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... AND FAITHFUL RIGHT UP TO THE END



ABERDEEN, the "oil-boom" city, has turned to horse power to replace a 35cwt van in the city's leisure and recreation department. Glen and Clyde, two Clydesdale horses each weighing more than a ton, have proved more economical than their predecessor and are never delayed in their trips around town because traffic is only too glad to give way. Department director, Mr David Welch, says the two horses have adequately replaced the van and have minimal maintenance overheads because grazing and hay are readily available. They can easily pull three tons and usually work within a 2½-mile radius of their base. The driving is shared between farmer's daughter Mrs Mary Fillan and Mr Eddie Reid.

Search is on for junior superstar

IN a move to encourage sport and recreation among young people, Townsend Thoresen, the car ferry company, is embarking on a nationwide scheme to find the Junior Superstar of the United Kingdom. During the summer at venues throughout the country — including Northern Ireland — boys over 16 and under 18 on September 1, 1981, will compete in events such

as gymnastic tests, canoeing, basketball and soccer skills, track events and cycling to find the regional Junior Superstar.

Heat finalists will then compete in the Grand Final in London (September 8-9) — to be screened by the BBC and be known as "The Townsend Thoresen Challenge". Most events will be at, or near,

Sports and Leisure centres and to ensure a high standard of entry, each potential competitor will have to have a recommendation from his school or sports association or club. Cash prizes will be presented to the school or club to buy sports equipment. The winning finalist will also receive a trophy. "We are also looking at the provision of a significant sporting award — say a coaching or training course as well — depending on the chosen sport of the winner," said a spokesman for Townsend

Thoresen. "Our search will be for someone with all-round athletic ability — someone who is probably already competing at national or county level."

Competitors will be barred from their own speciality sport, taking part in seven of the eight events, which are: 100 metres sprint, 640 metres steeplechase, 400 metres cycling time trials, 50 metres free-style swimming, weightlifting, gymnasium tests, basketball skills, and the soccer slalom. There will be 12 competitors in each heat.

CHAMPION JOHN



IN the first British Racquetball Championships at the University of Surrey in April, the men's singles event, for the Cresta Racquets Rosebowl, was extremely competitive with a number of fine matches. The final was won by John Treharne (above, left) of Sussex who beat Toby Harris (right) also of Sussex, 9-1, 9-2, 9-6. In reaching the final Treharne beat Tim Ayling, the Leicestershire No. 1 Squash player, in four hard fought games. Tim Ayling in the previous round beat Phil Sutton, the Welsh No. 1 Badminton player, in another closely contested round. The women's final for the University of Surrey Rosebowl was won by Sarah Hart (Hampshire) who beat Jackie Willis (also of Hampshire) 9-0, 9-2, 9-2.

A number of players travelled long distances, including a group from the United States Air Force base at Mildenhall in Suffolk. Plans are now being made for the 1982 championships when it is hoped regional tournaments will provide qualifiers.

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INTREPID NORTH WEST

AFTER VISITS to the Isle of Man in May and Knowsley Safari Park in June it is rumoured that the North West Region's next meeting is to take place in a village in the Himalayan foothills prior to an assault on the South West face of Everest! The tour of the Isle of Man, organised jointly by the North West Regions of the IPRA and ARM, can only help strengthen the bond which already exists between the two associations. Excellent liaison between ARM's John Knowles and IPRA's Jim Goodwin produced this fabulous two-day study tour in May. Sponsorship from Midland Catering Limited, Citrus Products, Smith's Leisure Products and Jomi (UK) Ltd meant that the total cost to the 60 members who took part was less than £25 each—quite astonishing!

Following a very smooth crossing of the Irish Sea (tell that to Howard Peters!) we arrived at Douglas at 4.30 p.m. Transport in the form of a double-decker bus, took us to the very comfortable Sefton Hotel where we had a pleasant meal. A brisk walk along the promenade (horse-tram ride for the less active) brought us to the internationally known Summerland leisure complex. A very impressive building was well illustrated by some very well-informed members of the management team (the fire precautions in the building are so extensive now that we would stand a very great risk of drowning if a fire ever broke out!) One should compliment all the members of the ARM who turned out for this part of the tour as it was in direct opposition to the FA Cup Final replay on TV! Another brisk walk was followed by a very lengthy social 'get together' where many new friendships were forged.

A dreadfully early call awakened us to what proved to be the most precise movement of people one could wish to encounter! Between 9.15 a.m. and 6 p.m. we had toured the entire island, used five different modes of transport, visited 12 different places and in between had found time to have lunch with the Mayor of Douglas! The timing of the 'mission' was like a military operation—and we were never one single minute late anywhere.

The day's trip, apart from the sight-seeing aspect, included a visit to the Derby Castle Baths with its superb rock-face wall, a visit to Nobles Park (and its Isle of Man cattery) and a walk through Summerhill Glen. A sherry reception and lunch with the Mayor of Douglas was followed by a coach tour of the island. The tour included a visit to the newly-constructed and fascinating arboretum at St John's; this small park houses dozens of varieties of the most unusual and rarest trees in the world. At present they stand only four or five feet tall but in a few years time these species from places

around the regions

such as Chile and China should prove very interesting indeed.

A trip on the Manx electric railway brought us back to the Sefton and an hour later we sailed away—quite breathless! A final touch to a most amazing trip—as we boarded the boat we were all given two free bottles of wine.

This was truly an experience to remember, an excellent example of the effect of pooling one's resources and of what can be achieved with the co-operation of two excellent professional bodies. Our grateful thanks to John and Jim for organising a superb study tour.

Dave Johnston.

Regional Secretaries

Eastern: Mrs A. Robinson, Lee Manor Recreation Centre, Luton.

East Midlands: R. Millar, Leisure Services Dept., Nottinghamshire CC, Nottingham.

London & S.E.: J. Anthony, Monkshill Sports Centre, Farnborough Avenue, South Croydon, Surrey.

North of England & Scotland: J. Durie, Angus Squash Courts, Blairgowrie, Angus, Tayside.

Northern Ireland: D. O'Connor, 22 Old Cavehill Road, Belfast.

North West: M. Richardson, Hyndburn Sports Centre, Henry Street, Church, Accrington, Lancs.

Southern: J. Bailes, Stantonbury Leisure Centre, Milton Keynes, Bucks.

South West: J. Lynch, Keynsham Leisure Centre, Keynsham, Bristol.

Wales: D. Evans, 86 Channel View, Risca, Newport, Gwent.

West Midlands: T. Isdale, 297 Bromsgrove Road, Lickey End, Bromsgrove, Worcs.

Yorkshire & Humberside: I. Kendal, Whitcliffe Mount Sports Centre, Turnsteads Avenue, Cleckheaton, West Yorks.

A PARTY of over 40 including ARM members, their wives and children were to be found shooting lions and tigers on a bright sunny day at the Knowsley Safari Park on June 10. Cameras clicked merrily as the huge zebra-painted safari bus chugged around the 10-mile route. Children laughed as a party of monkeys leapt on the bus trying to find a hidden banana, parents stood aghast as a herd of elephants slowly pounded their way towards our comparatively frail vehicle, while rangers looked on knowing that this was all part of a day at Knowsley. General manager Lawrence Tennant gave a microphone commentary of the sights to be seen and interspersed it with some very interesting facts about the management of the park.

An excellent presentation by Helitron Ltd, about their sun beds and the new legislation for sun beds (beware if you don't know what is pending!) was followed by an equally excellent three-course lunch and a free pint.

Mums and children enjoyed the pool at Huyton Leisure Centre while dads attended the business meeting which followed and highlighted the latest movements towards amalgamation and the decisions taken at the National Executive. Congratulations were offered to John Knowles for his recent election to the Executive and also to Dennis Woodman, Alec Collins and Jim Nelson who have been awarded fellowships of the association.

Tri-Skate International gave a first-class demonstration of the new skating revolution and members were invited to try their new boots. It was quite amazing how quickly they adapted to them and Trevor Jones was seen to last a full five minutes without so much as a wobble—surely a boot to attract the novice skater.

Coffee and biscuits followed and, while the tired younger children quietly fell asleep dreaming of lions and tigers, members commented on another superb ARM family/business day.

Dave Johnston.

TRAINING CATALOGUE

PAUL DOVE, Education Officer on the Executive Committee of London and South East Region, has retired and David Fisher has kindly agreed to take over the task of compiling and keeping the Leisure and Recreation Management Training Catalogue. All enquiries regarding training opportunities for members primarily in the London and South East Region can now be made to David at Horsham District Council, Park House, North Street, Sussex. Telephone: Horsham 64191.



ARM'S NEWEST CONNEXION

ARM'S newest formally constituted region sprang into action with its first annual general meeting in March at Coventry City Football Club's new Sky Blue Connexion.

The day started with a tour of the Connexion, a social and sports club for players, officials, members and the fast-growing Sky Blues Juniors. There was an opportunity to see the first team squad training in the new sports hall—alongside girlfriends and wives playing badminton. The annual general meeting followed with Peter Morral being elected chairman and regional representative on the national executive. The vice-chairmanship went to Tony Bridge and Tony Isdale is the secretary. Other 'new' names to appear on the ARM committee scene were Bedford, Dodds, Huxley, Ayton, Evans, Cowell and Haudley and at least one old one, Gearing (that's the Connexion!)

A superb lunch was served by the centre staff courtesy of the day's sponsors Fairclough (Midlands) Ltd who were responsible for building the Sky Blue Connexion. Fairclough Ltd opened the afternoon's proceedings with an account of the building plan pursued and problems encountered. Prominent on the problem list was the manager—enter stage right Geoff Gearing—who arrived, picked up his brief to run a viable commercial operation and had to change the design to stand a chance! An interesting presentation by the company identified many universal problems and also extolled the virtues of the management contract system of building.

Coventry's injury-hit management team then came onto the park (Jimmy Hill and George Curtis were unable to be present). Gordon Pickard, deputising for George, outlined Coventry's lottery and other revenue-raisers. David Dent, club secretary and a most experienced football administrator (ex-Carlisle United can't be bad) ran through the Coventry City football scene threading it into the national scene of transfer spiral, freedom of contract, cash flow difficulties, falling gates and rising crowd problems. David outlined the enterprising ways in which the Sky Blues were facing this difficult yet nonetheless challenging situation. Congratulations to the regional organisers for an excellent meeting. ARM News looks forward to seeing and hearing a lot more of the NEW WEST MIDLANDS REGION!

WALES IN ABERYSTWYTH

THE WALES REGION held its AGM in the university town and seaside resort of Aberystwyth on June 9 and had a most enjoyable day despite a disappointing attendance.

The morning was taken up with the first regional squash tournament. After an hour-long match Phil Miller (Pontypool) beat Adrain Buck (Blackwood) 3-2.

After an excellent buffet lunch the AGM was held and this was followed by a tour of the sports centre, which is a private development based on a large retail sports goods operation.

Members were most impressed with the entrepreneurial skill and outlook of Meirion Appleton, the managing director to whom thanks go for a most interesting and rewarding day.

around the regions

KEEPING SATISFACTION

KEEPING the member satisfied seemed to be the theme of the YORKSHIRE & HUMBERSIDE region's April meeting at the Richard Dunn Sports Centre, Bradford. Keeping the customer satisfied is something Alan Whüfield knows a lot about, so appropriately he opened the proceedings with his own views on the subject.

Sports Council Senior Regional Officer Robin Barron gave an excellent presentation of the advisory and development role of the Sports Council. Nine out of ten recreation managers would claim an intimate knowledge of the Sports Council's work — in reality this is far from so. Robin identified key background factors including the diverse range of agencies with which the Sports Council liaises; the size of a region such as Yorkshire & Humberside with a population of 5 million; parallels with the recreation manager especially in the similar professional origins and the changes of policy experienced which can alter priorities. Robin emphasised that the relationship between education and recreation departments is often at the centre of Sports Council local authority involvement.

Hard hitting questions were posed for the audience — do you know the levels of participation in your area, the depth and variety of all provision, and following on, can you satisfy your customers with first time answers. Robin concluded by highlighting the problems facing the Sports Council in determining its role for the future outlining the options available.

Steve Warner, assistant Manager at Manningham Sports Centre, outlined the problems and successes in opening and promoting a Centre in one of Bradford's most socially deprived areas.

Bruce Deadman, Manager of Whicliffe Mount Sports Centre, confused most people by changing the title of his contribution from 'Gimmicks' to 'Bits and Pieces'. His message was clear enough, however. Enterprise and flair which puts colour into the promotion of a Centre programme pays dividends! Mike Lewis, a Senior Area Manager with Leeds Council, outlined the mechanics of a large five a side football competition aimed at mass participation and promoted through a local evening newspaper. The proceedings were concluded by Steve Taylor, formerly a Bradford Community Recreation Manager, who described energetic and imaginative developments in Bradford's playschemes.

Add to all of this the hospitality of Vendepac, the day's sponsor, Brighthouse Games, regional sponsors, and Bass Charrington, and a good time was had by all — and by those at the bar.

ARM NATIONAL SEMINAR St Annes-on-Sea 12-14 November

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SPORTS COUNCIL VENDS NEW PACKAGE

THE SPORTS COUNCIL have taken a close look at the format of the Sports Centre Management Award which was initiated in 1975 by Nissen's five year sponsorship. The new sponsorship of Vendepac, part of the Mars Group, has afforded the opportunity to offer a new improved package. The competition has been renamed the Sports Council Management Award and each year there will be a different theme. Whilst the review has not gone as far as many would like it is hoped that the revitalised scheme will attract a great number of entries than in the past.

Already there are encouraging signs with 55 applications for this year's award for Joint Provision Centres.

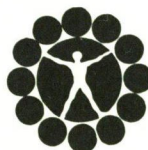
Regional and national assessment will take place between now and the end of the year with representatives of the British Institute of Management, Association of District Councils, Chief Leisure Officers Association as well as ARM and IRM, Vendepac, Sports Council and a management consultancy involved in the final assessment. The award aims to find the centre which in the opinion of the judges, best combines efficient and enterprising management with reasonable charges in a balanced range of activities catering for all section of the community. Equally important, however, is the opportunity for self-analysis and training through in-depth discussions with the panel of management experts.

Speaking about the award Roy Close, Director of BIM, said "The British Institute of Management is pleased to have been closely involved in the Sports Council Award Scheme for over five years, at both regional and national level. One of the institute's prime objectives in its general work is to develop and promote the art and science of management and to create a comprehensive body of knowledge and excellence. In addition, BIM is dedicated to the enhancement of management education and development, practice and performance.

"The BIM's contribution to the award is therefore primarily to offer professional help, advice and judgement in the sphere of general management, as applied to the efficient control and development of sports and leisure facilities.

"We continue to be closely involved in the award scheme because, in our view, sports and leisure needs call for a high degree of general management appreciation and expertise, and this competition is an excellent medium for such promotion.

"In particular we have been impressed by the professional quality, the dedication, knowledge and energy of those employed in the task."



INSURANCE

YOU may well have used several umbrellas so far this year — and one or two of them at galas, fetes, carnivals or barbecues. One may have even presided over a washout in your department. The insurance umbrella may be one you did not use but Eagle Star Insurance's Peter Chase is their rain expert. Eagle Star are leaders in the 'pluvius' (rush for Latin dictionary) insurance business with 90% of the market. Once upon a time it was only the major organisations who took the precaution of insuring against bad weather, but Eagle Star now attract the organizers of events large and small. Premiums for events where the state of the ground is not crucial, but just the weather on the day, vary from 5-15% of the sum insured whilst fixed sum contracts insure against loss of expense and expected profit. A range of fixed-value policies pay out a proportion of the sum insured dependent on the amount of rain which falls. Insurers do want a sporting chance so 14 days notice is usually required.

SOFT tissue injuries lose matches, cause pain and can end a sporting career. With this in mind Rowing's have launched 'Sportcare' a sports injuries insurance scheme. The annual premium is £7.50 and the insurance covers all soft tissue injuries incurred in all sports. For further information contact Derek Ingram or Peter Leather at C. T. Bowring (London) Ltd., The Bowring Building, Tower Place, London EC3. Tel. 01-283 3100 Ext. 7431.

THE LAW

If you use a minibus, do you know all that you should? The following documents relate to the minibus:

From the Department of Transport: PSV/A (1979)—Public Service Vehicles and the Minibus Act. PSV 152—National Journeys: EEC Rules. PSV 153—International Journeys: EEC Rules. Int P.3—EEC Touring Documents.

From HMSO: Minibus Act 1977. Minibus (Condition of Fitness, etc.) Regulations 1977 SI 2103, and 1980 SI 142. Minibus (Permits) Regulations 1977 SI 1708. EEC Regulation 543/69 (Drivers' Hours and Records). EEC Regulation 1463/70 (Tachographs). Passenger and Goods Vehicles (Recording Equipment) Regulations 1979 SI 1746.

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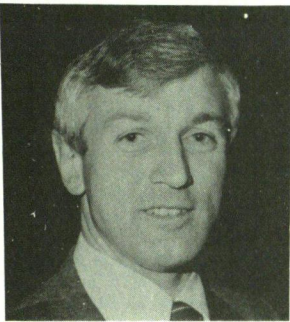
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AGM Vote of Thanks



IAN DOUGLAS

Alec Collins, retiring chairman, paid tribute to Ian Douglas and Norman Sargeant at the association's AGM held in May. Both Ian and Norman have retired from National Executive service after many years. Ian Douglas is a founder member of ARM and has served on the Executive Committee since its inception 11 years ago. Ian's first recreation management appointment was as manager of Bellahouston Sports Centre in 1967 and in 1974 after a period as recreation manager for Bishopbriggs he was appointed director of recreational services for Inverclyde. Ian has contributed immeasurably to the rapid growth and success of the association and has twice served as chairman, first in 1974 and then in 1979. Ian will be greatly missed at national level but no one has earned a rest more than Ian—and we nonetheless hope to see him continuing on the ARM scene for many years to come. Norman Sargeant has been active in ARM's Eastern Region since it became established and has served as their regional representative on the national executive since this principle was adopted in 1976. Norman entered recreation management after serving in the Royal Marines and work in Carlisle and Cambridge led to his present post as deputy director of St Ivo Recreation Centre in 1973. Norman will be missed for his constructive and entertaining contributions at committee meetings. THANKS IAN AND NORMAN!



BILL BREEZE, Vice-Chairman

HELMSMAN SQUASH

THE ARM Helmsman Squash Tournament finals were played at Brighton Squash Club during the Recreation Management Seminar. The finalists seen below together with John Howes (second from right) and David Green from Helmsman Lockers, had fought their way through from regional competitions. Ivan Williams (London and South East) defeated Jim McQuinness (Yorkshire and Humberside) 9-1, 10-9, 9-4 in the tournament final whilst in the plate final Yorkshire and Humberside in the shape of Allan Perrett went down again this time to Welsh winner Adrian Buck 4-9, 9-0, 10-9, 9-6. The competition was masterminded by John Binks of Bury St Edmunds.



Principal guest at the association's annual dinner held at the Old Ship Hotel during the Brighton Seminar was the comedian Peter Goodwright. Peter's after-dinner speech delighted those present who included guests Emylyn Jones, Bev Stephens and John Scott from the Sports Council, Don McGuffog of IPRA, the Deputy Mayor of Brighton, Councillor Dennis Hobden and Tony Hewison, Brighton's departmental director for leisure.



TERRY'S COMPETITION GUIDE

TERRY KEOGH, Manager of Haverhill Sports Centre and Treasurer of ARM'S Eastern Region, has produced a guide to the mechanics of organising all types of competition. The guide is a valuable document and not only provides an easy to follow introduction to the more traditional league and knock out systems but also includes some interesting ideas which some of the more seasoned recreation managers will find of interest. Terry feels the guide will have wide appeal and ARM agrees. The comprehensive guide is being made available to members for 55p and non-members for £1.00 (price includes postage) from John Turner, ARM, 41 High Street, Over, Cambs. Every centre should have one — send for your copy now!

EXECUTIVE FILE

A meeting of the National Executive Committee was held on April 9 at the Old Ship Hotel, Brighton. The following highlights, key matters discussed. The Income and Expenditure Statement circulated with the Agenda showed that the Association was operating to budget as at March 20, 1981. The final year-end results for 1980 showed a deficit of £3,636 which compared closely with the prediction following the cost cutting exercises in September 1980. The format for the ARM national Seminar at St. Annes on Sea on November 12-14 was agreed and a programme of speakers tabled.

The overall standard of the Brighton Conference was considered to be better than usual although the content was rather too sport orientated. The terms of reference as drafted for the Finance and General Purposes Committee were accepted. It was noted that the Sports Council regional staff will sit on the regional assessment panel and the sponsors on the National Panel. The Chairman reported on the Amalgamation meeting held on March 18. IBRM had not attended because their Secretary had not been invited. The NEC fully supported the proposals put forward at the meeting and it was further agreed that Alec Collins would replace Ian Douglas as ARM's representative with Dennis Woodman on the Steering Committee. It was also noted that IRM had suggested earlier amalgamation with ARM but it was agreed that full amalgamation was preferable if progress could be made. The Chairman reported that 28 nominations had been received but a number required additional information. It was intended to announce the first elected Fellows at the AGM.

Regional reports were received from London and South East, East Midlands, Eastern, Wales, North and Scotland, Northern Ireland, and the North West.

The Chairman's kind offer of an award was noted, the principle agreed, and the matter referred to the F&G Committee to consider criteria.

It was agreed in principle to proceed with a survey. Contact would be made with CIPFA to see if their data could be utilised. A comprehensive list of other matters was also processed. Members can gain further details of Association business at regional meetings and from the region's representative.



Ron Pickering's contribution to the annual dinner was very much appreciated. Ron had earlier addressed delegates, rather adroitly, stating that facility provision in the UK would have been vastly better if we had won the Second World War and discovered North Sea oil. Ron is a founder member of ARM.

ARM NEWS

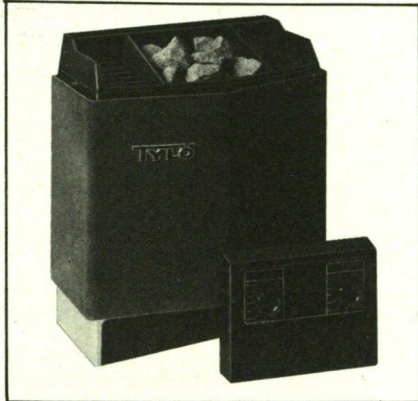
Journal of the Association of Recreation Managers

ARM News Editorial Address:

Gerry Carver,
Editor, ARM News,
6 Audley Gardens,
Sunderland, Tyne & Wear SR3 1XR.

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

More than a sauna

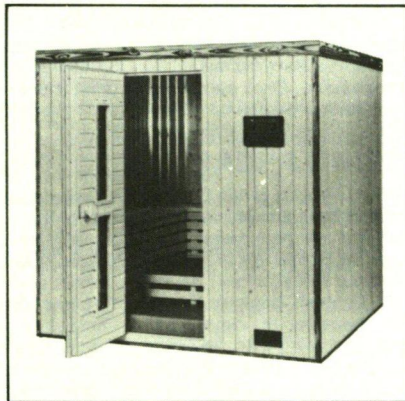


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Easier access aim

THE COUNTRYSIDE Commission and the Calvert Trust jointly organized a conference entitled "Disabled People in National Parks — New Prospects."

While national parks have begun to provide facilities, if disabled people are to enjoy the parks — and the countryside at large — to the full, there are many opportunities still to be developed. While toilets for disabled people are now becoming more common, it is not too common to find a country footpath which can be negotiated by wheelchair. There are beauty spots which would be accessible to wheelchair-bound visitors simply by replacing a stile with a special kissing gate; tapping-rails at the side of a path can open up nature trails to the blind.

