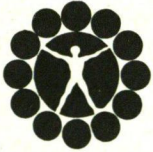
"THE MARATHON—NO PIECE OF CAKE" by Allan Milligan. Winner, sport for all category. (Copyright—"The Scotsman Publications.")



"BLOOD, SWEAT AND TEARS" by Ken Lennox. Winner, best sports picture category. (Copyright—"Express Newspapers Ltd.")



"TAKING OFF" by Duncan McEwan. Winner, John Leach Award for best colour sports picture. (Copyright—Duncan McEwan.)



**ASSOCIATION
of
RECREATION
MANAGERS**

ARM Office: Berry House, 41 High Street, Over, Cambridgeshire. Tel: 0954 - 30940. Matters of Association business, including advertising in ARM News should be addressed to John Turner, Association Administrator at the above address.

ASSOCIATION OFFICERS 1981-82

Chairman—Roger Quinton, Amenities Officer, Arun District Council, Bognor Regis, West Sussex.

Vice-Chairman—Bill Breeze, Assistant Director of Recreation (Pontypool Leisure Centre), Torfaen Borough Council, Gwent.

Hon. Treasurer—Dennis Woodman, Deputy Director, Countryside and Recreation, Cheshire County Council, County Hall, Chester.

Committee—John Knowles, Recreation and Amenities Officer, Hyndburn Borough Council, Gothic House, St James Street, Accrington, Lancs.

Mike Halpin, Assistant Director of Recreation, Ipswich Borough Council, Ipswich, Suffolk.

Brian Kilby, Recreation Officer, Civic Centre, Corby, Northamptonshire.

Ex Officio—Gerry Carver (Editor ARM News), Deputy Manager, Crowtree Leisure Centre, Sunderland, Tyne and Wear.

Alec Collins, Director of Administration, Council Offices, Bollington, Macclesfield, Cheshire.

Regional Representatives—The elected representative of each formally constituted region sits on the Executive Committee.

**Chairman's
Message**



I CONFESS to having approached the task of Chairman of the Association with some trepidation a year ago. I know now that my apprehensions were groundless for I have received nothing but courtesy, assistance and co-operation from all sources within the Association and I have been welcomed warmly whenever I have visited a region or represented the Association elsewhere. I am most grateful to everyone for that.

I have always believed that the strength of the Association lies in the regions. For this reason it has been pleasing to see the formation of a new branch in the West Midlands region, which means that there are now eleven regional branches operating within the Association effecting coverage of the entire United Kingdom.

We lent support during the year to our colleagues in Northern Ireland where the Northern Ireland Sports Council were threatened with extinction. It was gratifying to learn that the efforts of all those who fought for a reprieve for this body were eventually successful.

Not only did the Association continue to grow in numbers during the year (you will recall

that we passed the 1000 members mark) but I believe our influence and standing as a professional body also grew. For example, we are increasingly consulted by the Department of the Environment on recreational matters; we were offered and accepted the sole representative seat for the leisure professions upon the Sports Council's 1982 International Exhibition and Conference Committee; we were invited by and subsequently worked with the Sports Council to develop joint publications, particularly a manual of recreation management practice. All these moves are most encouraging to those who strive continuously to increase the stature of the Association.

We have continued to support the Sports Council's Sports Centre of the Year Management Award although we have not always agreed with the criteria or methods used in the assessments. We have made our views known to the Sports Council on these matters with some strength.

Although we endeavour to continue to expand our commercial activities as a means of developing the Association generally we have not escaped the effects of the current economic stringencies. It was disappointing to us to find a fall off in the use of the Appointments Service by local authorities (no doubt a direct result of staff recruitment curtailment) and this, coupled with increased costs generally, resulted in the Association sustaining a financial deficit for the year 1980.

Immediate remedial action was taken by your executive committee as soon as the trends became apparent as a result of which the deficit was much reduced and a revised budget for 1981 was prepared which should achieve a break even situation. There is, however, more to be done before 1982 to restructure the Association's finances in such a way that we can respond more readily to economic changes or fluctuations in demand for our services.

We have also believed that the future involves the amalgamation of as many of the professional bodies in recreation as is achievable and we have all become increasingly frustrated at the delays which appear to be occurring in achieving it. A great debt of gratitude is owed not only by us but by all the other institutes and associations, to Dennis Woodman, not only for the dogged way in which he pioneered the initial amalgamation talks, but for his sustained interest and drive which, I believe, is now about to bear fruit.

I believe, therefore, that it has been a year of not inconsiderable achievement, and I thank, most sincerely, all who have made it possible. For the future, we must continue to press ahead with the amalgamation processes with all the power we can muster because I believe the benefits will be immense. In the meantime we must lose no opportunity to continue to develop the Association's activities and, in particular, to focus attention on the increasing role of recreation in society. Despite the financial stringencies of the times it must be our goal to drive home the message that the responsibilities of tomorrow cannot be evaded by merely avoiding them today.

My thanks, too, to the National Executive Committee who spend long days (often after long journeys and tiring travel) in ordering the affairs of the Association. Their enthusiasm and their co-operation made my task as chairman so much easier.

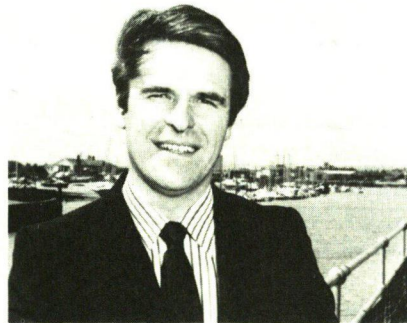
A special word of thanks to my vice-chairman, Roger, who has always given me tremendous support and whose advice, based on his long and wide experience of the Association, has been invaluable. I wish him well, both in his new chief officer appointment at Arun and for his coming year as chairman of the Association. It has been not only a privilege to serve this Association as your chairman, it has also been a very great pleasure. If I have managed to make some modest contribution to its continued development I am more than amply rewarded.

Alec Collins.

**From the
Arun Front**

IT IS an honour to be given the opportunity to become Chairman of the Association for a second term, and an honour to follow Alec Collins. Alec has led the Association and its business by example with integrity and credit in what has been a difficult year. Even so, it has been a year of progress, a year of substance and a year of sound management encouraging cohesiveness inside and outside the Association. Thank you Alec for all you have done.

In the year approaching I will endeavour, with the assistance of the officers, the executive committee and yourselves, to continue to accentuate the necessity for higher standards in the professional management of our services. Only by the efforts of each of us will we earn a greater credibility in our job. We are responsible for one of the most positive roles of local authorities—we must ensure that it is managed with commitment, enlightenment, ability and know-



ledge. Your representatives at national level are dedicated to the aims of the profession and the Association. With Bill Breeze, whose position as Vice-Chairman recognises his invaluable contribution to our affairs for many years, I look forward to working, as I do with the many others.

If you have a view on a relevant topic then, this year at least, make it known to us. If you have knowledge then share it.

This year let each of us strive to be strong, to be forward looking and to lead by example. In those characteristics lies our confirmed future—at a personal level, at regional level and as a profession!

Roger Quinton