Both organisations who promoted the conference in February are directly involved in provision for the disabled. The Commission can grant-aid facilities for informal recreation in the countryside; the Calvert Trust provides outdoor pursuit courses for disabled people in the Lake District National Park.

It was hoped that each national park would embark upon at least one new project for the benefit of disabled people as a result of the conference, which was held at the Calvert Trust's Adventure Centre for the Disabled, Keswick.

Mr John Davidson, Acting Director of the Countryside Commission, told the conference that more of the Commission's resources should be used for research and experiments and for large and small-scale projects designed with disabled people in mind.

He called for new or improved designs for equipment used by disabled people. In particular, the Commission might fund the development of a portable, affordable and practical cross-country wheelchair. For those who could not afford to buy such a chair, hire schemes could be arranged in national parks and other popular countryside areas. Representatives of national parks and a number of organizations concerned with the interests of disabled people attended the conference.

One positive result was that the Commission intend to devise a simple grading system to classify paths, as being easy, moderately difficult or really challenging for disabled people to tackle alone or with help. It is hoped that national parks, particularly, will help develop the system and use it in their own publicity.

Speaker after speaker emphasized that disabled people too often had decisions taken for them — "oh no, he doesn't like the countryside; he's never been" — and that simply having the choice of participating or not was as important to them as to anyone else.

Disabled people who book into the Calvert Trust's adventure centre will discover that they can canoe, ride, swim and get out and about in the countryside with the help of often quite simple guidance or equipment.

Emrys Evans, the centre's warden, explained: "I believe if we show people they can sail here, they can go and join a club nearer home. This must be the start of something, not the end in itself."

Countryside news

And John Spedding, Deputy Chairman of the Trust, said the things achieved by disabled people at the centre could be achieved anywhere in the country. "A landowner has land and materials; a national park can arrange labour and other help; money can come from bodies like the Countryside Commission; access to the countryside can be negotiated. Once people know what it means to a disabled person to be on top of the fells, there is no problem getting things done."

SCENIC AREAS

THE CHAIRMAN of the Countryside Commission for Scotland, Dr Jean Balfour, has given an assurance over new development control arrangements for Scotland's 40 National Scenic Areas. Dr Balfour told Northern Region members of the Royal Scottish Forestry Society: "I know that partly because of experience in English and Welsh National Parks, foresters in particular are apprehensive that the identification of special scenery means opposition to afforestation, and that it is an endeavour to fix the appearance of the Countryside. The Countryside Commission for Scotland does not share this view."

"Much, though in Scotland not all, of the countryside depends for its appearance on its use by man. A pleasing diversity of farms and woodlands, contrasting with the outlines of higher ground, are major elements in the scenery. Therefore a prosperous countryside and a reasonable freedom to change and develop is good for scenery. The safeguarding or conservation of scenery is about maintaining the overall character, but not the precise pattern. Therefore in an area of mixed agricultural land and woodland, change may take place in field and woodlands size but its mixed character remains. In the hills with their mountain peaks and ridges and large expanses of moorlands, forests can increase, provide more diversity while still retaining the overall character. Safeguarding scenery is not about fossilization." From September, 1981, in the Highland Region and Western Isles, or currently in the rest of Scotland, agricultural and forestry buildings and structures over 12 metres high within National Scenic Areas will need planning permission. Dr Balfour explained: "This means that the generality of forestry and agriculture is unlikely to be affected, but because high buildings are particularly conspicuous and therefore should be sited with particular care, it was felt that they should become subject to planning consent."

"The other matter, and this may be regarded as more contentious, applies to vehicular tracks

over 300 metres in altitude within National Scenic Areas. They will now become subject to planning permission except where they form part of an afforestation proposal which has already been agreed by the planning authority."

THE WALLS OF TIME

DRY STONE walling, you might say, is as old as the hills. Certainly earliest man built dry stone walls as a means of defence. In later centuries dry stone walls took on a more important agricultural role, especially in the uplands, where the walls marked field boundaries. Much of this was haphazard development and often you can see the results clearly in the form of odd-shaped fields where the walls follow the most practical route.

In contrast, around the turn of 18th Century, as a result of the Enclosure Acts, many of the long, straight walls which we see even today marching straight up and over the moors and hills, were constructed. So the dry stone walls in our countryside can be read like a book. If the stones could speak they could tell a vivid tale of our agricultural history.

But what of dry stone walls today? They have stood the test of time but many are in disrepair. But help — and hope — is at hand. The Dry Stone Walling Association, which exists in order to foster the craft of walling, has recently appointed a part-time national director. This appointment has been grant-aided by the Countryside Commission, which operates in England and Wales, and the Countryside Commission for Scotland. The director is Lawrence Garner, of Oswestry, in Shropshire. He aims to publicise the association and its work, to increase membership and to encourage training and high standards of work in dry stone walling.

Mr Garner hopes to establish branches of the association in all the main stone walling areas from the Scottish Highlands into the Pennines, Wales and further south. Their activities will centre on competitions and shows, but they also have a wider educational role.

WALKS ON TOW

CANAL towing paths are being studied for their potential as long-distance paths for walkers. The Countryside Commission-sponsored study concentrates on three British Waterways Board canals — the Leeds and Liverpool, Oxford and Grand Union — and is being run in co-operation with the Board.

In phase one, the tasks of creating and maintaining rights of way, the costs and benefits of canalside walks and the separate roles of the Commission, BWB and local authorities will be studied. The second phase will be to prepare proposals for a trial long-distance path along one of the three paths.

Guiding youngsters

THE COUNTRYSIDE and Recreation Division of Cheshire County Council reports success in a scheme during the summer holidays to encourage and inform children from urban back-grounds into the countryside.

In the past, children mainly from Merseyside and Manchester arrived at Delamere Forest on day outings and some got into mischief by raiding orchards and gardens, causing damage to trees and plants and upsetting shopkeepers and local people. The organizers rarely stayed with them.

With the aid of a Department of the Environment grant, guides were employed to provide simple activities for the children. Contact was made with community and street groups and voluntary organizations before the scheme was launched from July 16 to August 17, 1979, during which 22 groups with a total of 779 children were met and guided round. The idea of being assisted by guides was appreciated and even the groups which were not in the programme (over half) were pleased to accept their services.

Last year, the scheme ran from August 4-30, the number of guides was reduced from four to three, and despite bad weather, a total of 21 groups comprising 932 children visited the area. The cost worked out at about £1.73 per child and at the same time the scheme gave holiday work to three students.

The response indicated that the children enjoyed their visit. The scheme appeared to have fulfilled its purpose (to stop the children running wild) as the reports of misbehaviour decreased during its operation.

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Left on the Shelf

Continued from Page 30

WORTHY OF NOTE

The Recreation Management Handbook third edition, edited by the Institute of Recreation Management. Published by E. & F. N. Spon Ltd, 11 New Fetter Lane, London EC4P 4EE. 1981, 380pps, £14.75. ISBN No. 0 419 11620-6.

A worthy cause—to update this useful source of reference for those involved in managing or planning recreation resources. Like all such lists of names, addresses and telephone numbers some date too quickly.

The framework and appropriate organisations in sport, arts, outdoor recreation, education and training, equipment manufacturers are listed in full. Every student of the profession—practising or otherwise—should at least skim from cover to cover and then beg, borrow, steal or buy a copy for his own bookcase.

The Local Government Planning & Land Act 1980 in Perspective by J. Raine, T. Mobbs and J. Stewart. Published by the Institute of Local Government Studies, University of Birmingham. December, 1980, 45pps, £1.70. ISBN 07044 0429X.

The detail, pros and cons of the act—an excellent handbook. One of the summaries contributed to clarification of the act by just simply listing the main measures.

A QUICK REFERENCE

Three good reference books for those with a responsibility for parks...

The Law of Burial, Cremation and Exhumation by Russel Davies, 4th edition, published by Shaw and Sons Ltd, Shaway House, Lower Sydenham, London SE26 5AE. October, 1978, 231pps, £7. ISBN No. 7219 0062 3.

The Law of Allotments by J. F. Garner, published by Shaw and Sons Ltd, 3rd edition, 1977. 123pps, £3.50. ISBN No 07219 0141 7.

The Law of Parks & Recreation Grounds by Roland J. Roddis, 4th edition. Published by Shaw and Sons Ltd. 1974, 216pps, £4.75. ISBN 7219 0650 1.

The Employment Act 1980 Management info sheet No. 60. British Institute of Management 1980. 12pps, price not known. Brief, readable, informative.

Paid Workers in Voluntary Organisations—A Guide for Management Committees published by Thamesdown Voluntary Service Council and the Community Development Division of Thamesdown Borough Council, Swindon, Wilts, 1981. 31pps, 1981, price unknown. Write to MSO Bobbie Newman for a copy.

The Young Cricketer—A Plan for the Future published by the Cricket Council, Lords Cricket Ground, London NW8 8QN, 30pps, free of charge, 1980.

This report of the Cricket Council Enquiry into Junior and Youth Cricket is comprehensive and includes many obvious, but valuable, recommendations.

Food For Work by Robert Heller, published by Sutcliffe Catering Group Services Ltd, 40 The Mall, Ealing, London W5 3TJ, free of charge, 1980, 86pps. ISBN 0907406-0-8.

A well presented book on catering for employees—a consideration of responsible management. The history, rationale and options are covered in depth.

Sports Ground Construction and Management by Peter Dury, published by the Playing Fields Service Education, Nottinghamshire CC, 1979, 84pps.

Another of those booklets from the "Dury Stable"—clear, well illustrated professional, informative on all relevant matters.

Stress—How To Stop Your Mind Killing Your Body by W. McQuade & A. Aikman, published by Hutchison & Co Ltd. Arrow edition, 1978, 240pps, 90p. ISBN 0 09 918230 0.

"What you can do about it"—will help most stressed recreation managers!

Integrated Facilities—Report of the London Seminar of the Council of Europe published by the Sports Council, 1980. 51pps, illustrated, £2.50. ISBN 0 906577004.

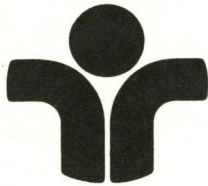
Amateur Theatre in GB—A Statistical Survey by the Central Council for Amateur Theatre, PO Box 44, Banbury, Oxon. OX15 4EQ. Published by Kemble Press, Banbury, 1979, 30pps, £1.20 incl p & p. ISBN 0906 835 01 1.

A statistical survey of the amount and type of amateur theatrical activity in England, Scotland and Wales and the extent to which it is supported by public and private funds. An honest report of a massive task.

The Central Council for Amateur Theatre has produced an excellent leaflet of National Organisations, available free of charge, from its secretary Peter Husband.



Sports Council



THE SPORTS COUNCIL has published its official international reference book providing the most comprehensive and accurate information ever published on sports building design. The publication is the work of the Council's Technical Unit for Sport and is edited by Geraint John and Helen Heard.

The handbook is published in four volumes and includes details on the requirements of both indoor and outdoor sports. Relevant case studies and thousands of photographs and diagrams are included. The handbook is available in four separate volumes or as a boxed set from The Architectural Press Ltd, 9 Queen Anne's Gate, London SW1 H9BY.

Volume 1 Ice Rinks and Swimming Pools £29.50; Volume 2 Indoor Dry Sports £35.00; Volume 3 Outdoor Sports £29.50; Volume 4 Sports Data: Dimensions and Specifications for 80 Common Sports £25.00 (complete set £100).

Classification/Thesaurus for Sport and Physical Recreation (and allied Topics). Compiled for the Sports Council's Information Centre by A. Gilchrist & Partners, pp 185, price £50.

This new publication from the Sports Council should be of particular interest to librarians, information scientists and researchers who are concerned in the management of information in the various aspects of sport and physical recreation.

Based on experience in the development of the Sports Council's Information Centre the objective has been to combine in one management tool both a system for the classification of documentation and a thesaurus of sports terms which can be used in retrieval systems.

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Coping with jobless

NORTH AND SCOTLAND

THE NORTH and Scotland Region held their regional seminar and AGM at Blyth Sports Centre on the theme of 'Recreation and the Unemployed.'

During the morning session Malcolm Colledge, a medical sociologist from Newcastle-upon-Tyne Polytechnic, discussed the link between unemployment and ill-health, including a video presentation of a Tyne Tees Television documentary entitled "It Makes You Sick."

A team from Newcastle-Upon-Tyne University then took up the running with a wide variety of contributions from young graduates closely involved with youth unemployment. These contributions succeeded in introducing a new aspect to some members' thinking on the subject.

In the afternoon this was followed through with accounts from practising managers on what they were doing to cope with the problems of providing recreational opportunities for the unemployed.

The sponsors were Rantasalmi/Himark Sales, who presented details of their services including saunas, sun-beds on shared takings basis, and pool covers.

At the annual general meeting there was once again a lack of volunteers to undertake work

around the regions

on behalf of the region as the regional executive. Existing members Mike Fulford (chairman), Jim Durie (secretary), Tim Cruttenden, Bob Brind and Roger Vinnicombe were re-appointed without a vote and Gordon Banks and Moira Strongman were volunteered.

Mike Fulford.

NORTH WEST

THE following was included in management comments on a new sports hall.

"No toilet provision for disabled users. The floral feature by the side of the main entrance would appear to be a suitable site."

EASTERN

THE university town of Cambridge was the attractive venue for the Eastern Region's annual meeting in March at the University Centre. Delegates were introduced to Mr Geoffrey Hall, Catering Adviser, Cambridge University, while guests enjoyed a visit to the Fitzwilliam Museum. Mr Hall briefly explained the policy associated

Deeside's progress

NORTH WEST

THIRTY-SEVEN people attended Deeside Leisure Centre for an update on the centre's development since its opening. Special guest was **GEORGE KERR**, the National President of the Institute of Municipal Entertainment.

The seminar opened with a conducted tour of the famous facilities of Deeside and commentary was provided by manager **KEITH PRESTON**. His informative talk illustrated how changes in demand had caused his management team to frequently change their presentation of the centre and how they had attempted to get maximum usage and revenue from the facilities they have. An ice rink has provided a space for dozens of pop concerts with audiences of 7000 attending any one concert, bars have been utilised for discos, sports halls for exhibition centres, restaurants for conference rooms, sports shops for box offices, open spaces for amusement arcades and car parks for fairgrounds. One is continually impressed with size when moving through the complex and figures such as 300,000 skating attendances per year, £250,000 turnover in bar takings, £40,000 income from one concert, one million visitors per year, only enhance the enormity of the building.

Following the tour Keith verbally led us through the myriad of statistics he has relating to his seemingly unrewarding catering areas. It seems impossible, but Keith showed how bar takings in excess of £250,000 per annum eventually produces in local authority budgets a deficit of £59,000 and how food provision and vending produced a pitiful profit from tremendous income on this same basis. But I wonder how many other managers take into account overheads such as: percentage costs of hire management, support management costs, central establishment costs (repairs, maintenance, audits, rent, rates, etc) and percentage debt charges when they calculate the net result? Probably the most startling figure that Keith produced was that his staffing costs represented 34% of his total turnover as against the 20% recommended by the Certified Institute of Public Finance Accountants or the 10% that a pub manager has to work on—but, as he pointed out,

what can you do when you have to pay a barmaid £3 per hour for work after midnight? (Make sure you get your bar staff on **casual** rates if you're opening a new centre!)

LEO PIERI, the representative from the meeting sponsors Sport and Leisure Foods Ltd, joined in the debate that followed and gave the case for authorities using one of the variety of services that they offer.

Another remarkable meal (rapidly becoming the hallmark of NW Region seminars) was followed by yet another excellent talk by Keith Preston on ice rink management.

Another excellent day was completed when the delegates were invited to take to the ice themselves. This gave our new Chairman **RAY RIDDELL** the opportunity to display his obvious dexterity in this area. Our grateful thanks to Keith Preston for his brilliant one-man show and for demonstrating his obvious talent as a leisure centre manager.

Dave Johnson,
Assistant Secretary.

Safer recreation

NORTHERN IRELAND

RECREATION facilities in Northern Ireland should be safer places following a recent seminar which explored the Health and Safety at Work Act. Organized by ARM and attended by 77 recreation officers and managers of Northern Ireland public recreation facilities, the seminar highlighted their responsibilities under the Act and discussed ways and means of ensuring that their facilities were safe for both staff and the general public.

Safety officers, consultants, inspectors and fire prevention officers gave the delegates the facts in relation to obligations and precautions. The seminar was the first organized by the Northern Ireland Regional Branch and further seminars are at the planning stage including an in-depth look at the organization and management of concerts and spectator events. In this will be a 'behind the scenes' look at the operation of the Opera House.

D. G. O'Connor,
Secretary.

with the management of the centre. The catering section is run on a commercial basis with a financial turnover of £750,000 per annum. Membership is in excess of 12,000 graduates, visiting scholars, and senior members of the University.

On completion of the tour of this multi-use complex, the sponsors for the day gave a short presentation: Mr P. T. Sherring, Lucas Hand Dryers Service Ltd, Mr Jurgen of Hans Jurgen Wine Importers, and Mrs Vanner of Ranter Ltd, soft drinks suppliers. Moving to the Old Hall Queen's College for an excellent lunch (wines and soft drinks by courtesy of the sponsors) delegates and guests were entertained by a lighthearted after-lunch speech from Len Lewis — Past Senior Executive of the Nationwide Building Society, on Cambridge life and business. With what appeared at first to be an impromptu presentation but was extremely well rehearsed, the John College Cloisters further entertained us all.

Following the guests' departure to tour the colleges, the regional annual meeting was held. Bill Hague, in his Chairman's Report, expressed his thanks and appreciation to all members concerned with the organization of the various seminars and visits staged during his year of office. Outlining the executive meetings, supervisors' seminars, bar managers' courses, and the successful Health and Safety seminar, Bill found the year to be very enjoyable, busy and fruitful. After the election of officers, Chairman Elect Peter McLue informed members that Norman Sargeant, founder member of the Eastern Region and representative on the National Executive, had resigned from the regional executive committee due to his commitments with the IBRA. Peter proposed a vote of thanks to Norman for his work for the region, as did Terry Keogh to John Binks, ex-member of the executive committee. Mrs Audrey Robinson, secretary, explained that due to increased activities of the Eastern Region, it was felt a treasurer should be elected to oversee all financial affairs. Terry Keogh was duly elected.

Bob Whan,
Committee Member.

Letter to the Editor

Attractive bust development

FURTHER to your article in the February issue of ARM news on our sculpture editions of sporting personalities, I would be grateful if you could put in a comment that we are now providing these two feet high sculptures of internationally renowned sporting characters **free of charge** to leisure centres with normal security coverage.

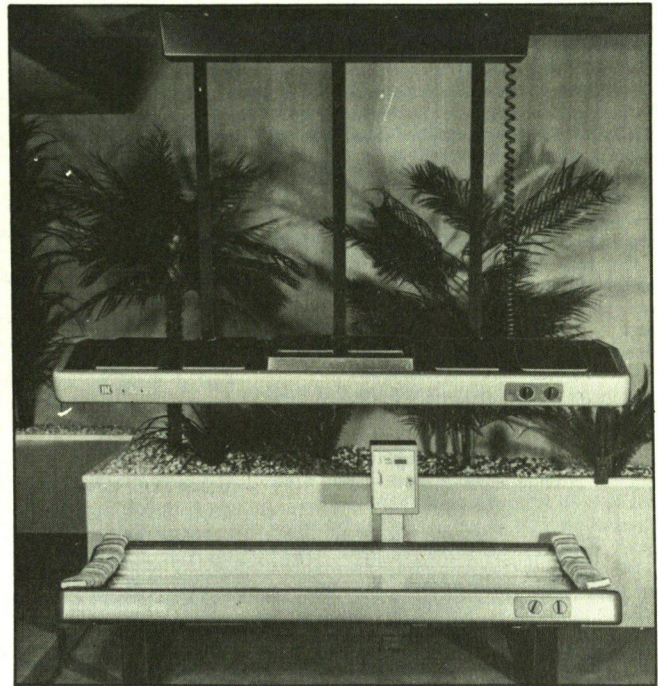
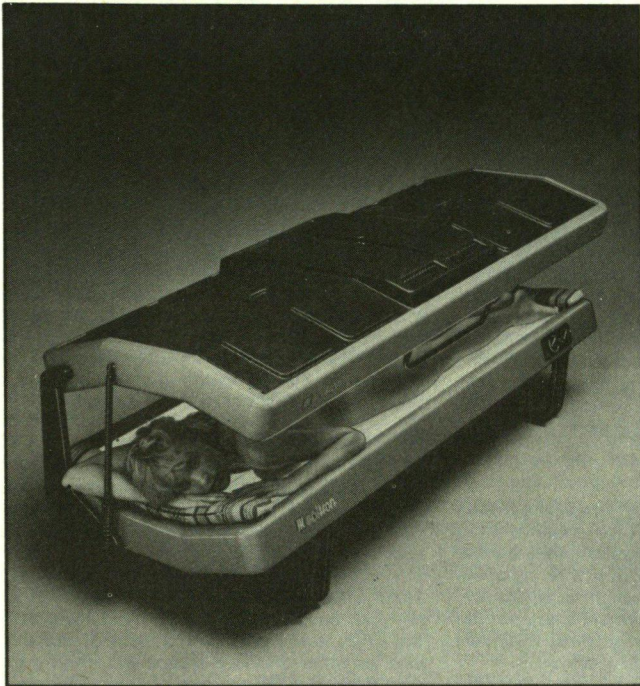
We have representatives around the country who will seek out local advertisers/sponsors to cover the cost of this scheme, though any help that local managers can give in this respect would be appreciated.

I am hoping to have half-sized maquettes of one of these pieces (possibly Jack Nicklaus) made up for my representatives to show to the managers of sports and leisure centres so that they may have an idea of what they will look like.

Michael B. McDonald.

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Boost for unemployed

ENGLISH

Sports boost for the unemployed

THREE pilot sport and recreation schemes in areas where unemployment is high have been launched by the Sports Council in a move to provide opportunities for the jobless and their families.

The Council, in partnership with the Manpower Services Commission, local authorities, water authorities and other public, industrial and voluntary bodies, organized three schemes offering a mixture of recreational and job openings.

All the schemes are spread over three years, with the Sports Council putting in over £130,000 in the first year. The Manpower Services Commission and other organizations are involved in the scheme as financial sponsors or operating partners.

The three schemes are at Hockley Port (Birmingham), Consett (Durham) and Leicester.

The Hockley Port scheme will aid the Cut Boat Trust to develop its restored canal basin and expand the use of canals for water sport. The scheme would also develop derelict land and buildings to provide a youth centre, play area, recreational and educational facilities.

The Consett scheme includes opening up country parks, hills and lakes, developing an Outward Bound centre plus leadership training and coaching sessions.

In Leicester the scheme aims to develop recreation throughout the city, with the emphasis on youngsters and ethnic minorities in the Highfields area. There will be improved access to public and private facilities, with subsidised transport costs where essential.

£2 million for soccer

A £2 MILLION scheme to encourage provision of new football pitches, as well as improvements to existing facilities and pitches, has been set up by the Football Trust and the Sports Council.

In England, where the Sports Council will administer the scheme up to the grant offer stage, 70 local authorities covering a total population of 19 million were invited to apply for 50 per cent grants towards the cost of approved schemes.

Grants are available for three main types of scheme: new football pitches; provision of new changing facilities and improvement of existing ones. (Priority will be given to new changing accommodation which enables new pitches to be brought into use, and accommodation which supports a number of pitches); and improvement of existing pitches by better drainage, etc.

Canoe grant package

HOLME PIERREPONT, already one of the best water sports centres in the world, is to be further developed as part of the Sports Council's over-all contribution of £300,000 towards Canoe '81.

Improvements to the Centre account for £80,000 and will include new starting and finishing points on the 2,000 metre course, improved judging and Press facilities, new canoe racks and the latest electronics and scoreboard.

A further £90,000 is being given towards the cost of developing the River Treweryn at Bala, in Wales, to provide slalom and wild water facilities for the World Championships.

Bisham contract

BISHAM ABBEY National Sports Centre is to have the largest synthetic sports field in the world, with soccer and hockey among the main sports to benefit from a scheme costing £640,000. Replacing the existing hard porous

Sports councils

pitch at the Centre, the new surface will measure 11,000 sq metres, big enough for two hockey pitches, and will be floodlit.

Two British companies have been chosen for the surfacing work. Avon Rubber Co Ltd will be the main contractor, laying a rubber shock pad known as Polysport. Clubturf synthetic grass will then be laid on top of the pad, with the engineering work being undertaken by Redlands Aggregates Ltd.

Ten millionth visitor

CRYSTAL PALACE National Sports Centre opened its doors to the ten millionth visitor in March. Opened in 1964, the Centre's number of users has grown each year from an initial 200,000 to over a million in 1980.

Jointly run by the Sports Council and the Greater London Council, the centre has a number of firsts to its credit—including the first synthetic athletics track in Europe (1968) and the first outdoor artificial ski slope in the United Kingdom (1966).

Sports photographer

Chris Smith, of the Sunday Times, has been voted Britain's Sports Photographer of the Year, in a competition promoted jointly by the Sports Council and the Royal Photographic Society. Smith, who lives in Richmond, Surrey, also won the individual Sports Picture of the Year Category. His winning picture shows Olympic champion Alan Wells in action.

Guy Gurney, a London freelance, won the colour portfolio section with a portfolio of yachting pictures. The Sport for All category was won by Ian Hossack, of the Glasgow Herald, with a picture of a disabled table tennis player.

IRISH

International hit

THE 1981 "Old Bushmills" International School of Sport at the New University of Ulster, Coleraine, in April drew top sports coaches from 13 countries as well as Northern Ireland for 21 courses covering 18 sports.

Highlight of the School, which is now in its seventh year, was the International Courses in Swimming, taken by top Soviet Union coach, Dr Timur Absaliyev, and in "Mental Preparation for Sport" taken by Don Swartz of the USA. Dr Absaliyev was Deputy Head Coach of the Soviet team which gained 22 Olympic medals last summer.

New-look competition

THE 1981 Northern Ireland Sports Photographer of the Year Competition introduces a category for photographers under the age of 16 years and new prizes, including £700 worth of Japanese equipment for the outright winner.

SCOTTISH

Major conference

FIVE hundred delegates from all over the world will gather at the University of Stirling from August 25-28 for what will probably be the biggest single event in the UK for the International Year of Disabled People. A conference, 'Sport for All - Disabled People', is being organized by the Scottish Sports Council, who have also produced a special bulletin outlining its 1981 campaign.

Five main areas of interest will be examined: what is happening in other countries; the different activities in which disabled people

participate; the opportunities for individuals to participate within institutions; the opportunities for individuals to participate within the community setting; and future trends of disability.

Speakers will include Bill Hillman of the US Department of Education and Edward Kennedy Jun. from America; and from Australia - Shirley Wright, State Advisory Officer, Queensland National Fitness Council.

Conference programmes and registration forms are available from the Scottish Sports Council, 1 St Colme Street, Edinburgh EH3 6AA.

Fit for life

WITH the emphasis on positive health promotion, the Scottish Sports Council's "Fit for Life" campaign, jointly sponsored by the Scottish Health Education Group, entered its fourth year at a news conference at Pittodrie Football Stadium, Aberdeen, in April. Mr Russell Fairgrieve, Minister with responsibility for Health and Social Work at the Scottish Office, and executives of SHEG and SSC described the purpose of the Campaign and the benefits of fitness programmes in an every day setting.

Moray skates

MORAY District Council will soon be the owner of an artificial ice rink. Under its experimental and prototype projects scheme the Scottish Sports Council will pay £18,000 of the total cost of nearly £20,000.

The artificial ice surface will be made up of about 500 inter-locking plastic tiles which can be used on any hard, flat surface. Included in the grant is the cost of 150 pairs of skates as well as other ancillary equipment. Moray District Council's Department of Recreation plans to take the rink to halls and community centres in all parts of the district.

The purpose of the Council's prototype and experimental grants scheme is to promote the development of sport and physical recreation by encouraging the provision of new or improved types of facilities. The grants, of up to £50,000, go towards the capital cost of original experiments in provision or towards the first application in Scotland of techniques which have been tested elsewhere.

Other projects already tried and tested under the scheme include a TRIM course, a sports barn, an indoor water ski tow and a heat exchange system.

Cumrae for water sports

A TOTAL of 155 water sports courses are to be run this year at Cumrae, Scotland's National Water Sports Training Centre on the island of Great Cumrae on the Clyde, compared with 109 courses last year.

The Centre, run by the Scottish Sports Council, offers courses in canoeing, sub-aqua, all kinds of sailing including cruising, and this year for the first time - boardsailing.

Running from the end of January through to mid November, the courses take into account the needs of beginners and experts, families and individuals, as well as the demands of the week-end sailor. About a tenth of the courses are for training and testing instructors.

Pavilion exhibition

AN EXHIBITION of about 75 designs for sports pavilions went on display in Edinburgh in February. The designs by Scottish architects and students of architecture were produced for an Architectural Competition to encourage creative thinking in the design of sports pavilions.

The competition was won by Mark Roberts, a final year student at the Scott Sutherland School of Architecture in Aberdeen, with a design for a range of prefabricated units in glass reinforced cement which 'Plug together' like a train.

In the picture

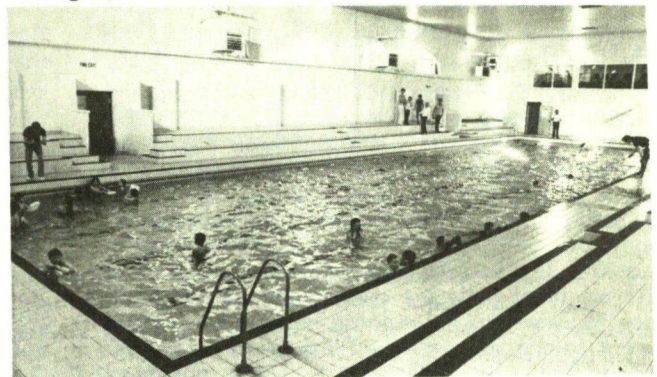


DURING an exhibition at Southport, Sports and Leisure Foods Ltd offered a portable black and white television set in a prize draw. The winner, Robert Brenton, Director of Recreation and Leisure for the City of Newcastle-upon-Tyne, asked that the set be given to the Social Services Department. The first photograph (left) shows the handing over of the set with (left to right) Mr D. Brown, Assistant Director, Residential and Day Care Services, City of Newcastle; Councillor Arthur Stabler; and Sports and Leisure Foods Ltd representatives, Iain Cameron (Northern Area Manager) and Allen Noble (Development Director). As can be seen from the second photograph (above), the set is being put to good use at Kenton Hall Old People's Home.

Wallsend baths rejuvenated

WALLESEND BATHS — one of the first municipally owned swimming baths to be opened in the North East — is now enjoying a new lease of life after a major refurbishing programme by North Tyneside Metropolitan Borough Council, writes **G. W. Wright**, Chief Recreation and Amenities Officer. The 80-year-old buildings, which comprise a main 100ft. by 30ft. swimming pool, separate learner pool, sauna suite, public slipper baths and public laundry, were completely renovated and reopened in July 1980 after a six-month closure. The baths form part of the Town Hall, magistrates' court and fire station complex in the middle of Wallsend. North Tyneside's Recreation and Amenities Department which also runs indoor pools at Tynemouth and Killingworth and the Whitley Bay Leisure Pool, is responsible for the baths provision at Wallsend. Wallsend Baths were opened to the public in 1911. A double entrance was constructed with a

central reception office controlling the turnstiles. The North side was for 'Women' and the other for 'Men'. In addition to the 100ft. by 30ft. pool, slipper baths were available in separate areas, as well as foot and shower baths and three cubicles for Russian Vapour Baths. Water was heated by the use of coal or coke boilers whereas the laundry had a steam supply, tubs of cold water being heated by the injection of steam. Towels, etc, were dried in the three racks which still remain. The building was lit by gas. Swimming was mostly carried out by men and boys with certain times allocated to females and occasional 'mixed bathing'. The antiquated heating systems and poor ventilation caused a build-up of problems which led North Tyneside Council to agree to a major refurbishing costing £124,000. A new heating and ventilation system has been installed in the main pool and learner pool. The glass fibre lining, which was installed just before 1974, has been



The 70-year-old Wallsend baths in North Tyneside after £124,000 improvements.

treated with a special protective coating and all pool surrounds have anti-slip tiles. A suspended ceiling is now installed in the main pool area and has improved acoustics and eased the ventilation problem. It has been heavily insulated to give a better air temperature and to avoid condensation and saturation prob-

lems. All the wooden window frames have been replaced and exterior walls have been painted where necessary. The corrugated asbestos roof has been treated and the roof in the slipper baths area has been completely renewed because condensation rotted the old roof.



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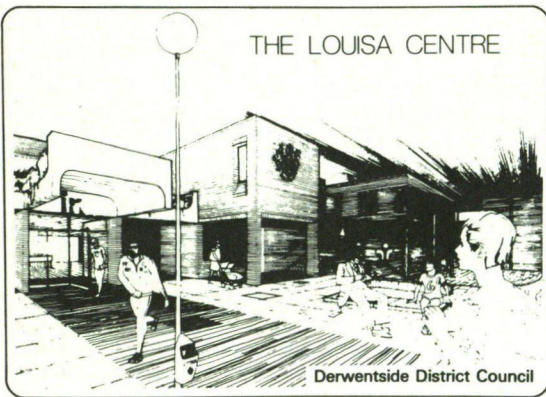
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ALAN MOORE, in charge of indoor sports for Derwentside, recognizes that more people have been forced to look at being "on the dole" in a new light. "There is still a stigma attached — but it is going quickly. We have always had high unemployment here but in the last 12 months it has grown out of proportion. Even then, we still have a struggle to get the unemployed in, despite half price offers during the day.

"We have got more unemployment than anywhere else and we have got to try to do something to combat the social problems associated with it — and we have got to try to find out what some of the problems are. Although there was unemployment in the 20s and 30s and we now may have more social and unemployment benefits possibly the social pressures today are greater. So we must hope we can encourage people to use facilities, to have some change of environment to the depression in the community, and hope that sport will provide some enlightenment.

"We have to find out if what we have is what the unemployed want. A researcher has been appointed for the pilot scheme and we have been pointing out some areas for him to research. Hopefully this will give some guidelines with which to approach government."

Alan was appointed manager of the Consett Sports Centre in March, 1975, two months before it was opened. Its extensive facilities incorporated an indoor bowling green, the popularity of which prompted Derwentside District Council to fix as priority the provision of a separate bowls centre.

When the Fine Fare Company became interested in developing the site of the former Louisa Colliery, Stanley, for a new superstore, the council negotiated as part of the terms, provision of a bowls centre. The Stanley bowls centre was opened in November 1977, on the floor above the superstore with access by lift and stairway.

The centre also provides a full range of social facilities with lounge areas, a bar, and dining area as well as a television lounge and a committee room. While Consett provided four rinks, Stanley has eight with more than 600 lockers around the green. Competitive leagues are organized by the Consett and Stanley Indoor Bowls Club and county matches have been staged at both venues. The council were delighted with the services they were providing and pressed on to build a sports centre at Stanley opposite the bowls centre. Alan Moore was given the task of seeing the project through to completion and was put in charge of the council's indoor sports two years ago.

He was therefore in a happy position of having a big say in the design and facilities of the new

Derwentside

National Focus

BAD NEWS drew the attention of the nation to Derwentside last year. Now some good news should again cause the rest of the country to take an interest in this part of the North East.

Derwentside's unemployment figure last October was 5,200 — a rate of 16.6 per cent — but this worsened when British Steel closed down their Consett Works with the loss of a further 3,700 jobs. Other industrial closures mean that now almost one in three is out of work.

Against this background the Sports Council have picked Derwentside as one of three pilot areas for a scheme to encourage participation in sport and leisure by the jobless and their families. Several ARM members will be heavily involved in the scheme from which the Sports Council would hope to persuade central government to provide more funds for other areas of high unemployment.

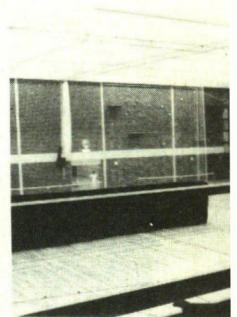
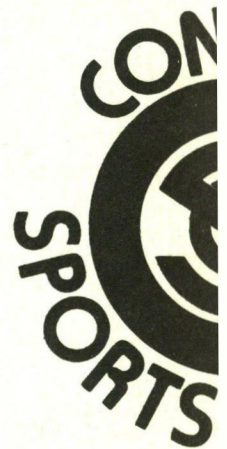
Sport in fact put Derwentside on the map in 1976 when Consett Sports Centre won the Northern Region Sports Centre Management Award. Consett participated in the National Assessment and retained the Northern Award in 1977. Last year Consett were eligible again and were commended for their coaching courses.

Stanley building, named the Louisa Centre after the defunct colliery, which was officially opened in 1980.

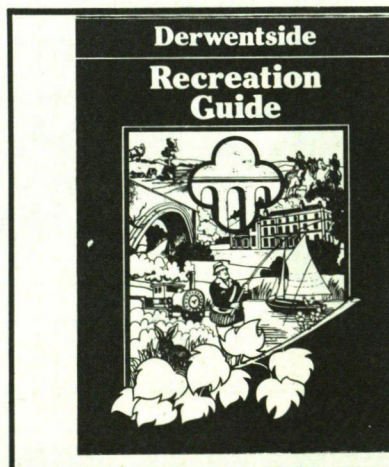
"The first idea was to provide an ice rink, but a number of us were unhappy about providing just one facility and so we were given the opportunity to redraw the plans with the same amount of money. The authority had also become much more aware of the need for social facilities and the Louisa was developed from being just another sports centre to a sports and social facility. We still have the ice rink plans, in fact, if the opportunity ever arises.

Should the cash become available, the Council's Public Works Department would no doubt be in the running for the contract. They were the main contractors for the Louisa Centre which was completed within four weeks of the target date after one of the severest winters the area had known. Ten feet of snow at one time blanketed the roof.

The sports halls at both Consett and Stanley have been designed for almost every indoor sport with the emphasis on participation rather than spectating, although seating can be erected at the Louisa centre for more than 400 people. The halls cater for badminton, soccer, tennis, volleyball, netball, basketball and hockey. The Louisa Centre also has a control booth overlooking the sports hall which is capable of controlling the lighting and sound systems.



Consett



PLACES FOR RECREATION AND ENTERTAINMENT

CONSETT SPORTS CENTRE

Quarter of a mile from Town Centre on Ashdale Road. Modern, well equipped sports centre.

STANLEY INDOOR BOWLS CENTRE

Above Fine Fare Superstore, opposite Civic Hall. An international standard eight rink bowls centre.

STANLEY SWIMMING, TURKISH AND REMEDIAL BATHS

Chester Road, Stanley. Excellent facilities.

HARPERLEY HOTEL

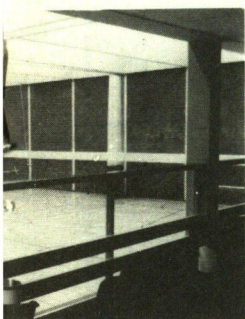
One mile west of Stanley — signposted Harperley Country Park. This well appointed country hotel is beautifully sited in a secluded woodland setting.

Leisure Trail

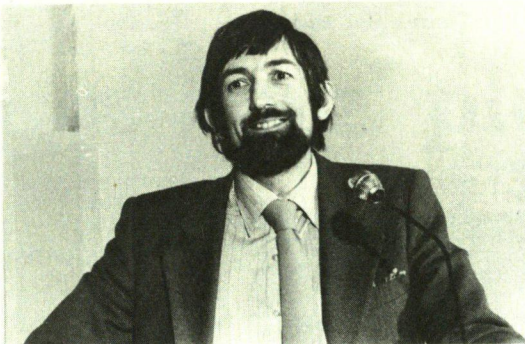
Pilot Scheme

OVER the next three years a close watch will be kept on sport and recreation in Derwentside, Birmingham, and Leicester. The reason is a pilot scheme backed by the Sports Council to provide opportunities for the jobless and their families. (See also page 12). ARM News had previously promised to look at Derwentside with its sports centres at Consett and more recently Stanley and this new development gives added reason for being the subject of this edition's **Centre Focus**. The pilot scheme aims to provide more social and sporting activities for the community; help provide employment; improve access to and the usage of recreational facilities; and look at the consequences of prolonged unemployment on families. Plans include the organization of various activities such as "Come and Try It" events, courses covering a wide range of sports and recreation, and the production of a directory of sport and regional organizations. Some of the money at Derwentside will be available to provide a pool of indoor and outdoor sports equipment and buy two mini-buses to transport people to sports facilities and outdoor areas. The scheme itself will provide eight jobs with the appointment of co-ordinator, a research assistant, field workers, and clerical staff.

CONSETT
CENTRE



Sports Hall



LIKE many members of ARM, Alan Moore regrets that he can hardly fit in time for the leisure and recreational activities he is promoting. That is why he particularly looks forward to camping holidays with his wife, son and daughter. A Tees-sider, he was educated at schools in Billingham and Stockton before studying at Loughborough after which he served in the Royal Air Force. His service comprised three years in secretarial — "and that experience has proved invaluable since" — and three years in physical fitness. He left the force as a Flight Lieutenant in 1972 to manage a small sports centre in Beccles, Suffolk. In March, 1975, he was appointed Consett Sports Centre Manager and two years ago became manager for Derwentside's Indoor Sports, with responsibility for the Consett Sports Centre, the Louisa Sports Centre, and the Stanley Bowls Centre.

EMPIRE THEATRE, CONSETT

Front Street, Consett. The Empire has been revitalised to produce a superb modern theatre which provides a wide range of entertainment throughout the year.

CONSETT CIVIC HALL

Adjacent to Civic Centre, Medomsley Road, Consett. A modern multi-purpose banqueting and concert hall with reception room.

STANLEY CIVIC HALL/CINEMA

Front Street, Stanley. An attractive bustling multi-purpose building which is a focal point of the community. It is a cinema, theatre and functions hall in one.

CONSETT SWIMMING AND SAUNA BATHS

Opposite Sports Centre on Ashdale

Road. Popular family and learner pools with sauna suite and cafe facilities.

PARKS

Many attractive parks are provided throughout the district.

HOBSON MUNICIPAL GOLF COURSE

Off A.692 Consett - Newcastle. Eighteen-hole public golf course. Like the course, the lounge bars and dining area in the attractive and unusual Clubhouse are also open to the public.

STANLEY SPORTS CENTRE

Offers a full range of indoor sports and social facilities.

ALLENFORD COUNTRY AND CARAVAN PARK

14 acres of wide open space in a beautiful riverside setting sheltered by fine woodland.



Consett Sports Centre

Both centres have practice halls, gymnasias, and climbing walls. They offer the opportunity for training in specialist sports such as trampolining and boxing. The practice hall at Louisa and one of the gymnasias at Consett can be curtained to enable yoga and keep fit to be performed in privacy and there are also martial arts clubs using the centres. Coaching classes and casual sessions are arranged to encourage more participants.

A projectile room at the Louisa Centre has a 25 metre range used by a small bore rifle and pistol shooting club as well as offering a facility for archery, table tennis, and films. Weight training rooms are in both centres — Stanley encourages participation by women, while Consett hosts a body building club.

There are four squash courts at Consett and six at Stanley where the facility has been designed as a separate squash suite with shower and changing facilities. Both centres also have club rooms available for hire, but a feature of the Louisa Centre is a purpose built creche, open three times a week.

Keep fit sessions are held for both sexes and an emphasis is made for the public to "Try New Sports" with an invitation to make new friends. There are opportunities for children to become involved in a selection of sports. Families can try out a trim trail incorporating 14 different pieces of apparatus.

The latest figures for Consett Sports Centre give an estimated annual attendance of 150,000 while Louisa Sports Centre in its first year looks like exceeding 200,000. In an effort to encourage better use of both centres, a dual membership scheme is operated. Membership of one centre automatically offers membership at the other.

At Consett, Alan Moore's senior assistant manager is Bob Jones, while at Louisa the post is held by John Cooper. Consett also has a theatre, a civic hall, swimming and sauna baths, and parks. Stanley has swimming, Turkish and remedial baths, a civic hall/cinema, and even a Council-owned hotel, the Harperley, which is now out on lease. The Council also runs the Hobson Municipal Golf Course and caravan parks at Harperley and Allensford. At all these, disabled users are encouraged.

The recreation committee is one of six major committees of Derwentside Council and representatives of the leisure and recreation services meet monthly to discuss progress. Although there is, strictly speaking, no co-ordinated department to bring the facilities under an "umbrella" the unity of the area is displayed in the "Derwentside Leisure Trail" a treasure-map style diagram depicting all the civic facilities as well as areas for sailing and fishing (Derwent Reservoir), picnics, scenic drives, and walks.

STEVE PUTS HIS FOOT DOWN

GREAT BRITAIN basketball international Steve Assinder, of Team Fiat has criticized Britain's sports floors.

In the second edition of *Altrosport Mail*, Assinder writes: "Basketball players are a particularly fussy breed of athletes when it comes to sports hall surfaces. They are especially prone to ankle, knee and back injuries due to the constant change of direction, speed and jumping during a game. They therefore expect the highest standards when it comes to floor facilities.

"An ideal basketball floor needs to have the following qualities: traction—enough that players do not slip and slide everywhere yet not too much that every twist and turn means a torn ligament; it needs to be comfortable to dive on so that diving for a ball does not mean skin 'burns' and it must be 'springy' to play on.

"Apart from sprung wooden flooring which is very expensive to buy and maintain and then unsuitable for multi-sport purposes, there are many other types of surfaces available. Most sports halls in this country need a multi-sport

surface not only capable of withstanding the weekly pounding of thousands of feet playing different sports but also able to cater for the finer demands of basketball players.

"To give an example, we train every day at the Jubilee Sports Centre in Nuneaton on a Mondosport Mondoflex surface. This is a multi-sport surface and certainly lives up to its name. It ideally suits our training purposes being non-slip, comfortable to jump and dive on and sufficiently sprung for our needs.

"Having recently returned from a six-week trip to Florida and Europe with the Great Britain team, there is one striking difference between sports surfaces here and there. In the States, and indeed much of Europe, facilities are purpose built for the needs of one sport or at the most two, i.e., basketball and volleyball. In Britain, facilities are built for a multitude of indoor and outdoor sports.

"This gives rise to one of the biggest problems of sports hall surfaces. As I travel up and down the country, I play on many surfaces of different materials—wood, tiles, even carpets. The good

ones are clean, the bad ones, which is more often the case, are filthy. This is no way to treat sportsmen of any discipline.

"These types of surfaces are easily cleaned and maintained but more often the management overlooks the basics of court cleanliness for the sake of an extra hour booking time and lack of discipline regarding the participants' footwear. The result being that by the evening (when most basketball is played) the surface is like an ice-rink to play on, having been cleaned up to 14 hours previously and now covered in dust.

"Nothing is more frustrating for players and embarrassing for the promoters of the game than when a sports hall full of people watch their two teams slip and slide over the court.

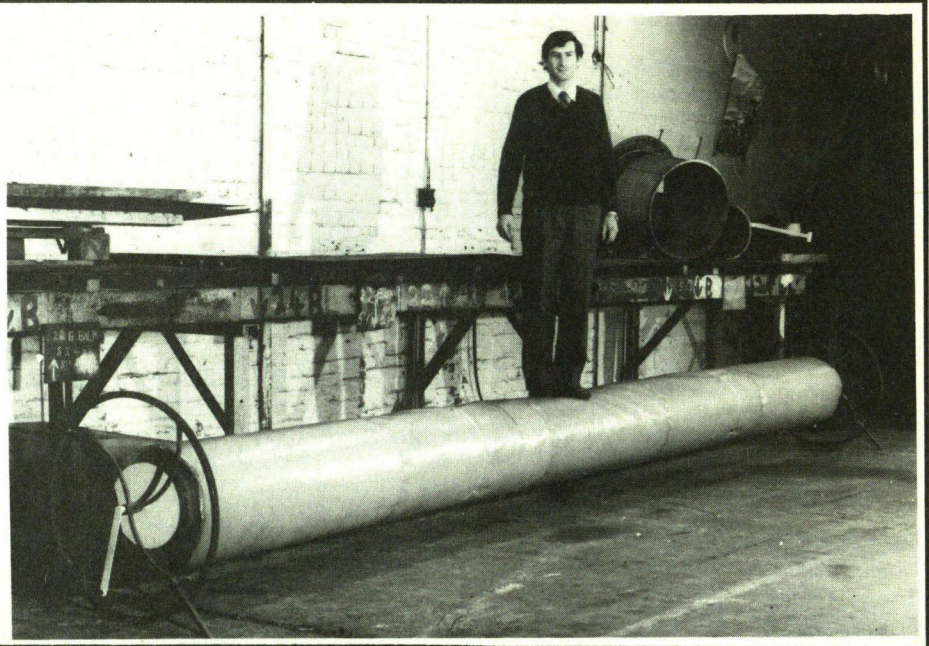
"As an exercise, the authorities or sports hall managers could say that maintenance is costly, but surely this false economy will result in the decline of the standards of the centres and therefore, the amount they are utilised.

"To coin a rather hackneyed phrase: 'We have the technology, now let's use our common sense'."

New mobile pool roller

INTRODUCING Moller—the new mobile pool roller. It makes use of an exclusive welded beam which the manufacturers boast is stronger and more rigid than anything previously available. Moller's design is such that it can be utilised for existing pool covers as well as new installations. Stationed across one end of the pool, the roller is wheeled away when the cover is rolled up, avoiding obstruction and danger to bathers. It can be delivered complete with or without a cover and needs no installation. Tested with Sundown aircell insulation covers, an 82ft. X 20ft. pool can be covered in less than a minute and uncovered in 1½ minutes. Mollers up to 30ft. long are available (see right).

Inquiries: Mike Rowney, Fred Mercantile & Manufacturing Ltd, PO Box 5, Seaford, East Sussex BN25 1LR, phone (0323) 870288.



TRACK RECORD IMPROVEMENTS

LOW-COST improvements to sports pitches and athletics facilities at Wilson playing fields have resulted in considerable increase in usage. Clayton-le-Moors Urban District Council initiated the scheme to provide playing fields shortly before local government reorganisation and construction work was completed in 1975, providing a 400 metre athletics track, five football pitches, a cricket pitch and pavilion.

Their potential, however, was limited. The drainage system was inadequate and pitches were constantly waterlogged; there were no track and field athletics clubs in Hyndburn; no provision had been made for athletics field events; storage facilities in the pavilion were totally inadequate; and use of the track was restricted, particularly during winter months, as there was no floodlighting.

With the help of the Sports Council towards the total cost of improvements of £34,580, considerable progress has been made. From 121 football matches played in the first season, the playing fields staged 182 last season, while individual athletics attendances—encouraged by the formation of an athletics club—rose from 1187 to 3728. Other activities accommodated include cricket, archery, cross country, hockey, netball and rounders.

Post-natal examination

AS the growth of the local government family is restricted at the moment through illness while treatment is administered, it may be an appropriate time to assess whether the one-time Leisure Service infant prodigy is realizing its potential.

During conception little regard was paid to the consequences and the baby was born amid great excitement and hope for the future. During its formative years the child showed signs of individuality, even precociousness and the reactions to the child were predictable, in the main. The majority of the family believed it should have been strangled at birth, fostered with aunts and uncles or at best accepted as the black sheep needing constant attention. To a few enlightened members of the family and to outsiders it was a welcome addition to a respectable, conservative yet old fashioned, ageing family.

In recent years the character of the adolescent child has been moulded to conform to the family pattern with a resultant loss of individuality. Has it been castrated by senior members of the family to suppress its natural urges; has it finally been conditioned by its environment; is

by SABER

it mellowing with age, a process usually associated with middle age not puberty; has it succumbed to the age old maxim 'if you can't beat them, join them'; has it become tired with all the criticism and settled for a quiet life; does it believe it is a misfit in society; will it fight to overcome the stifling influences of the family and follow the dictates of its own heart and mind and by so doing become an energetic and useful member of society by moulding its own destiny and influencing future generations?

While no one would doubt the need for due regard to be paid to the feelings of senior members of the family, surely the individual must be allowed to blossom for the benefit of society at large through the support of the family and not retarded through less pleasant emotions. There could be an increasing danger of an incestuous relationship resulting in unnecessary restriction of liberty and initiative.

The learning process is often a painful one with many lessons to be learnt about the harsh realities of life, but love affairs must be allowed to flourish since rejected suitors can become both a family and society misfit with

dire consequences.

The feeding bottle should now have been thrown away, teething problems overcome with the result that the child is now less reliant upon its family and tutors and instead of sheltering behind the strength of the family assert its own individuality and go forward confidently through life.

Yes, the Leisure Service is at the cross roads.

It must surely decide whether it is to become recognized as part of a bureaucracy or whether it is to be accepted as a public orientated, action service. While the need for professional training is indisputable the Leisure Service must be regarded as a front line service with a competent back-up of legal, financial, safety services, etc. The tail must not wag the dog!

Local government seems pre-occupied with procedures and practices which bear little relation or significance to the public at the sharp end of the operation and the whole purpose of Leisure Service provision and activity is often lost within a mountain of unnecessary legislation and bureaucratic interference. The Leisure Service in its infancy, probably showed a naïveté but the refreshing attitudes and enthusiasm displayed by the early practitioners brought a ray of hope for the long-suffering public.

Nowadays, one hears too often of leisure service personnel bemoaning their fate at the hands of auditors, safety officers, management services and work study units, with the resultant effect that umbrellas are opened at the slightest sign of inclement weather. Do we not aim the admirably presented conferences and seminars at the wrong audiences — why not stage more seminars, etc, for other disciplines from the local government sphere rather than preaching to the converted.

One does not have to look far or deeply to see those 'managers' who have battled to retain the true leisure service identity, objectives and credibility, often against heavy odds. To opt out of responsibility and professional standards does little service in the long run, for the public, even though it appeases other disciplines.

It is a fact that most facets of any leisure service operation are akin to the worlds of commerce and business and as such the basic approach must be entrepreneurial, not administrative.

The number of excellent Managers within the Leisure Service appear to be more than outnumbered now by Managers hell bent on leading a quiet life and toeing the establishment line. As a front line service this trend must be reversed and although the leisure service must be accountable in terms of finance, etc, the responsibility for providing, presenting and managing facilities and activities cannot be allowed to be subservient to the attitudes of support services.

It is appreciated that one of the most serious problems confronting the leisure service is to convince fellow officers and members alike that many ideas are intuitive in the good Manager and cannot always be quantified until after the event. The consequence in many cases is that the Manager opts out. The good Manager makes mistakes. Show me a Manager who does not make mistakes and you are showing me a Manager who is devoid of those qualities which go to make a successful leader.

To hear of the restraints, nationwide, which are being perpetrated in the name of efficiency and public accountability, upon leisure service personnel, is quite horrifying.

One must surely question whether, in attempting to make the Leisure Service an acceptable part of the local government family, the establishment will neuter the service and alienate the very people it was conceived to satisfy.

The writer believes that it is time for the Leisure Service to re-examine its purpose and priorities and in the light of objective findings assert its beliefs.

'Fair hearing' plea

by Jim Lynch

Manager, Keynsham Leisure Centre

YOU may recall that I wrote an article on training for ARM News in the late '77 at the end of which I was heading for college and extra qualifications.

After an excellent year at Liverpool Poly which included an alcoholic seminar in Belfast, I re-emerged clutching my DMS ready to conquer the Recreation world. It took me the best part of nine months to convince that world that it really wanted to be conquered but with due modesty and without sour grapes it wasn't all my fault. What I'd like to do is share some of my interview experiences with ARM members and hope that if you recognize yourself you might do better next time.

Two clichés dominate interviews: —

- 1 The most valuable resource an organization has is its personnel, so great care must be taken in its selection.
- 2 An interview is a two-way selection procedure. The employers are choosing a worker, the candidate is choosing a job. Therefore both sides try to impress.

Would you therefore believe that a careful interview with one authority in Cheshire amounted to ten candidates being processed in under an hour and a half? We were interviewed in the bar, had to wait in the Centre's reception corridor and were told the outcome surrounded by a school party queuing to swim. The post was either already wrapped up, in which case why bother with a short list (SHORT? list) of ten or else the whole process was a lottery. I hope they got the men they deserve.

Care was also taken by the authority in Kent whose interviewers were so expert they needed no notes nor did they need to refer to application forms. One guy was so expert he could interview with his feet on the table and to ensure equality called everyone Mr Williams.

The theme of equality of care was taken to its ultimate extreme by an Inner London Borough. Here each candidate is informally interviewed by officers before a formal session with elected members. It was the only interview I've ever been to where the questions were presented on an exam paper. To ensure equal treatment to dyslexic candidates or those who'd forgotten their glasses the questions were then read out loudly, slowly and exactly as written.

I had the eerie sensation of listening to my own voice giving answers to a background silence

broken only by members ticking off points on their crib sheets. With three and a half years' experience, a degree and a DMS I had high hopes of that job. However, my qualifications fell short of living round the corner, being 48 years in the borough, knowing the panel by Christian name and costing nothing in removal expenses.

Nil desperandum and off I went to Northamptonshire. As usual I'd done a fair amount of homework, made a clandestine visit to the Centre and generally prepared myself for the interview. To start with things went well. The Recreation Officer seemed to be a professional and thinking man, a dialogue had started which is usually a good sign, then all of a sudden the Personnel man looked at his watch, claimed an important engagement and left. Looking back, I should have immediately followed him and to hell with interview expenses. That was pure unashamed bad manners, not only poor interview technique. Finally my tale goes back to Kent. By good fortune two very good friends of mine happened to be on the same short list so a good time was had by all except . . . For a Centre Manager's job it would have been nice to go round the Centre with someone who knew we were coming and could tell us something about the job, the patterns of usage, the pay and conditions. The interview panel were quite shocked to learn we were ignorant of such basics so I suppose the guy who got the job was telepathic or could pass as such.

At long last Keynsham gave me a chance to impress and so here I am in the Manager's chair. I wouldn't have been too disappointed at not being offered the post simply because I'd had a fair hearing. If they didn't like what they heard hard luck.

That, I think, is all any interview candidate asks, a fair hearing and a chance to impress. That is simply a panel who presents themselves in a way that implies professionalism, preparation and courtesy. Easy really.

ADDENDUM: If you are going to appoint internally and are simply going through the motions please don't drag someone all the way from Cumbria to Kent just for the sake of appearances.

I'M RECOMMENDING

by VIV NICHOLAS

VENDING offers you an opportunity not only to reduce your catering costs but also to generate some much-needed income.

Vending offers a seven day a week, 24 hours a day service to consumers and is particularly cost effective at providing a service at those awkward hours early in the morning, late at night and at weekends. Vending is also able to provide a refreshment service at any number of small, discrete locations as opposed to the snack bar or restaurant which perhaps is tucked away in a relatively inaccessible corner of your premises. Every man, woman and child in the U.K. spends 80p per week on confectionery and snacks alone. Can you calculate how much of that weekly consumption is bought on your site? The potential profit from a vended drink usually falls between the 50-70% range of the drink selling price which really offers a great incentive to try to maximise vending drink sales.

An Operated Service or Do It Yourself?

The key question when considering vending is whether it should be an operated service or "do-it-yourself". In many ways if you decide to use a vending operator then all the problems considered in the remainder of this article should disappear. Vending is a complex subject and I reckon that a professional operator can treble total income generated through vending on most premises. So in a situation where a client is earning £30 per week from sales of £100 per week, he would be better off to take 15% pay back from an operator who can generate sales of £300 per week. The vending operator would aim to maximise sales by ensuring that product quality is consistently high, machines are always well merchandised and maintained and that any breakdowns are handled quickly.

The two key advantages of the operated service alternative are control and financial flexibility. All the worries about such as stock control, cash counting, pilferage and service bills are handled by the vending operator whereas they would normally be the responsibility of a senior member of staff in a DIY operation. As regards finance, and particularly funding of machines, the DIY client must plan to buy or lease machines which he will then operate. A vending operator offers a far more flexible arrangement in that he can also offer the option to rent to the client machines which the operator owns. Then on a good selling site — the rental charge would normally be exceeded by the percentage payback on sales made by the operator to the client.

In addition, as the client's vending requirements change, the operator is able to remove or add machines on a flexible basis. The most obvious, immediate problems when deciding on the operated vending route is that the operator may not be on site to immediately tackle a breakdown or deal with a refund. If a site can generate sufficient revenue, then the operator may well provide personnel to be permanently on-site, particularly at peak demand times. Failing that, many operators now use radios or "telephone bleep" systems to summon operators to problem machines. Refund situations should also be handled amicably particularly if the vending operator can enlist the support of the receptionist or some other responsible person permanently on site.

Siting is Important

Vending machines are now available that look attractive, merchandise their products well and are very reliable. So do not site your



machines out of sight, put them in areas of maximum people traffic flow. Regard them as profit-making opportunities rather than potential problems. Also look for those finite areas on your premises where your customers would like a drink but it may be inconvenient or impossible for them to buy one. Ice skating and roller skating areas are prime examples where your customers need an accessible source of refreshments. In addition, try to site your machines in full view of your customers and staff in order to reduce the risk of vandalism. It is, however, a maxim in the vending industry that vandalism is most prevalent if the machines are unreliable and if your machines are unreliable—it's probably because you're using the wrong machines!

Site machines in small clusters as they then all help complement each other. A drinks machine will sell more drinks if situated by a confectionery machine and vice versa. In addition, an attractive surround to the machine will increase sales. Always ensure adequate waste receptacles as empty cups and sweet papers are an inevitable consequence of vending.

Look For the Best Machines

Generally speaking, drinks vending machines are designed to sell 500 cups per week and last five years on site before a major overhaul. You may well target for significantly higher cup sales per machine and as a result should look for the best machines available on the market. There is a very well-developed market in second-hand or refurbished machines which will have attractive machine exteriors but a fair number of second-hand internal parts. These machines may well prove totally unsuitable in high-selling areas and incur considerable maintenance costs as well as resulting in reduced sales revenue. Do pay particular attention to maintenance costs — it is expensive to keep an engineer and his equipment on the road, so try to select the most reliable equipment available.

Use The Best Products Available

Aim to give the best possible quality products from your machines. Too often in the past vending has been regarded as a second-rate alternative and poor quality ingredients have been used. Go for the brand leaders and your customers are more likely to make their purchase

and come back for more. You will be able to make more profit per unit on less popular, not well-advertised products but I believe that you will make more total profit by selling the best quality, well-advertised brands.

Change Problem

Great advances have been made recently in the coin mechanisms associated with vending machines. Machines are now available that will accept up to 50p coins and give change automatically when making a purchase. If you cannot fit a change-giving coin mechanism — then do try to avoid awkward prices such as 8p, 9p, 13p and 14p — they all require at least three coins. Your customers may well prefer 10p and 15p vend prices as at least they'll have the right money!

Key Sales Ratios

Try to identify a few key ratios which will help ensure that you are steadily increasing your vending income. Plot your total vending income versus weekly attendance and perhaps compare it with bar and gaming machine income. Plot individual weekly incomes for each machine — this should help highlight reliability problems and particularly in snack machines give you a chance to experiment with your product range. Always remove the slowest selling line and select another but the golden rule is to make absolutely sure that every selection is available all the time.

Drinks Machines

Two types of machines are available: traditional machines and in-cup machines.

Traditional hot drinks machines have a capacity of 500-1,000 cups and rely on the metering of ingredients into a mixing bowl where they meet a flow of hot water. Combined machines offer both hot and cold drinks — the cold drinks normally being produced by mixing post-mix syrup and water in the vending cup. The cold drinks can be carbonated but you may choose still, cold drinks particularly if you are operating the machines yourself as there will be fewer maintenance and operational problems. Flavour-tainting in drinks vending machines is fast-fading as most modern machines have separate mixing bowls for all hot drinks — coffee, tea, chocolate and soup for example.

(Continued on Page 21)

'Social problem' tag should be questioned

by BRYAN HUGHES

FROM time to time we ought to question the basic assumptions underlying the work of our profession, and the subject which interests me and the extent to which it may be fallible, is the question of whether or not leisure is a social problem.

The whole ethos of our work appears to be directed towards the provision of leisure opportunity which is seen as some sort of corrective measure in response to contemporary catch-phrases, like "increasing leisure time," "a shorter working week," "effects of new technology," "alienation from work," and "increasing vandalism."

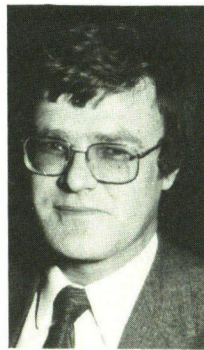
I have recently found myself wondering about the way in which we either automatically and unquestioningly accept these clichés or more alarmingly, deliberately foster their use in order to substantiate or protect our own interests.

There is, of course, no shortage of literature that seeks to warn us of the impending dangers of a post-industrial leisured society in which mankind is destined, at the worst, to be stranded in a wilderness of boredom, or at the least, to be confronted with new problems, conflicts and pressures; that the three most fundamental problems of the 1980s will be over-population, over-pollution and leisure is typical of the sort of view that is systematically brought to our attention. But this sociological view is countered by the economic and political argument that although leisure problems of a social, cultural and psychological nature exist, they do so only for minority groups. For the majority, a higher economic growth rate has become the over-riding goal of both countries and individuals, which has led to higher production, and in turn, more time being spent on consumption, so that people in fact have less free time than they did previously. This assumes, of course, that one can equate free time with leisure time and I see no reason why that should not be the case.

With the exception of those people who are made redundant and join the increasing number of unemployed, with the exception of those opting for earlier retirement, and with the exception of those whose work hours are reduced by technological innovation, the evidence that we are working fewer hours is inconclusive. Even in local government which employs 10% of the national workforce and spans 13% of the gross national product, the APT & C working week has remained static for the last eight years. We are all aware of the increasing incidence of moonlighting, which I would have thought at 20-28% was exaggerated, but is nonetheless significant, and has increased proportionately to the reduction in working hours in other fields. And empirical research shows that men, particularly in the managerial and professional fields, tend to spend more time at work as their income rises, so that the concept of a new era of much expanded leisure should not be accepted without further qualification.

But let me return for a moment to those groups of people mentioned in the preceding paragraph, since it is they who are so often unwittingly quoted when we are called upon to justify our existence. I recently found myself in a situation being asked to justify recreation expenditure, and before I could stop myself, the usual euphemisms began flowing, as they must in every similar situation—"unemployment is increasing, retirement age is coming earlier, technology is reducing the working week," etc. The fact is that both work and leisure are distributed and used in a common and dominant rhythmic

• *Bryan Hughes is Support Services Officer in the Recreation Department of Rushcliffe Borough Council, a post he has held since May, 1978. He was educated at Lewes County Grammar School, St John's College, York, (Teacher's Certificate) and Loughborough University (B.Ed. Hons). He is currently researching part-time for a M.Phil at Loughborough into the extent to which leisure is a social problem. He was six years teaching PE at a comprehensive school and college of technology in Luton; 18 months*



recreation manager, Grove Sports Centre, Newark; 12 months deputy manager, City Sports Centre Lincoln; two years director of Rushcliffe Leisure Centre, Nottingham, until his present post.

manner, and is one of the most distinctive features of post-industrial society; research shows that when the retired and the unemployed's participation in this dominant rhythm is so dramatically interrupted, their psychological and social isolation renders them incapable of using their new-found leisure. Moreover, participation in leisure demands the pre-requisite of being in receipt of an income, a condition that the retired and the unemployed clearly fail to meet to a greater or lesser degree. To offer remedial leisure sessions to the retired and the unemployed would seem platitudinous in the extreme, and is supported by the fact, for example, that only 13% of all retired people belong to a social club, and that only 7% attend a social club in any one week. As T. Burns has said, "... to describe an unemployed worker as leisured is a very tired piece of journalistic irony." The problems of these two groups require far more deep-seated resolutions, and energies might be better spent on, say establishing a reducing working week after the age of 50, or implementing policies that will reduce unemployment; in short, we can be charged with using the symptoms of the malaise to justify our positions, while choosing to ignore the causes.

And the metaphorical hand-rubbing which accompanies every paper or talk on how the silicon chip will cause redundancies and a shorter working week, conveniently ignores the opposite argument, that work opportunities are likely to expand in an automated economy, firstly through the logic of industrial development itself, in the automated industries with invention, research, design, production planning, in the ancillary industries which service production, and in the commercial and professional occupations which service industry; and secondly in the non-industrial services and professions, health, law and order, welfare, education and quality consumer goods and services which the machine cannot provide.

Having suggested that leisure has an ambivalent relationship in these particular areas, I'd like to explore several issues of more central concern. One of the emotive reasons put forward by recreation managers for offering a wholesome programme of leisure activities is that for the

majority of people, work is a drudgery and a bore and so they turn to leisure for the personal fulfilment and satisfaction which they are denied in their workaday lives. This assumes, of course, that unrewarding work experiences can be offset by creative and challenging leisure, or that you can educate a man whose work is trivial and repetitive out of the pursuit of trivial, mechanical leisure activities.

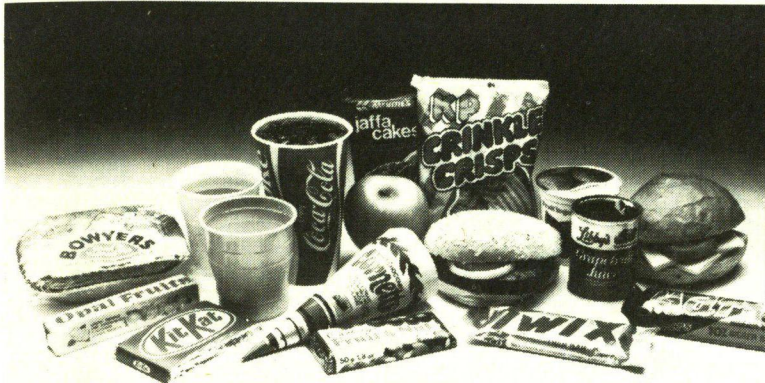
Again, there is a strong body of opinion, drawn from informed research, which claims that it is a myth, cultivated by those who have never done dull, repetitive work that the tedium of the conveyor belt can be redeemed by creative leisure activity. Far from releasing energy for creative uses of leisure, so the research tells us, repetitive work dulls the appetite for what is culturally more rewarding. Perhaps this is the reason why many of our leisure facilities are shunned by the lower socio-economic groups, or that centre-promoted 'cultural' shows are difficult to sell. Again the obvious, though not the easiest, solution is to restructure the working situation, but perhaps what is more significant, the research suggests that in promulgating the idea, whether consciously or sub-consciously, that leisure can be used to compensate people for inadequate work experiences, we are encouraging the acceptance of the inequality that is inherent in the structure of society. Whether one accepts or rejects this view is a matter for individuals, but I would contend that it is foolish to ignore it.

This last point manifests itself in another issue. The contemporary emergence of mass leisure facilities and activities is widely regarded as an important area of conflict, to which there has been an important contribution from the mass media, the 'popular' leisure industries and mass education. Some people see the development of cheap and passive entertainment as being of negative value to the individual, or creating cultural uniformity. Others, presumably including practising recreation managers, feel that modern leisure has potential as a force for social well-being, providing the opportunity for all members of society to enjoy rich and creative leisure lives. I can't help but wonder, as the pressure upon us increases to churn more squash players, swimmers, badminton players, spectators through our doors, so that our monthly attendances look better than last year, as we congratulate ourselves at doubling the money we have been able to cajole out of spotty-faced teenagers mindlessly pressing buttons on a computerised television game, what truly satisfying leisure experience we can say we have been able to offer.

The final point that I'd like to draw attention to, and which is again linked to the preceding one, is the view put forward that as urbanisation, higher standards of living and propensity for leisure have developed, as differentiated recreative needs, greater individual freedom and self-reliance have become established, the responsibility for leisure activity extends beyond the realm of influence of any one professional approach. Indeed, the view claims that leisure is related to all of life, and thus cannot be isolated, delimited and departmentalised for attack by the recreationist; moreover it is the vested interest of the recreationist that, rather than leading the individual to the management of his own leisure, takes over this responsibility for him, contributing to the growth of the recreation profession rather than his clients.

Your views on the subject are most welcome. — Editor.

HOW VENDING SILENCED ITS CRITICS.



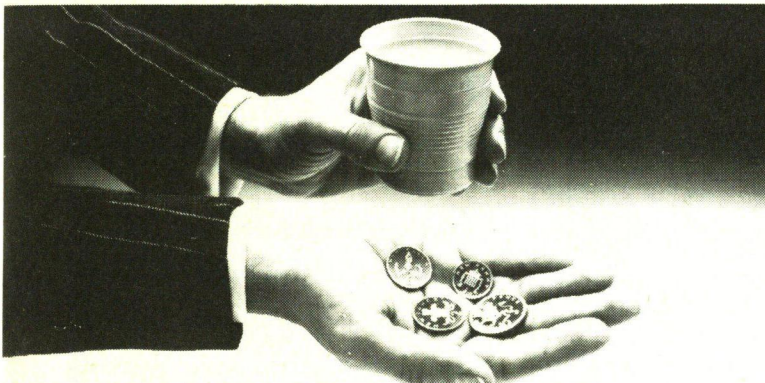
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Vendepac has offered since 1956 an extremely wide range of top quality drinks and snacks, provided by leading product manufacturers.



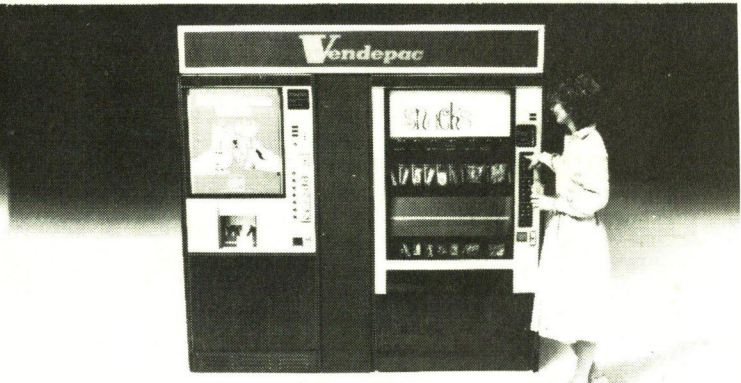
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MARKETING ★★ ★★

MARKETING. What is it? Probably one of the weakest components of the local authority management function. Certainly more than some managers imagine. This new series of articles by Mike Hathaway attempts to throw a new light on the subject. Interesting ideas will be discussed and members work reported as in this issue with 'Logo Competition.' The Association's marketing display at Sauntou Sands (right) produced an interesting selection of ideas which will be reflected in coming issues. Some, Mike writes, say marketing is 90% perspiration, 10% inspiration, the British Institute of Marketing say:-

"Marketing is the management function which organises and directs all those business activities involved in assessing and converting customer purchasing power into effective demand for a specific product or service and in moving the product or service to the final customer or user so as to achieve the profit target or other objectives set by a company."

Strip away all the jargon and marketing is essentially a frame of mind that realises that the more customers there are the more viable the operation. This frame of mind acknowledges that an organisation geared to serve the needs and requirements of customers will achieve better results over a longer period of time than one whose managers are not so motivated. As far as a Leisure Centre is concerned this basic marketing philosophy has to be qualified both in respect of 'more customers' and 'viable operation' since both involve not only volume but a balanced community programme and are related to the centre's declared objectives. Marketing is then far more than just advertising.

An organisation which places its customers and their needs at the centre of its operation is said to be 'marketing-orientated.' No function needs to be more 'marketing-orientated' than a leisure department. By broadest definition anything which helps to achieve the department's objectives and the required level of income and use (i.e. the total management policy and day to day operation of the department) can fall under the umbrella of marketing. As far as management terminology within the department is concerned 'marketing policy' should embrace the strategy by which various ideas and techniques are employed to assist in that achievement and which usually incur costs which would not otherwise have been incurred. Such costs will be set against the budget figure for marketing. The hallmark of a good leisure department therefore is a successful marketing policy.

Michael Baker, Professor of Marketing at Strathclyde University, speaking at the Scottish Sports Council National Seminar last year identified a number of key points for recreation management. He pointed out that there can be little disagreement over the general philosophy of marketing. "On the other hand," he said, "many people are antipathetic to marketing and one can only assume that this antipathy arises from dissatisfaction with implementation of the marketing concept. It is for this reason that we feel it important to distinguish between concept and function for most of the complaints levelled against marketing are concerned with various aspects of the so-called Marketing Mix.

The Marketing Mix is a term first used by Professor Neil Borden of the Harvard Business School to describe the various ingredients of marketing and their combination into a marketing plan. The most important of the mix variables are: marketing research, product development, pricing, packaging, distribution, advertising and sales promotion, selling and merchandising, and after-sales service. Clearly the importance of each of these mix elements will vary according to the specific situation, but it is probably true to say that many of the misconceptions which surround marketing are attributable to undue emphasis upon the advertising, sale promotion and selling dimensions. This view is certainly supported by survey data collected by Torkildsen on behalf of the Yates Committee in England and Wales and Gordon on behalf of the Gunn Committee in Scotland, in which managers of leisure and recreation facilities defined marketing largely in terms of these three sub-functions. Our own inclination in this context would be to lay much more emphasis upon the first two sub-functions, namely market research and product development."

So marketing may not be quite what you thought! In coming editions we shall be examining some of the marketing mix variables listed by Michael Baker.

ALLANDER MARKET FORCE

FOLLOWING the successful production of its first newspaper and distribution of 12,000 copies by the Boys Brigade, Allander Sports Centre's "Sports Special" is on the streets again. Brian Stringer informs ARM News that the cost of the second edition was just £180. Centres and Departments which have considered this idea previously would do well to get more information on this success from Brian.



Allander Sports Special

JUNE, 1981 Edition No. 2

Newspaper of the Allander Sports Centre

ARE YOU A MEMBER?

Since the Centre opened, there have been many problems with the Reception area, the design of which left a lot to be desired. The effectiveness of the Reception has been a general subject dependent on the courtesy of the person. Fortunately, most people are helpful and in the early days no great loss was incurred. However, the question was asked, "Why should there be a loss of staff? What is the reason? Have they got free time which others could pay for?" The answer was loud and clear! No. It was not free!

Usually the cost of installing a control system was considered the high for other uses than a member address. PRODUCE their membership to cope with around 50,000. Patron's eye view of reception and the new entrance centre.

LOGO COMPETITION



£100 IN CASH PRIZES were offered in the "Design a Logo" competition for the Clayton Green Sports Centre in Chorley. Three age groups were selected and entrants were asked to use their imagination to design an appropriate logo. Over 70 local schools were notified of the competition. The number of entries was disappointing but the standard of entry was very good and the judges had great difficulty in producing an outright winner. It had been decided previously that this was a painting/drawing/design/presentation competition and that the winning entry might not be the one that was to be used by the Sports Centre.

This was the case and the fourth place entry by Lynn Woodcock was chosen as the logo for the sports centre, but it has to be said that the entry also came very close to winning as only a handful of points separated all four entries. Lynn, 22, graduated from Bristol Polytechnic last year with a BA Honours degree in graphic design. Her winning entry depicts two of the most popular sports and the victor with arms aloft. The logo is used extensively on T-shirts, tracksuits, letterheads and notices. Our picture shows the judges with the exhibition of entries. Left to right, Graham Johnston, Managing Editor of the Chorley Guardian; Councillor Colin Horsfield, the Mayor (Councillor John Lucas), Councillor Lucy Branston and Councillor Tony Watmough.

When Alan Moore arrived at Consett Sports Centre in 1975 there was only a short time until the building opened. Much of his early efforts were directed towards promoting the idea of a sports centre in this quiet part of NW Durham. A marketing company was employed to produce a logo and various promotional items. The company offered two designs from which Alan and his staff selected the one still used today (see Centre Focus).

ARM CHAIR VIEW



Our picture may seem to be part of the new selection techniques being employed for chief leisure officer posts. In fact the victim is in with a sporting chance being a member of the Chinese Martial Arts Display Team perched on the blade of a sword. The Martial Arts Display toured Great Britain in May with performances in London, Glasgow, Sunderland, Birmingham, Manchester and Cardiff. Those who were privileged to witness this incredible display will relate for more horrific tales than the picture reveals!

Photo: Courtesy of Sunderland Echo.

THROUGHOUT the country, the regional councils for sport and recreation have been preparing 'regional recreation strategies'—broad, long-term proposals for the planned provision of facilities on a region-wide basis. As part of the work for the regional recreation strategy, the Greater London and South East Council for Sport and Recreation (GLSECSR) is taking a regional look at a variety of topics. These regional studies—'Subject Reports'—will be spotlighting the problems and suggesting solutions. They will be used to promote discussion of the topics and to increase opportunities for participation.

Three leaflets set out some of the main points made in the Subject Reports on walking, riding and rights of way, recreational cycling and camping and caravanning. The full report which should be read for a more detailed description of the regional situation are available from the GLSECSR priced £1, £1 and £2 respectively.

The South West Strategy has been published by the regional council and received the following review from Roger Quinton. "As usual, the SW Council has produced an easy logical, competent reference of considerable value to the manager in the Western Field. The ring binder allows for constant updating, the dividing sheets carry quality advertising, the chapters concise and well laid out, the select bibliographies at the back a neat touch. The best presented regional strategy that I have seen." The strategy is available for £8, plus £1.50 postage and packing from SWCSR, from Ashlands, Crewkerne, Somerset.

John Offord is a name familiar in many leisure and recreation circles and one which is synonymous with that first class journal Arts and Entertainment. John Offord (Publications) Ltd has now produced Directory of Arts Centres 2 in association with the Arts Council of Great Britain. A successor to similar Arts Council publication

in 1976 the directory is intended as a handbook for exhibition organisers, staff of touring arts groups and as a general reference for those working in the field. Makes interesting reading even for a sports centre manager! Price £6.50.

John Offord (Exhibitions) is a new company which is promoting Entertainment '81 at the new Harrogate Supercentre in November (24-26). Full details of this event will be published in our Autumn edition.

After the London Gillette Marathon and the Great North Run comes the Cumbria Lakes Marathon which is being organised by Allerdale District Council. After discussions with Cumbria Constabulary a 26 mile 388 yard course has been mapped. The event is sponsored by Jennings Brewery of Cockermouth which is also the home of Dennis Wells the ARM member responsible for the event. ARM also has representation in D. V. Hooke, deputy director of housing and technical services for Allerdale, who is based at Workington. The race will begin at 11 a.m. on Saturday, October 10.

En-tout-cas' perseverance in marketing in the Middle East is now reaping its rewards. They have announced their third order in as many months with the construction of a tennis court for the Saudi British Bank at Riyadh in Saudi Arabia. They are already surfacing athletics tracks in Doha and Abu Dhabi.

ARM News congratulates the "Evening Chronicle," a provincial newspaper based in Newcastle, for producing a weekly feature "At The Centre" which gives news from sports and leisure centres in the north-east.

During the past ten years or so great advances have been made in the development of artificial surfaces for sport. The Eastern Council for Sport and Recreation recently organised a one day seminar at Welwyn Garden City and a report will be included in our Autumn edition.

Having celebrated its first million pounds of income after three-and-a-half years, Westcroft Sports and Leisure Centre in the London Borough of Sutton reports further success in the fight against inflation. Annual expenditure has been reduced by £11,000 and £9000 more income received than was estimated to produce a net operating cost of £49,000. Westcroft was runner-up in the Regional Sports Centre Management Award last year.

The cost of building the Keilder Reservoir in Northumberland has risen by £17 million to £167 million due mainly to inflation says the Northumbrian Water Authority. Outdoor recreation figures prominently in the Keilder plans with extensive development presently under way.

Taunton Deane Festival in Somerset has attracted £25,000 in regional and national sponsorship for what will be the biggest event seen in the area. Attractions include a Major Muster by 2000 members of Sealed Knot, a military tattoo and a Medieval Fair.

The Youth Service Review Group set up earlier this year by the Education Secretary Mark Carlisle, has appealed to young people to tell them what they want to do with their leisure time. However, ARM member Mike Fulford points out that the Review Group is composed entirely of education and youth representatives. District councils have been circulated with a questionnaire so he urges those in district councils to ensure the recreation function is recognised and its contributions to youth opportunities identified.

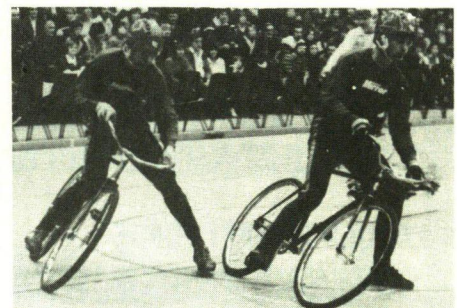
Martin Fitton, 38, is the Countryside Commission's new Principal Officer for Wales. He comes to the commission's office for Wales at Newtown, Powys, from their Cheltenham headquarters, where he was in charge of the Countryside Management Branch. Originally from Huddersfield, Martin was at the University of Aberystwyth, where he headed a team studying rural communities in Wales, before joining the commission. Most recently he has been concerned with studying change in upland landscapes and the links between landscape change and the economy of the uplands. He has also been involved in the commission's Demonstration Farms Project, which is designed to forge practical working links between agriculture and conservation. He paid tribute to the work of his predecessor, Mr John Davies, and his staff, in helping to establish the commission in Wales. Mr Davies served as Principal Officer for Wales since the Newtown office opened in 1973.



ARM members Roland Honeybunn and Chic Carvell, manager and deputy manager of Swindon's Oasis Leisure Centre have been at the heart of two spectator successes. More than 40,000 people attended the 1981 Oasis Ideal Home Exhibition which was opened by Miss Great Britain, Sue Berger, who is pictured (above) performing the ceremony. Miss Thamesdown, Astrid Broderstad is seen assisting.



NEWS



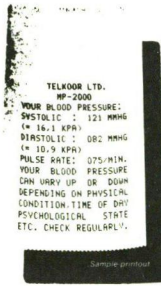
Some 70 Swindon businesses participated in the exhibition as well as a further 70 cottage and craft industries. The last indoor cycle speedway meeting in Britain was in 1952—until the Oasis staged the "Daily Mirror" Indoor Classic recently. A capacity crowd was present—now the Oasis hopes to stage a British Championship later this year.



JANE CLARK, featured in the edition 32 of ARM News as Scotland's Union Canal Project Officer, is now channelling her career elsewhere. After planning and development work with Somerset County Council and two years on the Union Canal, she has taken up a Scottish Sports Council post as Development Officer in Facilities Planning with responsibility for countryside sports.

Two other changes in Facilities Planning as a result of resignations involve Mike Hornby and Lee Cousins. Development Officer in Facilities Planning for the past five years, Mike Hornby has been promoted to Senior Development Officer. He will continue to be responsible for projects in the Grampian and Tayside Regions and for the council's work in financing sports facilities. Lee Cousins became a Development Officer in the department after six years with the Dartington Amenity Research Trust. During that time he spent two years based in Edinburgh, working on the Scottish Tourism and Recreation Planning Studies. He will be responsible for research projects and national information on sports facilities.

ARM TWIST



TED BLAKE spent quite a bit of time twisting arms at the Brighton Conference—but in the nicest possible way. Ted's new company was exhibiting a fully automatic blood pressure tester which many recreation managers put to the test. The AES Model MP2000 needs no supervision or adjustment. The user relaxes for a few minutes, sits in a comfortable position near the AES, bares his left arm and inserts it through the open cuff, placing his elbow on the red dot on the arm rest. The

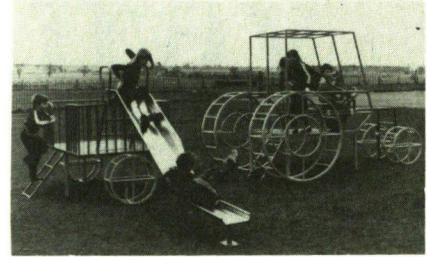
palm of the inserted arm should be upright. With his free right hand, the user then presses the Start button.

The cuff automatically constricts around the inserted arm. The user is asked to refrain from smoking, talking or moving during the test, which takes less than one minute. At the conclusion of the test the arm is automatically released and the systolic and diastolic blood pressure readings and heart beat rate are displayed on the screen. In addition, a hard copy printout is provided for confidential record and future use by the user's physician.

For further details contact Ted on (0277) 231117.

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CHARLES WICKSTEED and Company of Kettering have been showing their new Fun Buggy range at the Homeworld '81 Exhibition at Milton Keynes. Modular, flexible and bright the Fun Buggy range (seen above) enables developments including the tractor, trailer, moon buggy, lorry, crane and caterpillar.

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Arm News Award 1981/82

HELMSMAN LOCKERS are continuing to sponsor this award to encourage contributions to the journal and have kindly offered to enhance the prizes still further this year.

We shall announce full details in the next edition but in the meantime consider putting pen to paper for 500 words or more on a subject close to your heart.

Winners from editions 33, 34, 35 and 36 will be eligible for the award which will be presented next Easter. Write on!

'Wider issues'

I READ with great interest Howard Peters' letter which appeared in your last edition and I am writing this letter with some trepidation in case I have misinterpreted the direction of his attack on recent "personnel selections." But I don't think I have. Even so, I will resist the temptation to answer his criticisms on a personal level because I don't think that Howard's attack was launched at the incumbent of the post, but at the appointing authority. I could claim, of course, a measure of innocence in the affair and take the view that it was simply the business of the authority to appoint anyone they chose and leave it at that, but that would only serve to adopt a rather arrogant and simplistic posture which I trust would not be recognized by those who may know me better.

The wider implications of Howard's remarks are important. He contends that personnel selections have been "the cause of a great deal of poor management today in certain areas." It may be true, but before reaching that kind of judgement one needs to first define management. There must be a difference both in scale and complexity between the corporate management of a local authority department and the management of a component part of that department.

The local authority corporate manager can—and often does—come from disciplines other than the one for which his department may be responsible. If that were not so, then all the Chief Executives would come from Chief Executive's departments. What a prospect! Of course, one must understand and have a feeling for the service itself but there are positive advantages of "coming in from outside." For example, one has to learn enough technical detail in order to take the sensible decision but one does not get enmeshed in details to the point where they might determine policy. Might I also suggest that there might be advantages for the recreation profession if, instead of criticizing outsiders who come in, they might take comfort and encouragement from the fact that the recreation service has now developed to the point where it can and does attract people from other disciplines into its ranks. The process is but one way in which the profession can gain stature and recognition of its growing importance. It should make use of the mix of skills and experience available across the spectrum of local government and graft those qualities onto its own professional competence so that, in time, it can produce more of its own corporate managers of the future.

I cannot, therefore, agree with Howard Peters' view that unless you come from a recreation background, you cannot corporately manage a recreation department. My experience over many years of corporate management in senior positions means that I am perhaps at least as well equipped to press the case for my department because I know what the pressures are on management teams in difficult times. After all, I have had 15 years of administering the recreation service in authorities which did not have recreation departments. Above all, I am anxious to establish the department's credibility where the power lies. I am beginning to see the light at the end of the tunnel but then I have not been blinkered from the wider issues facing local government.

Peter Hopgood

Recreation and Amenities Director,
Tonbridge and Malling District Council.

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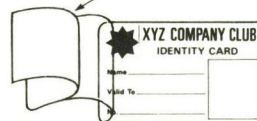
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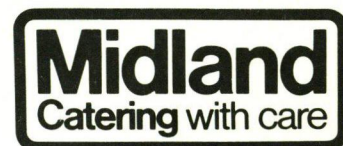
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Be fit for the fray

I AM now re-creating myself having just returned from the Land of Future Shock—the U.S.A. If current trends continue I may well be the fore-runner of a new type of customer who will turn up at Leisure Centres, demanding programmes that will physically and mentally re-create him, or her.

I will loosely term the area 'Physical Recreation' and I use it to cover the whole spectrum of physical and mental re-creation of the individual, through any activity that is complementary to this end.

Worried sick about the probability of actually surviving on junk food and tranquilizers for the two whole years, I "prepared myself" by reading. Books are OK but there is nothing like 'the real thing.'

Having been selected by the Royal Marines I was to be PT Adviser to Officer Candidates School, US Marine Corps at Quantico, Virginia, for some 3500 Officer Candidates per year. My challenge evolved around turning the nation's most educated (and obviously well-nourished) volunteers into lean and mean fighting men. My first step involved a survey of existing fitness standards and life styles and some of the results of that survey may be of interest to those readers trying to predict the customer of the 80s and beyond.

In my two years I designed a multitude of exercise programmes and types of courses and devised work-related fitness tests. However, it was obvious that before coming to me the majority had received the minimal amount of physical development in many years of school and college. This led me to investigate the role of physical exercise in America and having distributed 2000 questionnaires (guaranteed to come back) I had a better idea of the scope of the problem.

The results of those questionnaires indicate just how physically and mentally deficient we are becoming in modern society and as Britain is rapidly becoming heir to membership of that exclusive club—with its problems as well as benefits, I think it is interesting to speculate what the implications might be for Recreation Management in the future.

In the questionnaire some of the findings were as follows:

1. Jogging, swimming, exercises, racquetball, weight training (in this order) were the most popular with both males and females.
2. Over 65% spend more time looking after their cars than their bodies.
3. 'Time' was the main constraint to exercising regularly, with 'facilities' as the second factor, for both males and females.
4. 'Running', exercises and 'weight training' were the main methods of taking exercise.
5. 'Sports', 'Fit Friends', 'Education', 'Unfit Friends', 'Sportsmen' (in that order) were the biggest motivators to taking regular exercise.

One stark fact appeared consistently—'recreation' in the social sense did not appear to exist. In the

by Peter Brown



PETER BROWN recently completed a two-year tour in the USA as Physical Fitness Adviser to the United States Marine Corps. On completion he was awarded a White House Commendation. He was also awarded an MBE in the New Year's Honours List for his contributions in the USA. As the Assistant Inspector of Physical and Recreational Training Royal Marines, he is now serving his last year of service at the Commando Training Centre in Lympstone, Devon, where he is involved in updating physical and recreational training programmes, and is particularly interested in the role of motivation in physical training.

land of professional sport and protestant ethics, private enterprise rules supreme. If you want to re-create yourself in the U.S.A. you must be prepared to pay for it. This had the effect of making the customer selective about the quality of the particular activity chosen and the service received.

Physical fitness itself is a thriving industry as the nation is becoming very health conscious, while in all sports the message was the same and reflected competitive society—'win', 'work at it', 'more effort'—if you can't beat someone else then beat yourself! But you must be a winner, in fact having handled thousands in my programme, I didn't find one self-professed loser.

The fitness message is promoted professionally by such excellent bodies as The Presidents' Council of Physical Fitness and Sports, American Association for Health, Physical Exercise, Recreation and Dance, YMCA, National Parks and Recreation Association, American Association of Fitness Directors in Business and Industry, etc. The 'in' word is 'wellness'. People are so out of touch with nature's plans that they pay exorbitant amounts to be instructed in the six main areas of 'wellness' which apparently are:

1. Physical exercises and nutrition.
2. Spiritual values and ethic.
3. Emotional.
4. Social, family, community, environmental.

5. Intellectual.
 6. Occupational and vocational.
- and I thought it was pretty basic!

The gathering momentum of fitness appears to have started with Dr Ken Cooper's 'Aerobics' (Bantam Books) and has progressed steadily until the present stage, where to run a Marathon (26 miles 385 yards) is almost a ritual sign of physical maturity, like the Masai tribesman who has to kill a lion. The business world were not slow to market 'fitness' and created a multi-million dollar boom in sportswear alone. Some of the richest proponents of the 'recreation boom' brought new Motor Homes (a house on wheels) rather than training shoes but these often lie rusting in garages, while the owner moonlights during his 'leisure time' to pay for it. The 'fitness boom' is also reflected in industry. Research has shown that ill-health is costing a lot of money. Heart attacks alone cost the U.S. Industry about 132 million workdays (4% of GNP) per year—(the figure for the UK is 27.5 million).

It is estimated that 100,000 men, many of them at their pinnacle of their value to the companies employing them will die of heart attacks, which cause 1 in 3 deaths (at a rate of one a minute). The apparently healthy middle aged male, with a clean bill of health, freshly signed by his doctor, stands a 1 in 5 chance of having a heart attack before retirement. The common backache, far less dramatic, is a result of physical degeneration 80% of the time and the price is high—225m dollars in workman's compensation and a billion dollars in lost output (National Safety Council figures). There are also hidden costs: people in poor condition are sick more often and recover more slowly, while chronic fatigue and lethargy increase the risk of accidents, and efficiency and productivity sag. It is interesting to note that in 1850, human muscle provided nearly a third of the energy used in workshops, factories and farms. Today the figure is less than 1%, but the human body's muscular, respiratory and circulatory systems have not changed. They were designed for, and require, regular and vigorous use. Employee fitness therefore has become a major concern of government agencies, private industry, and business.

General Motors, for example, now spends over 325m dollars for its employee health plan—more than it spends on buying steel (health benefits added 175 dollars to the price of every new car last year).

Without providing a further barrage of facts it might be time to consider, in this competitive industrial world, where Britain stands. Even with the benefits of a National Health Service and a large network of Leisure Centres—is Britain Fit?

As an industrialized Country; coupled with the widespread lack of physical development in schools I would suggest that Britain is fast becoming like the USA in lifestyle and health problems—if this is the case then perhaps in the future our leisure centres could be used far more extensively for the personal recreation of individuals, through health education and fitness programmes. Firms may approach managers for fitness packages, which could result in a fresh demand for imaginative programmes, and at 'off peak' times.

With the advent of the London Marathon (yes, I did complete it) I see a similarity of turning points between our society and the Americans. This event focused the nation directly onto fitness, and similar events will blossom all around the country with cities competing with each other for attention, perhaps to show others that 'we are the fittest city'.

The marketing men are coming. There is a whole new ball-game coming your way—it's called 'fitness'—and it's here to stay.



Left on the shelf

ROGER QUINTON clears his desk with final round-up of reviews. In the next edition Ian Cooper, Amenities Development Officer for Aberconwy Borough Council will present "Leisure inPrint" a continuing review of worthwhile reading for recreation managers. Offers to assist with reviews should be directed to Ian at 24 Spring Gardens, Wiveliscombe, Taunton, Somerset.

SELECTED NEW PUBLICATIONS

Management

Financing, Managing & Marketing Recreation & Park Resources by D. R. Howard and John L. Crompton. Published by Wm. C. Brown, Dubuque, Iowa, USA. 1980, 490pps, \$15.90 exc. p & p. ISBN No. 0 697 07091-3.

Once you accept the traditionally American style of chapters and print—the messages are good, the end of chapter summaries reinforcing the points made. Too long have we waited for an expansive ideas book for recreation management pointing to where specific examples have worked. It's a pity it has to be an American book that gives us good conceptual ideas for raising capital finance for, wait for it, a park, or a swimming pool. Well done, John Crompton, now lecturer at Texas A & M University, late of England and Dennis Howard.

Get your hands on a copy!

Research and Planning

Leisure Spending in the European Community by Anthony Edwards. Published by *The Economist Intelligence Unit Ltd, Spencer House, 27 St James Place, London SW1A 1NT*. Jan., 1981, 158pps. Price £60.

"Leisure spending in 1980 in the UK was equivalent to 24% of gross household disposable income and the share is increasing." In the UK spending in pubs, cafes and restaurants and on private motoring is the major proportion with expenditure on tourism and outings being the next largest element. Expenditure on sports, whether as a participant or as a spectator, cultural activities and the cinema are relatively minor leisure spending elements. So says this new EIU Special Report analysing trends to 1990 in leisure time and money. The comparison with other EEC countries is of limited value to the majority of British recreationalists but does explain why the continental countries do have certain leisure developments.

The main conclusion is that, generally the most rapidly growing elements of leisure expenditure in the 1980s are likely to be the leisure share of private motoring, tourism (foreign and local) and, most dramatically of all, home video . . . but social expenditure, spending on out of home cultural activities, spectator sports and other formal entertainment will grow relatively slowly. The report says that "even very high unemployment does not add a great deal to aggregate leisure time enjoyed by the whole population."

A planning department purchase—persuade 'em!

Leisure and Recreation Statistics 1980-81 Estimates by the *Chartered Institute of Public Finance and Accountancy, 1 Buckingham Place, London SW1E 6HS*. September, 1980, 108pps. £10 per copy to non SIS subscribers. ISBN 0141 187X. The fifth edition of this invaluable collection of facts and figures without which a senior recreationalist would be the poorer. The ultimate in financial statistics—estimates only though! This year's again includes information on contribution to the Arts. The estimated total expenditure of £643 million for 1980-81 is but 18.3% higher than in the previous year, and that must include new services net costs.

MANAGEMENT SURVEY REPORTS

46—Job Evaluation—Theory and Practice by Katherine Bradley. 1979, £15, 54pps. ISBN 0 85946 096 7.

48—Contracts of Service—A Survey of Employment Contracts for Managers and Specialist Staff by Angela Wright. 1980, £15, 54pps. ISBN 0 85946 106 8. Both published by the Research and Publications Division of the British Institute of Management Foundation, Parker Street, London WC2B 5PT who offer a 33% discount to BIM members. Do read job evaluation—determining the value of a job relative to other jobs within the same organisation. Contracts of Service covers "legal considerations, the form and duration of contracts and their termination." The reading list is valuable for personal research. Oh for a private medical treatment clause and a company car!

You must have a copy, but order it through your treasurer.

RESEARCH PAMPHLETS

Aspects of Leisure and Holiday Tourism published by *English Tourist Board by the English Tourist Board Socio-Economic Research Unit*. February, 1981, 9pps, £1.50 exc. p & p. ISBN No. 26814.

Close packed, excellent, summarised facts and figures relating to the growth of leisure and holidays, 1974-1979.

Comprehensive tables on trends in leisure spending in the UK (beer accounted for £4838 million in 1979, the target gross—now a falling market of course—with sports goods and sports services including dancing showing a 35% increase in the period at constant prices). Trends in holiday spending in UK and abroad (a 49% increase in overseas residents holidays in the UK); the holiday bias of leisure activities (how popular are swimming, visiting historic buildings and towns and walking); membership of national voluntary leisure groups; leisure groups with over 5000 members (National Trust top with 946,000); local authority net expenditure estimates on leisure and recreation in England and Wales (urban parks and open spaces greatest expenditure in 80-81 at £219,260,000, an increase of 40% on the year before; indoor sports halls and leisure centres £70,047,000 an increase of 44%. The promotion of tourism shows an increase of 60% to £7,482,000) and income expressed as a % of gross expenditure (including capital charges) (sports halls and leisure centres 28.4%, urban parks and open spaces 4%).

Draws on Henley Centre for forecasting, Staniland Hall EIU and other sources.

UK Leisure Markets *Henley Centre for Forecasting, 24 Tudor Street, London EC4Y 0AA*, published quarterly, 75pps, £440 per annum, including p & p.

This quarterly survey of a major element in UK consumer spending provides subscribers with information and forecasts on the markets and competition of special

interest to them.

Commercially biased the markets referred to do impinge on the provision of public leisure opportunities and that alone justifies an interest in this field.

By Return of Post

Report of a seminar on Postal Surveys, January, 1981, 25pps, printed by Social Research Association but unfortunately no extra copies available. Surveys are served by those that know about these things.

Send stamped addressed foolscap envelope to Roger Quinton to borrow his copy.

HARDY ANNUALS

The Museums Year Book 1981 edited by Pauline J. Maliphant, BSc, published by the *Museums Association, 34 Bloomsbury Way, London WC1A 2SF*, 200pps, 1981. £10.50 to members, £16 to others including p & p. ISBN 0902102567.

A most laudable and comprehensive "Who's Who, Who's Where and What's What" of the museums world.

Other institutes and associations would do well to adopt the format and presentation.

Historic Houses, Castles & Gardens in GB and N. Ireland 1981 published by *ABC Historic Publications Ltd, 1 Throwley Way, Sutton, Surrey SM1 4QQ*. 168pps, £1.10 or £2 direct from publishers. ISBN 0900486 29 5.

It really is the most comprehensive, up to date publication of its kind! All are open to the public.

Museums & Galleries 1981 published by *ABC Historic Publications*, address above. 116pps, £1 from booksellers, £1.50 direct from the publishers. ISBN 0900 486 30 9. Published in October each year.

More added to this year's edition, well worthy of the price. How long before certain leisure centres are included in it!

Continued on Page 11

ARM NEWS COMES FIRST

BRITISH SPORTS MEDIA, H. B. Wancke, Dennis Fairey & Associates Limited, March, 1981, 64pps, published March and September. £15 per annum (£8 each).

ARM News heads the list of journals, alphabetically at least, in a new directory of sports journals, annuals and directories for those involved in sport.

The Directory is aimed at personnel involved in publicising and organising sports, including sponsors, advertising agencies, public relations companies, sport manufacturers and administrators. The first issue concentrates on sporting publications, their publishers, governing bodies, and for the first time categorises sports naming the journals which cover them.

The directory is the brainchild of Henry Wancke who has been in sports publishing since 1972. Talking to ARM News Henry said, "British Sports Media will strive to place specialist sporting publications on an equal standing with other sectors of publishing. Whilst mass circulation journals have always fared well in the commercial world of 'advertising,' the specialist sporting title deserves to be considered separately as they are reaching a dedicated market and their socio/economic standing is much more easily defined with less waste."

"With the prevailing economic recession, advertisers should be made aware of the effectiveness of this sector, especially as budgets are becoming more and more stretched, and in the main, staying constant, whilst ad rates are increasing across the board."

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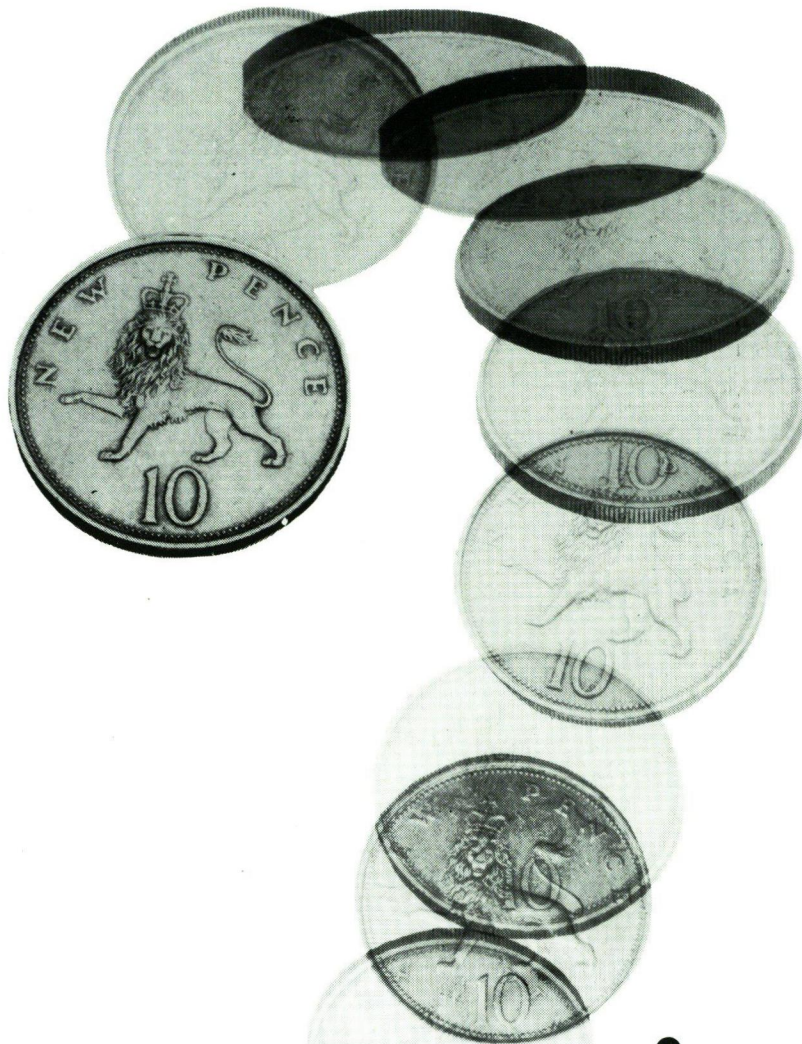
HOLLIS PRESS AND PUBLIC RELATIONS ANNUAL. Published by Hollis Directories Ltd, Contact House, Sunbury on Thames, Middlesex, TW16 5HG, £12.80, 508pps, 12th edition, £9. ISBN 09009 67 250.

The classified guide to press contacts, public relations contacts, news information sources, public relations consultancies and services to communications and the media.

Even the ARM should seek a mention in the next edition!

CONTACT—THE UK NEWS CONTACT DIRECTORY 1980-81. Published by IPC Media Publications, Windsor Court, East Grinstead House, E. Grinstead, W. Sussex. RH19 1XA. £25, 520pps, ISBN 610 00539 1.

The bible for journalists and researchers—the contact book for companies public and press relations officers, sponsors, the media and services to journalists and PROs. Look it out in your local reference library—you may need to use it sometime . . . and send your centre's name in—there are many included.



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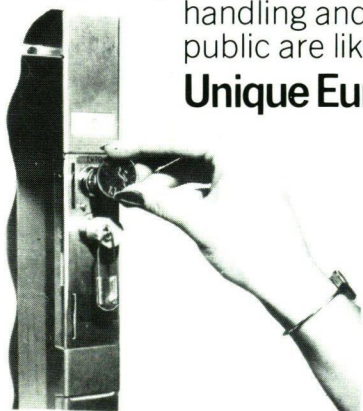
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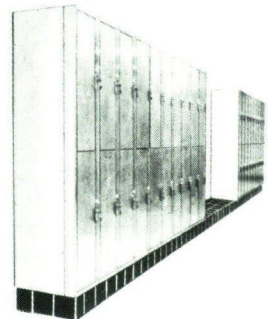


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SALLY MAIDMENT and JIM LYNCH — a joint approach to management.

Wedlock beats deadlock

ARM News is happy to announce another amalgamation. Sally Maidment, Manager of the South Wansdyke Sports Centre, Avon, married Jim Lynch, Manager of Keynsham Leisure Centre, Bristol, in June — believed to be the first time that two ARM members have formed such a union (or ARMlock).

Wansdyke's Leisure and Recreation Officer, Mr J. C. Harvey, was one of the first to hear the news in an inter-departmental memo which read: "With reference to the current management communication system in operation within Technical Services, we are of the opinion that internal communications would be improved if the Managers of the Keynsham Leisure Centre and the South Wansdyke Sports Centre both had the same name and address.

"We are therefore at present undertaking religious/legal negotiations to implement this proposal.

"We make preliminary inquiries regarding the use of the South Wansdyke Sports Centre for appropriate festivities in this connection and we look forward to any comments you would like to make."

Mr Howey replied that he felt "congratulations were in order on a successful formula to solve the internal communication problems between the centres. I am sure that if this merger should go to the office of the Monopolies Commission they will see fit to let it go ahead and applaud you for your initiative."

Sally (24) was born in Hertfordshire and took her degree in P.E. at Sussex University. Jim (29), took his degree in mathematics at Essex University and a post graduate teaching course in maths and P.E. at Aberystwyth. Jim took over at Keynsham three months before Sally became Manager at South Wansdyke. The couple met on her first working day.

HAYWARD RE-ROOTED



WHAT started out as a working holiday in Australia has become more permanent for former assistant manager at London's Willesden Sports Centre, Peter Hayward. He has been appointed Manager of the Beaton Park Leisure Centre, Wollongong, New South Wales.

Last August Peter and his wife decided to take the plunge and see how the other half lived 'Down Under.' The idea behind the trip was to stay for a year and see as much as possible of Australia and New Zealand, then return to England. In Sydney, however, Peter spotted an advertisement in one of the national newspapers that a Manager was required for a new Leisure Centre which was to be run by the local council in Wollongong, an industrial town some fifty miles south of Sydney. He applied for the job and was successful.

The facilities at the Centre include main Sports Hall, three squash courts, two saunas and a spa pool, a Multi-purpose room, a fitness training area and a Sports Medicine Clinic. The whole project cost the Council 1.2 million Australian

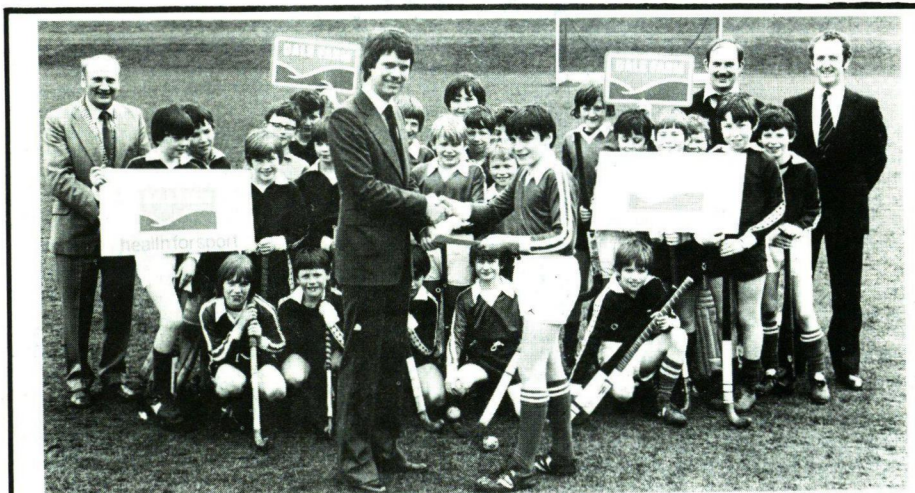
dollars (£600,000). The Centre is the only one of its type operated by a Council in New South Wales and there are only ten such Centres in Australia.

"I have to report monthly to a Management Committee who approve, or otherwise, any proposals regarding fees and charges I wish to make. That Committee then passes on such recommendations to Council who then give their seal of approval. Judging by the weekly figures and future bookings, the Centre will prove extremely successful. There was an obvious need for such a facility in Wollongong, whose population of some 200,000 people are very sports-orientated. I have no immediate plans to return to good old England, although I do know we shall eventually return to suffer the cold winters and deep recession. I do recommend that anyone wishing to further his or her Recreation Management career thinks seriously about taking a look at Australia and sees the many opportunities there are in the Recreation Scene."

Peter, whose previous appointments were recreation officer in Southern Nigeria, centre assistant at the Michael Sobell Sports Centre, Bushey, gained his membership to the Institute of Baths and Recreation Management after one year's study, having taken exams a year early to travel to Australia.



THE ENGLISH Tourist Board's major promotion for 1982 will be on the theme "Maritime England." The Board is producing a regular newsletter (available from regional boards) and is hailing the special promotion as the biggest and most exciting yet. A national campaign will include a guide to the various attractions to be found throughout Maritime England, including the promotion of historic ships and maritime museums as well as the attractions of seaside resorts. The board has appointed a consultant to help formulate practical plans and put them into action. He is Mr Richard Gregson-Williams, who has previously been involved in organizing the York Mystery Plays, the Chichester Festivities, the Salisbury Festival and the Exeter Festival.



THE 1981 Northern Ireland mini-hockey championships featured sponsorship for the first time. They were held in Bangor in April with 49 teams taking part. Strandtown Primary School team captain Alex Murphy is pictured handing over the Dale Farm Sponsorship cheque to Lisburn schoolmaster and mini-hockey organizer Larry Stirling watched by Francis Baird, president of the Ulster Branch of the Irish Hockey Union; Ronnie Dowdall, schoolteacher; Dale Farm executive Robin Anderson; and Strandtown team members.

ARM NEWS 1981
NEXT EDITION — AUTUMN
 (copy deadline September 1st)
 Press releases related to recreation and leisure welcomed.
MEMBERS:— Send in YOUR news—an event, an idea, a complaint, a problem or a new job!
 When sending material for publication please try to send typed copy (double spaced) and include black and white photographs if possible.
 Copy should be sent to:
 Gerry Garver, Editor, ARM News,
 6 Audley Gardens, Sunderland,
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 (Not to Crowtree)

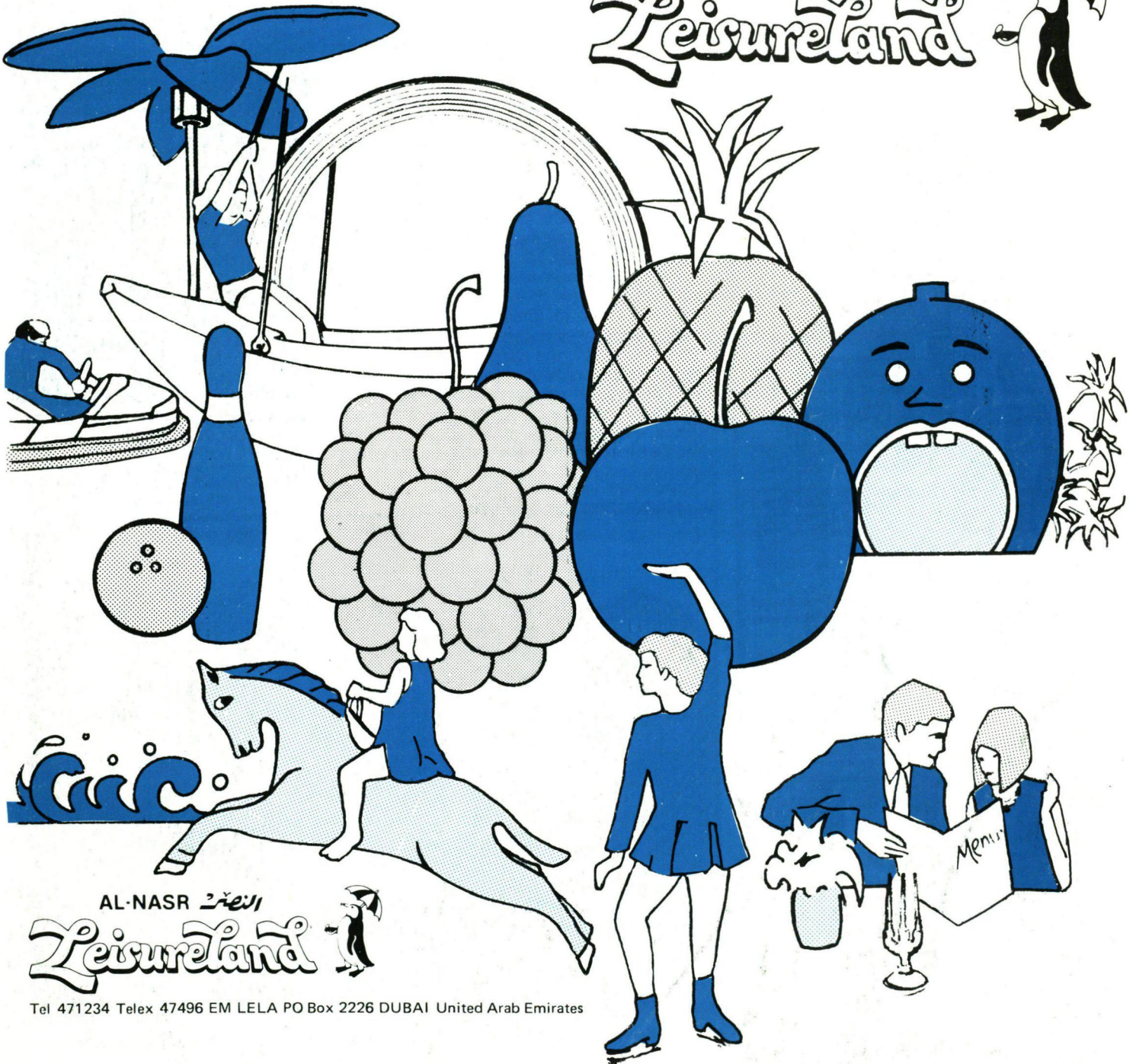
ARM NEWS

Journal of the Association of Recreation Managers

Autumn 1981

No. 35

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ASSOCIATION of RECREATION MANAGERS

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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, Brook Orchard, Brookedos, Kingskeswell, Nr. Torquay, South Devon.

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 ON THE NATIONAL EXECUTIVE

Eastern: Glyn Leyshon, Manager, Kelsy Kerridge Sports Hall, Cambridge.

East Midlands: Bryan Hughes, Support Services Officer, Rushcliffe Recreation and Amenities Department, Nottingham.

London & South East: Dennis Allard, Manager, Vale Farm Sports Centre, Wembley, Middlesex.

N. Ireland: Danny O'Connor, 22 Old Cavehill Road, Belfast.

North of England & Scotland: Mike Fulford, Indoor Leisure and Amenities Manager, Concordia Leisure Centre, Cramlington, Northumberland.

North West: John Knowles, Director of Recreation and Amenities, Gothic House, St James Street, Accrington.

Southern Region: Griff Jones, 37 North Ninth St. Silbury Boulevard, Milton Keynes, Bucks.

South West: Martin Rees, Manager, Frome Sports Centre, Somerset.

Wales: David Evans, 86 Channel View, Risca, Newport, Gwent.

West Midlands: Peter Morrall, 26 Blakemore Close, Winyates, East Redditch, Worcs.

Yorkshire & Humberside: Derek Denton, Department of Management Studies, Doncaster Institute of Higher Education, Doncaster.

ARM NEWS

Journal of the Association of Recreation Managers

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Sunderland, Tyne & Wear SR3 1XR.

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

FROM THE ARUN SEAFRONT

I AM PLEASED to have the opportunity to underline a number of matters concerning the association which are mentioned elsewhere in this journal.

During discussions with association officers, it has been clear that amalgamation is a real opportunity that almost certainly is shortly to be presented to the membership of this association and other institutes. Clearly, whether the amalgamation package should be accepted or not will be a decision for each member. I know that many unselfish, dedicated and detailed hours have been given by Dennis Woodman and Alec Collins of this association, and others representing sister bodies, to the cause. I trust that the benefits of amalgamation to the profession as a whole and to you as an individual within that profession, will speak for themselves. I would contend we should seek when considering the proposed amalgamation to bury individual selfish concerns and to consider the opportunity that is before us. From what I have heard to date, I believe that the advantages to each member of this association will far outweigh the disadvantages.

Be critical, be positive and be forward looking when the matter comes before you!

At the recent executive committee meeting, when considering next year's proposed budget, it was clear that the measures taken for this current year had achieved the desired economies. The committee, when considering next year's membership fees were also of the opinion that increases to membership fees should be realistic and allow for inflation. No other increases were contemplated—good news indeed.

Our membership continues to increase. The different individuals seeking membership continues to add to the strength of the association. Remember, that this association's progress has always been concerned with the contribution made by the professionals. Keep up the good work, and if you know of a potential new member then do encourage that person to join.

Under John Knowles' guidance, this year's national seminar at Lytham St Annes, promises to add another thoroughbred to the association's stable. I am sure also that the North West Region will enhance still further its reputation.

I would like to finally compliment those officers at regional level who are responsible for the most active regional programmes, past and future. Many regions are of the strength unthought of three or four years ago. Their membership is high, their contribution to the professional scene varied and proud. Other regions are striving to find a firm base from a limited number of members. Still, they are making good progress. All power to their elbow. Please ensure that you do your bit for the region and the association. We do have something of which to be proud.

Roger Quinton,
Chairman.



Pictured here following a news conference to announce the 1981 Guinness Conference of Sport, organised by the Northern Ireland Institute of Coaching in September are, from left: Jeff Davis, British Gymnastics Champion, Mary Peters, Neil Thomas, a talented British Junior, Lyn Davies, and Alfons Walser, Guinness, who presented Neil with a sports holdall after his floor exercise exhibition for the news conference.

'TEACH SKILLS FOR LEISURE'

PROFESSOR EDWARD WRAGG, Director of the School of Education at Exeter University, has proposed school curriculum changes to develop skills to keep up with radical social developments. Professor Wragg was appointed by the Government to conduct research into all aspects of teacher training. The call for the development of 'leisure skills' follows from Professor Wragg's assertion that schools will have to look for a new breed of teacher if their pupils are to keep pace with social developments. "We are possibly about to enter a period in our history as significant as the industrial revolution," he wrote in Educational Review. "We may witness a move of equally dramatic proportions from the manufacturing into the leisure industry as endemic unemployment or increased leisure becomes a pressing social reality."



DUKE'S LAUNCH

THE DUKE OF EDINBURGH, President of the Central Council of Physical Recreation, has launched a Passport to British Sport.

The scheme is designed to provide a range of benefits including insurance cover against serious injury, banking facilities and cut price top quality sports clothing for young sports enthusiasts. More importantly it provides a framework in which young people of whatever sporting interest can be brought together in a nationwide fan club and will be kept in touch through the medium of newsletters.

A passport holder will be able to buy specially designed sports and leisure goods at approximately 30% less than average shop price. Nat West will credit each passport holder with £1 on opening a deposit account with the bank and a scheme of free admission to major sporting events is being developed. Free admission to County Cricket Championship matches was available from the launch of the scheme.

The CCPR, which is the National Association of all sports governing bodies, wants to encourage young people to be interested in sport — whether by playing or watching. Membership costs £3 for 12 months and is open to those under 19 years. Special reductions are available for schools, youth groups and clubs making block application.

Managers of leisure, sports and recreation centres have been invited to co-operate by publicising the scheme. Furthermore they have been asked to consider offering reduced prices at off peak periods to passport holders. Such an arrangement could have mutual benefit so if you require further information write to Peter Lawson, General Secretary, CCPR, Francis House, Francis Street, London SW1 P 1DE, or telephone 01-828-3163/4.

BERNARD'S HANDICAP

BERNARD WARDEN, known more as a golfer than Director of Leisure Services for Dacorum, received some bad news recently. Under a new handicapping system expected to be introduced in 1983 a 'freak' round in which a golfer excels (such as Bernard's at Saunton Sands) will no longer count for a lower handicap. The new system proposed means all categories will be affected and handicaps will reflect average rather than peak performances as now in Australia.

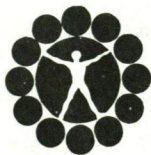
In essence anyone who does not play to his handicap in a single round, regardless by how many strokes, will automatically go up .1. When he reaches .5 a stroke will be added although his actual handicap will remain at, say, 11.5. News from our man in Saunton is that the price of second-hand golf balls dropped dramatically in 1981, due not apparently to the recession, but to the number Bernard left behind.

CAMP TRAGEDY

A LITTLE BOY, on holiday with his parents from Brighton, died whilst trying out his new snorkel and face mask in the swimming pool of a holiday camp.

The holiday camp was recently fined £500 for not having an attendant on duty at one of their swimming pools where the eight-year-old drowned.

According to a statement made at the inquest the pool attendant was not experienced either in life-saving or resuscitation and had gone to lunch at the time of the incident.



CHAT ON A HIT-TIN' ROOF

IN EDITION 32 of ARM News we announced the first platform tennis court in the U.K. to be placed on the roof of a building.

Tom Marrs, Promotions Manager of the Badminton Association of England, has informed us that Badminton got in on the roof act almost 50 years ago. As witnessed by a photograph in a recent BBC Publication, badminton was played on the roof of a department store in Stockholm in 1932!

ARM News will be delighted to hear of any enterprising and innovative venture currently being developed whether it involves old or new facilities or equipment.

MARITIME ENGLAND THEME IN 1982

For the Maritime England Year in 1982, the English Tourist Board is planning 2,000 exhibitions, pageants, festivals, concerts and other events. Any provisional plans should be described on an Events Information Form available from the ETB so that it can be included on the official list.

SPONSORSHIP

IN CONJUNCTION with the Badminton Association of England, Avia Watches are sponsoring Boy and Girl of the Year Awards for Badminton.

There is no competition and no special playing standard is required. The primary purpose is to recognise in a positive way achievements and contributions made to Badminton and thereby to give encouragement to Juniors at every level.

Each award consists of a miniature trophy, an Avia watch, sports clothing and accessories and a coaching/equipment voucher to the value of £150. The awards will be presented in May 1982 at the finals of the Thomas Cup.

A panel of experts has been selected to judge all entries and consolation awards valued at £50 will be made, if recommended. The Scheme is under the control of the National Coaching Manager of the Badminton Association of England, Mr C. Ciniglio.

CREATURES OF LEISURE No. 5



THE BARMAN. A chirpy bird always to be found at the waterhole. Some varieties have developed webbed feet to cope with ground conditions. Wings often have well developed muscles reflecting pulling experience but many flabby types have emerged with the push-button age. The great ostrich bird (affectionately known as boss) often swoops on the waterhole to snatch titbits from the Barman who is known to have magpie instincts. The two most common varieties found in this country are the "Civic" and "Concessionaire".

A WALK ON THE TECHNICAL SIDE

Tony Sedgwick is Managing Director for Universal Autopayments Ltd., Morley Road, Tonbridge, Kent.

Dave Johnston is Assistant Recreation Officer, Knowsley Borough Council.

THE SILICON CHIP is bringing about what may well prove to be the biggest industrial revolution since the Spinning Jenny. Whilst at present Government, management and unions are struggling to understand the nature of this revolution and its impact on our society, they are all agreed that it must result in a shorter working week and ipso facto, more leisure time.

The need to equip for this boom in leisure is therefore vital, but this in itself poses problems. Whilst time available to a person for leisure will rise, the amount he has available to spend on leisure is unlikely to rise, and, indeed, in real terms may diminish.

The response of the leisure industry must be to become more efficient and implement more cost effective programmes.

How is this to be done? One solution, and one that has been largely neglected, is to allow that same silicon chip to provide the benefits of increased efficiency and management control in the leisure centres as it does in industry.

Paradoxically the "chip" which is the cause of producing more leisure time can also be implemented to provide cheaper leisure activities, perhaps proving the old saying "it's an ill wind."

ENERGY CONSERVATION by Dave Johnston

THE EVER-INCREASING cost of energy is making it more and more important that we conserve our fuel. Energy costs are now probably the second greatest overhead next to wages and salaries and yet it is surprising how few authorities have any sort of long- or short-term policy for the conservation of fuel.

In the first place, the manager should consult the experts and find out just how energy can be saved. This can be done by involving the Architects or Technical Services Department, but often their workload is so great that they won't have time to complete the task. However, the Department of Energy operate a scheme whereby a survey can be carried out for a minimal charge, and, in some cases no charge at all.

There are ten regional branches of the department but a phone call to the National Centre (01-211-7074) will see you started. The department offers you two choices, you may opt for the cheaper one-day survey scheme or you may decide to choose the more detailed Extended Survey Scheme (ESS). For the one-day survey, you choose a consultant on energy savings from the huge list that they supply and they will re-imburse you with up to £75 of the cost of his survey. The consultants price can vary, but as some charge only £75 for the survey it means that it can cost you nothing. For the ESS the consultant will spend several days on site and provide a report on which a complete programme of energy conservation can be based. If you select this sort of scheme then the Department is prepared to pay up to 50% of the cost.

Knowsley Borough Council recently undertook to have an extended survey completed at three of its leisure centres. The total cost of the survey was £1000—which is £370 per centre, and after the Department of Energy's contribution, came down to £185 per building. For this the borough has a detailed appraisal of the engineering services and building fabric at each centre and recommendations on improving the performance of the same. (Comments on "housekeeping practice" are also given in the reports).

Each seven-page report comments on many energy saving techniques which include replacing existing sports hall lighting with metal halide (MBF) lamps, introducing pool covers insulating flanges and installing economisers in the chimney flues—to mention but a few.

Perhaps this may be an opportune time to discuss one of the simplest and most efficient forms of energy saving—the pool cover. It is surprising just how many local authorities do not use pool covers and yet they can save thousands of pounds each year.

The pool cover is simply a large sheet of polythene which is pulled over the pool each night and removed every morning. This can be done quite easily by two pool attendants and takes about two minutes to put on and about six minutes to remove and put away. The cover should be large enough to completely cover the pool and overlap the edges by at least one metre.

The covering of the pool effectively cuts out the heat loss from evaporation that would normally take place at night time. This means that the heating to the pool and its surrounds can be switched off for the ten hours or so that the pool is closed without causing any significant loss of water temperature. Because evaporation is minimised extractor fans which suck out air (and heat) all night can be switched off.

The savings in fuel costs are quite incredible and even in the most modern of pools several thousand pounds can be saved each year for a small outlay. The simplest of pool covers can cost as little as £135 for a 25 metre pool, although it will probably need replacing each year. More sophisticated types can be obtained but one has to be wary of the type selected as there are some types which do not suit the larger pools.

EQUIPPING FOR LEISURE by Tony Sedgwick

How can the microprocessor be effective? In many different ways.

Ticket issue and cash collection is a good example. Currently staff are employed exclusively in a ticket selling role, with back-up staff for peak periods. Other staff are employed to audit tickets against cash. Self service ticket machines, offering a variety of activities (either single or combination) cream off a good percentage of customers from the ticket desk, eliminating the need for back-up.

Desk top ticketing terminals (for they are far more than an issuing device) provide a whole range of tickets, compute prices, and what's more important, provide a detailed audit analysis.

Booking of such activities as squash is not only time consuming, but open to abuse. A computer controlled booking system ensures accurate records, 100% payment and automatic control of the court lights. Self-service booking provides cash in advance, and eliminates losses through "no shows."

Movement within a leisure centre is difficult to control and considerable revenue is lost as a result. Staff are frequently employed just to control this, at appreciable cost.

A revolutionary new identification system is

under trial in South Africa which will enable everyone to be given a ticket or badge, and their movements will be monitored at each doorway or corridor, automatically indicating an unauthorised movement.

Leisure centre car parks are often used by motorists other than customers. New car park systems utilise microprocessors and could ensure that payment had to be made at the centre, except where payment had been made for a leisure activity.

These ideas are all practical and equipment is available or under active development.

But what of the 21st Century? Everybody will have a computer terminal in their home and will be linked by telephone to any other terminal. Booking activities will then be totally automatic.

Leisure is important, indeed vital, to our natural life—equipping with silicon chip technology is one way of ensuring a continuing improvement in these areas.

HILL SKILLS

MOUNTAINEERING courses aimed at increasing safety and survival on the Scottish mountains in winter are being held at Glenmore Lodge, the Scottish Sports Council's National Outdoor Training Centre located near Cairngorm, this winter.

Two weekend "winter skills" courses for members of Scottish mountaineering clubs are being held this year because of the increased demand for this kind of course. There will also be courses dealing with avalanches and winter rescue skills.

Principal of Glenmore Lodge, Fred Harper explained their importance:

"Although these courses are for experienced climbers and skiers they re-emphasise the dangers when going on to the Scottish hills in winter — something of which even seasoned hill-users must always be aware.

"Because of demand we have had to introduce a second Winter Skills Weekend which covers all the basic skills necessary for survival. Altogether 120 students will attend these two courses and the knowledge they gain will be passed on to their fellow club members afterwards. This means that hundreds of Scottish climbers should benefit.

This winter an even wider range of courses is available at Glenmore Lodge including Nordic Skiing, Ski Touring, Ski Mountaineering, all levels of Skiing, Snow and Ice Climbing, Winter Mountaineering as well as the Leadership Award courses in Mountaineering and Skiing.

The Scottish Sports Council has just published the Glenmore Lodge Winter Brochure 1981-82. Operated by the Council, Glenmore Lodge trains leaders and instructors in mountaineering, skiing, canoeing and sailing, as well as running beginners' and intermediate courses.

Glenmore Lodge has instructors who have world-wide experience in climbing, skiing and canoeing so students are assured of first class instruction.

People wishing to obtain a brochure about the courses should write to: The Scottish Sports Council, 1 St Colme Street, Edinburgh EH3 6AA.

Museum News

THE MUSEUMS ASSOCIATION brings together those who work in museums and their governing bodies to talk about problems. That all is not well in museums and galleries is clear from the Government's strengthening of the Museums Commission announced on 9th September. What's going wrong?—after all, museums and art galleries are a prime reason for overseas visitors coming to Britain and more people visit museums than ever before. Exciting new ventures are opened each year by private enterprises, one of which, the Hunday National Tractor and Farm Museum, Northumberland, won the Museum of the Year Award. And Manchester seems to have had little difficulty in raising a quarter of a million to buy the controversial Algardi Bust and save it from export.

The problems stem from the lack of a clear national policy and minimum standards for any organisation claiming to call itself a museum. What national purposes are they here to serve—do they have a social purpose in creating a more tolerant and equal society? And, a point which worries the professionals particularly, how are they to obtain the cash necessary to stop their collections becoming wasting assets as they deteriorate in inadequate stores and displays with insufficient resources devoted to conservation?

All parties pay lip-service to the value of museums as repositories of knowledge and places of enlightenment for the public. In hard times this asset of the community is as worthy of care as any other. How can we use these assets for an increasingly leisure-orientated society—and still hand them on to future generations?

The Museums Association conference took place at the University of Manchester in September and took the theme "Museum Collections—Use or Abuse?" and provided a forum for these issues.

NEW PRESIDENT

Neil Cossons was elected President of the Museums Association at the annual conference.

Neil has been Director of Ironbridge Gorge Museum Trust since 1971. He began his career at Leicester in 1961 and later held posts at Swindon and Bristol Museums before becoming Deputy Director of Liverpool Museum.

Speaking of the future work of the Museums Association in pursuing the interests of museums and their staffs in Britain Mr Cossons said: "We must continue to press for a Museums Council and to place the needs of museums and the opportunities which they afford firmly in the minds of Government and Government agencies, local authorities, businesses, industry and the trade unions."

MORE PROFESSIONAL TRAINING

Geoffrey Lewis, in his presidential address to the Museums Association conference at the University of Manchester, said:

"The museums service is a public service. It is concerned with the preservation and interpretation of the public heritage. It enriches our lives, it provides foundations, perspective and reality to our existence, it is regarded not just as a means of promoting national understanding among a particular country's people."

Mr Lewis went on to identify the important elements which identify the particular work which curators do. He stressed the increasing significance of museum collections to society and the importance of a thorough and effective training for museum staff. At the moment "The professional training we provide to curators does not bear comparison with that given in other professions. We should recognise that the complexity of the museum operation and the growing body of theory now supporting it require a far more rigorous training than is currently conceived."

TERRY'S COMPETITION GUIDE

TERRY KEOGH, Manager of Haverhill Sports Centre and Treasurer of ARM's Eastern Region, has produced a guide to the mechanics of organising all types of competition. The guide is a valuable document and not only provides an easy to follow introduction to the more traditional league and knock out systems but also includes some interesting ideas which some of the more seasoned recreation managers will find of interest.

Terry feels the guide will have wide appeal and ARM agrees. The comprehensive guide is being made available to members for 55p and non-members for £1.00 (price includes postage) from John Turner, ARM, 41 High Street, Over, Cambs.

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INN AT THE DEEP END

The swimming club at Dollan Baths, East Kilbride, has gone into the catering business and summarised its experiences for ARM News.

OVER the past few years the cost of running a Swimming Club like ours, with a membership of about 400, has risen dramatically. Some Clubs have been lucky enough to obtain large sponsorship deals with national or local companies, e.g. Kelly College obtained £53,000 from George Wimpey Ltd in 1980, but with the economic recession such deals are now very hard to get. Even the basic fundraising events on which our Club, and most others, survive, are being hit hard by the economic recession.

Towards the middle of 1980, it was brought to the attention of the Club's Management Committee that the franchise for the Cafeteria would be put out to tender in March 1981. It was suggested that it might be worth considering trying to obtain this franchise in order to provide a source of income for the Club. The idea was accepted and a small Sub-Committee was set up to look at the feasibility of tendering for the franchise. During this period much useful information was gained from the District Council, through the Recreation Department and the Baths Management, on how the Cafe had been run in the past and how they would like to see it run in the future.

The following advantages to the Club

also came to light during the feasibility study:

- 1) We would provide some employment for Club members, whose requirements for time-off for training and competitions often lead to problems with other employers.
- 2) We would be able to do our own catering for visiting teams and at Galas.
- 3) We would be able to provide a 'meeting place' for Club members and parents to have a chat over a cup of coffee.

Considering the above points, along with the fact that we thought the project could be financially successful, we decided to submit a tender.

Our tender was successful, and we were awarded the Cafe franchise for an initial period of one year from the 1st May 1981.

A Limited Company (Kilbride Catering Co. Ltd.) was set up to run the Cafe franchise on behalf of the Club, and a full-time Manager, with experience in the Catering trade, was appointed to handle the day-to-day running of the Cafe.

Since there was no money available in the Club funds for buying the initial stock to allow us to open, it was necessary for us to arrange 28 day credit accounts with suppliers. This can normally only be done if you have been in business for a short

period of time, but in our case when we explained to the suppliers they were sympathetic and allowed us to open accounts.

It was decided that we should start by selling a limited range of snacks and drinks until we found out what the demand was like, and then slowly increase the range of items over the first few months.

We have now been open for over three months, and have managed to overcome most of our teething problems. We have now introduced a microwave oven which allows us to cook hot snacks in a very short period of time. In the near future we hope to introduce a deep fat fryer, which will allow us to cook chips, which in turn will allow us to start offering lunches.

We are now also preparing plans to have the Cafe redecorated, and some alterations done to the kitchen area.

We have also extended the opening hours, and are now open from 9 a.m. to 9 p.m., Monday to Friday, and from 9 a.m. to 4.30 p.m. Saturday and Sunday.

The Club now feels that the hardest part of this venture is over and is hopeful that the Cafe will be a financial success to us.

We are grateful to the District Council for having trust in the Club and giving us this opportunity.

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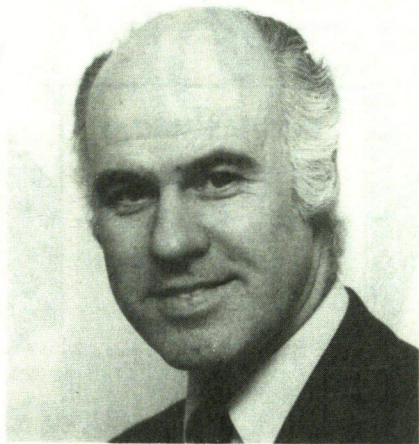


Photo courtesy City Engineer, Newcastle.

Stan Calvert

THE FORMAL designation by the University of Newcastle-upon-Tyne of the Centre for Physical Education and Sport marks a significant academic landmark in the history of the university.

The title not only reflects the responsibilities of the lecturers but also indicates the future involvement in sports' studies and research, while continuing the long-established contribution to physical education. Naturally it would have been encouraging to have accompanied the announcement with news of a programme of courses and research projects, but our ambitions are restrained by the instruction to contemplate an 8% cut by 1983-84. It is therefore clear that funds for research and development must be attracted to the university from

external sources and in this enterprise we recognise we are in a very competitive market.

Not least among the strengths of our higher education institutions is the degree to which various disciplines can bring their expertise to the consideration of a particular problem. It is therefore our intention to exploit the growing interest in sport and recreation amongst planners, architects, scientists and others, and involve them in multi-disciplinary projects. Our own expertise centres around five main areas—Physiology of Exercise and Training, Aesthetics, PE and Sport with handicapped children, Community Sport and Recreation and Sport and PE in the USSR—and it would not be our intention to embark on areas of research for which by qualification and experience we were ill-equipped. However, colleagues in the various areas of ARM may wish to take note of our willingness to enter into new partnerships and at least consider the feasibility of new initiatives.

We have recently been greatly encouraged by the way Sports Associations have received news of our designation and it is clear that from our enlarged academic and administrative base we can continue to make a significant contribution to sport in the north—and hopefully beyond.

Stan Calvert,

Director Centre for Physical Education and Sport.

LIGHTWEIGHT WALK

THE GREATER London and South East Sports Council has recently organised a study tour to consider Lightweight Buildings for Sport.

Conventional building provides a traditional method of enclosing areas for indoor sport. However, the capital costs and lengthy periods of design and construction have in recent years stimulated the consideration by architects and others in the field of sports facility provision of alternative lightweight structures.

Initially these were of the air supported type commonly used in Britain and abroad for indoor tennis. More recently the increasing cost of energy to inflate the cover has provoked designers to investigate an alternative frame system.

A number of manufacturers have now produced examples of lightweight, demountable buildings with metal frames and clad in a double or single skin of fire retardant fabric. A recent example of this method of provision was the specialist gymnastic centre at the National Sports Centre, Lilleshall, Shropshire.

The tour took place in October and was aimed primarily at local authorities but also other interested parties such as voluntary clubs who wish to investigate alternative means of providing sports facilities.



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BRITAIN'S first-ever "live entertainment" Conference and Exhibition—Entertainment 81—will be held in Harrogate from 24-26 November. The conference is a double first . . . it will also be the inaugural event in Harrogate's £25 million International SuperCentre.

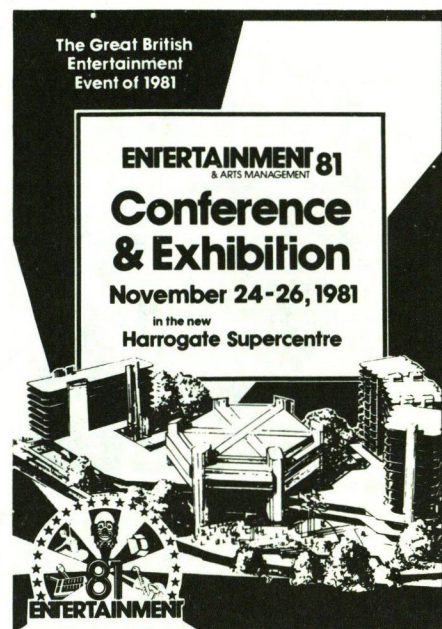
There has long been a need within the entertainment industry for a large-scale forum at which all facets of the business can be brought together, spotlighted and discussed. And John Offord (the publisher of several magazines and reference books for the industry including "Entertainment and Arts Management" and "British Theatre Directory") has responded by organising Entertainment 81 through John Offord (Exhibitions) Ltd.

Many of the country's major associations and organisations in the field of entertainment and the performing arts are supporting Entertainment 81 and exhibitors will represent a complete cross-section of the industry.

The Entertainment 81 Conference and Exhibition will comprise Conference Sessions; Workshops and Seminars in the Royal Hall; displays by more than 20 organisations and associations (together with a variety of lunchtime events) in the SuperCentre Foyer; and more than 120 exhibitors in two major Exhibition Halls which link the Royal Hall and the SuperCentre. Throughout the three days there will also be star-studded concerts and a variety of interesting fringe events.

Entertainment 81 will be opened by George Melly at 10 a.m. on Tuesday 24 November.

Artists performing at Entertainment 81 include Ronnie Scott Quintet; Billie Jo Spears with Southern Express; George Melly and John Chilton's Feetwarmers; The Yetties; Marian Montgomery and her Quartet; Telephone Bill and the Smooth Operators and Poacher.





THE FIRST European Fishing Tackle Trade Exhibition will be held at Britain's National Exhibition Centre in Birmingham from Sunday 27 to Tuesday 29 June, 1982.

The European Fishing Tackle Trade Exhibition (EFTTEX 82) will be organised by the National Exhibition Centre working closely and in full co-operation with EFTTA, the European Fishing Tackle Trade Association.

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ASSOCIATION OF RECREATION MANAGERS

ARM MANAGEMENT PUBLICATIONS

1. "COST EFFECTIVE RECREATION MANAGEMENT" — (90 pages).

A report covering the papers presented at the Association's National Seminar held at Saunton Sands, Barnstaple, North Devon, in October 1980.

ARM Members £5.50, Non-Members £6.50.

The report covers: The Management of a Departmental Budget; Cost Effectiveness in Sports and Leisure Centres; Joint Funding and Capital Projects; Local Authorities and Joint Capital Projects; Marketing the Local Authority Recreation Service; Responding to the Market in the Leisure Field; Marketing a Major Sport; New Technology and its application to Local Authorities; Measuring the Benefits of the Service against the Costs; Social and Economic Considerations for Cost Effective Recreation Management; Seminar Workshops.

2. "LEISURE INTO THE 80s" — (100 pages).

A report covering the outstandingly successful ARM National Seminar held at Crowtree Leisure Centre, Sunderland, in September, 1979.

The publication covers each paper presented and takes a comprehensive review of the current leisure scene.

ARM Members £4.75, Non-Members £5.50.

Topics covered include: The Management of an Integrated Leisure Services Department; Crossroads of Sponsorship; "We Proudly Present" — The Entertainments Scene; "Boroughs in Bloom" — A Parks Viewpoint; "Harlow to Crowtree — Twenty Years Progress?" — The Development of Indoor Sports & Leisure Centres; "A Projection for Leisure into the 80s" — Robert Tyrrell, Henley Centre for Forecasting; "How's your Style?" — Will it still be in fashion through the 80s?

3. "COMPETITION ORGANISATION BY TERRY KEOGH" — (10 pages).

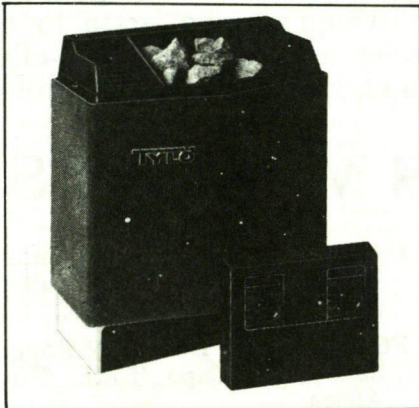
A comprehensive guide to the mechanics of organising all types of competitions.

ARM Members 55p, Non-Members £1.

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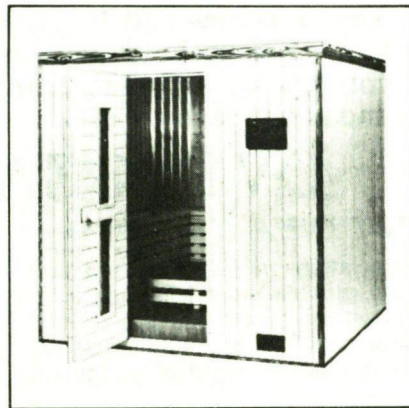


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ARABIAN FRONTISPIECE

OUR COVER illustration is taken from the brochure of AL-NASR Leisureland in Dubai which has been forwarded by ARM member Pippa Jarman who is Sports and Recreation Manager. This impressive looking family leisure centre includes the Gulf's first ice rink and an outdoor pool with wave machine and 100ft. slide which are also 'firsts' for the Gulf. Leisureland also includes a ten-pin bowling alley, coffee shop and restaurant, a children's water playground and six squash courts.

OVERSEAS MEMBERS

MESSAGE FROM PAPUA NEW GUINEA

DURING my short membership of the association so far I admired and took part, when possible, in the training you provided and I learned a lot during interesting seminars. In Papua New Guinea we are the only professional sports centre and provide training for sports coaches and administrators and next year we start the only diploma course of physical education teachers.

We also are the sports information centre of Papua New Guinea and try to establish a library to assist us in giving the right answers to all questions reaching us. We rely on donations from local commerce and foreign institutions to expand our library. If there is anything you have that could be used in this developing country, we will be pleased to acknowledge the gift with a bookplate in the front of the book. I hope you can help Papua New Guinea and look forward to the ARM News.

I enclose our annual report for your interest.

Dik van der Starre,
National Sports Training Institute.

DAVIES, M. J. A., Dept of Capital Territory, PO Box 158, Canberra City, ACT 2601, Australia.

FOX, J. C., PO Box 6814, Roggebaai 8012, Cape Town, South Africa.

HAGAN, J., 121 Northwood St., West Leedersville, Perth, W. Australia.

HASTINGS, R., 41 Brisbane Street, Berwick, Victoria 3806, Australia.

HEDGES, J. M., Sports Manager, Government of Gibraltar, Victoria Stadium, S.C. Bayside Road, Gibraltar.

STOKELL, B., 12 Weld Street, Wadestown, Wellington, New Zealand.

WADDELL, P. G., Dr. of Rec., Dhahran Int. Airport PO 144, University of Petroleum and Minerals, Recreation Centre Dhahran, Saudi Arabia.

JARMAN, P., Dubai.

VAN DER STARRE, D., Papua, New Guinea.

PUT IT RIGHT PLEASE!

ARM NEWS makes its fair share of mistakes—usually at someone's expense. In the last edition Peter Ashe, Leisure Facilities Officer for Hertsmere District Council, was renamed Peter McClue (close!) and in Bulletin No. 2 Dennis Secher was replaced as manager of Redbridge Sports Centre by C. McAteer without his knowledge. However, if you think that put the odd nose out of joint Peter Rothwell, assistant manager at Neston Recreation Centre, was bitterly disappointed to find that editions 33 and 34 and Bulletins 1 and 2 did not find room for his acceptance as an Associate Member. However, it all comes to he who waits, and waits, and waits. . . ARM News always turns adversity to advantage—that's the first three drinks at St Anne's sorted!

One other omission in the last edition was the failure to recognise that "UK Leisure Market" featured in our book review, whilst published by the Henley Centre for Forecasting, is written by William Martin and Sandra Mason, Leisure Consultants of Sudbury, Suffolk.

STUDY AWARD

FOLLOWING the successful introduction of ARM'S Recreation Management Study Award last year entries are being invited for the 1982 Award. Submissions may be centred on any part of the field of Recreation Management and must have been the students original work as part of a bona-fide course of study undertaken since January, 1979. Entries which are NOT confined to ARM members should be submitted by December 31, 1981. Application forms are available from ARM, Berry House, 41 High Street, Over Cambs. First prize is £100.

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EXECUTIVE FILE

A MEETING of the National Executive Committee was held on Friday, September 11, at the CCPR Offices in London. The financial statement put to the meeting indicated that the reductions in expenditure agreed at budget stage had borne fruit with an end-of-year surplus anticipated. A preliminary budget was put forward for 1982 which projected a 10% net profit on expenditure. There was discussion on the level of membership subscriptions for 1982. Taking account of all the points raised the Executive voted on new rates and the following scale was agreed: Fellow £25; Associate £17; Entrance Fee £10; Full £22; Student £10 (no entry fee).

The East Midlands Region representative expressed concern over the role of the Finance and General Purposes Committee. The Chairman assured members that the committee was operating within its terms of reference and there was no attempt to reduce the role of the National Executive. In addition to the foregoing the following matters were also discussed: National Seminars; Amalgamation (see page 11); Education Business; 1982 Dinner and AGM; VAT; Fellowship; Regional Reports; Sports Council Management Award; ARM News; Correspondence received. The next meeting will take place on Friday, December 11.

Footnote: Regional representatives report back to regional meetings on National Executive business and will be pleased to hear from their members concerning national and regional affairs.

MANN ON THE MOVE

PETER MANN, co-founder of the ARM Southern Region and former Vice-Chairman, has joined the small band of recreational professionals who have decided to put their expertise to good use in the private sector. Peter, who for nearly five years has been Principal Recreation Officer for the City of Portsmouth, has joined En-tout-cas as Marketing Manager of their Construction Division.

This 'change of direction' as Peter sees his latest move, follows a varied career that started with his first appointment as Recreation Manager for Chilwell Olympia Sports Centre in Nottingham. Peter joined the centre after completing his B.Ed (Hons) Degree in Physical Education. In 1975 he was accepted for the Masters Degree Course in Recreation Management at Loughborough University and was awarded his M.Sc. in 1976. There then followed a period working as a recreation planning consultant before joining Portsmouth as Recreation Officer. During his stay in the city he worked on an extensive facility development programme and gained valuable experience in the planning, design and management of a wide range of indoor and outdoor recreation facilities. His pride and joy at Portsmouth was without doubt the 'Alexandra Park Development' which includes, amongst other things, a synthetic grass all-weather pitch, floodlit tennis and multi-purpose areas, an athletic and cycling stadium and a £3 million indoor leisure centre which is nearing completion.

He sees his new position with En-tout-cas as a very challenging one that provides the opportunity for him to work for a comprehensive recreation company of high repute that has a strong affinity for recreation management. He will be based at the company's head office at Syston near Leicester and in his marketing and development role will be working closely with local authorities and sports organisations in the planning, design and construction of sports facilities. His arrival at En-tout-cas will add yet another dimension to the company's expertise in facility provision. After all, say En-tout-cas, what is more logical than for a company, as market leaders in the recreation industry, to appoint a recreation professional to its management team?

DIP ON THE LINE

FOLLOWING the April decision of the Amalgamation Steering Committee for ARM, IME, IPRA and IRM to jointly proceed towards unification the Organisational Structure Working Group met in June and July.

As reported to Association Members in ARM News Bulletin No. 2 they have revised the scheme of amalgamation for submission to the Steering Committee. A review of qualifications relative to the various categories of membership proposed has led to a proposal for the class of 'member' to be for those qualified by a relevant external examination. 'Members' and 'fellows' qualified by the diploma of one of the amalgamating bodies will add (dip) to their membership abbreviation. Associates are seen as those not holding a recreation qualification.

This aspect of the discussions will be seen by ARM members as most important. The representatives of the four bodies have the difficult task of achieving a fine but acceptable balance between the concessions they will have to make and an attractive scheme of amalgamation.

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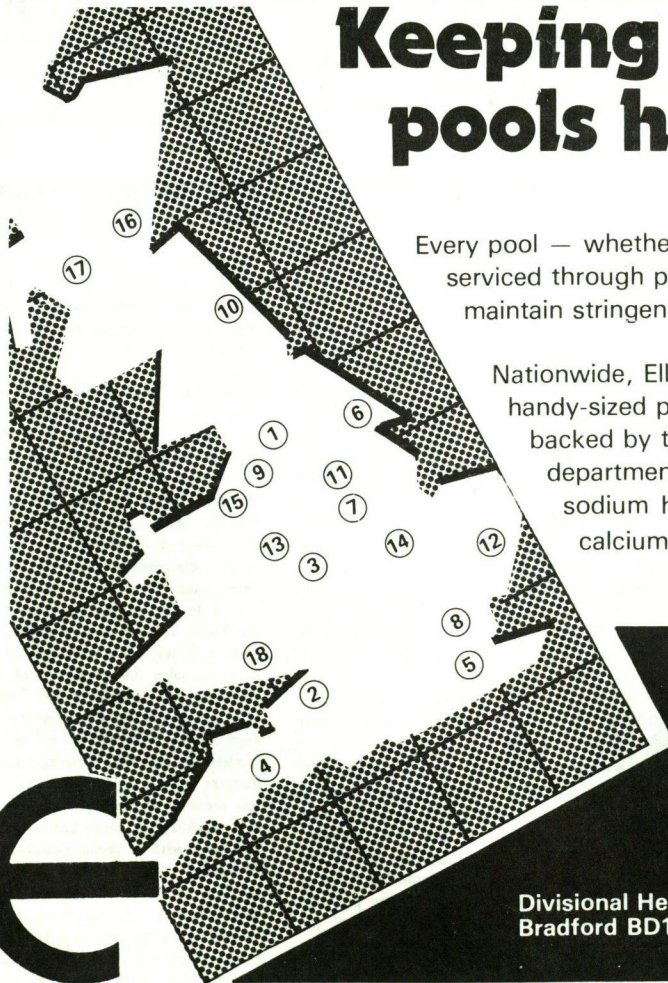
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OASIS AT CAMPUS WEST

CAMPUS WEST in Welwyn Garden City was the venue for a one-day conference on Outdoor Artificial Surfaces for Sport organised by the Eastern Council for Sport and Recreation in June.

During the past ten years or so great advances have been made in the development of artificial surfaces for sport. Many claims are made of their advantages and certainly many authorities have invested large sums of money into the development of such surfaces often on the basis of saving recurrent and other costs.

Are these claims justified? The conference sought to place the facts before the delegates.

After John Hill, CBE, had opened the conference, Jennifer Millett of the Sports Council's Technical Unit looked at the 'state of the game.' Artificial surfaces was a fast moving game which was reaching an exciting stage. Jennifer outlined the factors which have to be taken into account when considering artificial surfaces. Play factors are important but so too are monetary considerations. Providers may have to consider other potential uses and the income which can be generated. Players, she pointed out, have to support the surfaces but many endorse them with only a superficial knowledge and may distract providers from an objective assessment. The last few months had seen the conclusion of a number of significant developments because of increased technical knowledge, reduced resources necessitating less costly construction and a developing market which required reduced maintenance costs on all weather pitches. The Queens Park Rangers experiment had particularly focussed attention on progress in the field.

Jennifer summarised the Sports Council's task as a dual advisory and promotional role. The council saw the need to establish standards in respect of play, wear and weathering qualities. The acceptance of these standards was currently being negotiated with the parties concerned—a vastly better target than any being pursued on the continent. Reviewing current developments including some of the Sports Council projects (notably Bisham Abbey) she said that much depended, for example, on the outcome of the Queens Park Rangers experiment.

Jennifer was followed by Peter Dury, Nottinghamshire's County Playing Fields Officer, who quickly emphasised he was speaking more as a groundsman and sportsman. Peter started by pointing out that artificial games surfaces had been used by the Greeks. Sport, he said would continue to be played on natural turf but artificial surfaces would be a supplement.

Assessing the natural turf scene Peter reminded delegates of the importance of maintenance. The cost of maintenance was directly related to sound construction with gradients and drainage vital. There had been, said Peter, a great increase in the number of natural grasses and technical developments in drainage led by Professor Stewart at Aberystwyth, and had made a considerable impact. Peter then went on to analyse the various artificial surfaces making reference to the world-famous Nottinghamshire pitches with which he has been so closely involved. Peter's practical interpretation of the artificial scene demonstrated that there was a place for both natural turf and artificial surfaces. Golf tees might well, he said, benefit from the use of artificial surfaces, but, to the great credit of greenkeepers, greens would remain natural, football would largely continue on natural turf but practice and kick-about areas would benefit from artificial developments.

The manufacturer's view was expressed by Malcolm Gillespie, Marketing Manager for Avon Sports Surfaces. Malcolm said careful selection was vital with costs varying from £11-£31 per square metre exclusive of base construction. How do you choose?—obviously consult—but where do you get informed, independent advice and how do you ensure you are comparing like with like? How do you ensure you get what you paid for? Well the discouraging news was that with no current standards you have to rely largely on the manufacturer. So what should the manufacturer offer? Malcolm suggested that the company should have a thorough technical understanding, a research base and a survey and design resource. The company should be able to manage construction and maintenance services and offer a range of surfaces for objective selection. Malcolm also said the company should be prepared to undertake both small and large jobs. Malcolm also referred to maintenance of synthetic surfaces which he saw as minimal, but crucial. The purpose of synthetic surfaces was intensive use and this was a key



CONFERENCE CHAIRMAN

John Hill was appointed Chairman of the Eastern Council for Sport and Recreation in October, 1979, following his retirement as County Education Officer for Suffolk.

He has strong interests in all forms of sport and recreation and was one of the national pioneers of the concept of joint provision and community use of education facilities. He was appointed a CBE for his services to education in 1976.

He was involved in the setting up of the Eastern Sports Council in 1965 and of the Eastern Council for Sport and Recreation in 1976 when he became Chairman of the Finance Committee, a position he held until October, 1979.

He has been a member of the UK Sports Council since 1975 and is currently Vice-Chairman of its Finance Committee and Chairman of the National Centres Committee.

factor when undertaking any feasibility study. Referring to installation costs Malcolm outlined the possibilities of income covering leasing costs within 5-7 years.

After lunch the 'players' angle was presented. Tom McNab took a very pragmatic view of artificial surfaces for athletics. An eight-lane track costing £350,000 which needs resurfacing after six years has to be balanced against the number of athletes participating (and there aren't that many Tom reminded us). How effectively will your local authority synthetic track be used? That was the question, Tom said, which had to be answered objectively. Indeed, indoor facility provision by local authorities could be far more effective than providing an outdoor track. At the same time, however, the synthetic tracks had done wonders for our top athletes—Andrea Lynch could not, Tom contended, have become world class without Crystal Palace.

Graham Suttle, regional coach, put the cricketers' view. Cricket had taken a while to come round to accepting artificial pitches. Poor pitches, Graham contended, were the reason for so few youngsters coming through to international level, Gower was an example of the few exceptions. The importance of good wickets, especially in schools, to learn and develop skills was emphasised. Artificial pitches had much to contribute because they offered consistency.

John Cadman, speaking for hockey, reiterated the footballing attitude of "good grass is best." However, practical considerations (reduced maintenance time especially) were leading to an increasing number of poor grass surfaces. John identified ideal hockey conditions as offering an even run, good sub-surface for drainage, reasonable resilience and ease of maintenance. When considering the provision of an artificial surface John reminded delegates of the importance of identifying the type of use envisaged—specialist or multi-use.

Ian Simpson, a director of Queens Park Rangers, outlined the operational background of the club which had contributed to the decision to instal an Omniturf artificial surface. Ian explained how the choice was made and compared the costs of a new natural turf pitch with Omniturf. The underlying objective is undoubtedly to make the fullest use of the surface and the stadium and to this end a range of sporting and non-sporting events are planned.

The recreation officers' view as put by Philip Aldis, Director of Recreational Services for Islington. He described the background to the historical decision to provide an Astro turf pitch in Islington a decade ago. It was, Philip said, a mixture of calculation, enthusiasm, energy and a dash of accident. The original pitch was a great success, replacement anticipated after 8-9 years came after 10 years, and use ran at 1000 games a year. Most of the complaints were not about the pitch but the pavilion! The authority had just built a second pitch at a cost of £401,000 (surface, sub-surface, floodlights, sprinklers and surround) which costed over 10 years amounted to £70,000 a year. Philip also gave statistics on costs for the two pitches after income and explained how in relation to land costs the provision made sense in Islington.

The final speaker, John Davies, Director of Crystal Palace, gave the overview from a facility manager. Crystal Palace's involvement with artificial surfaces over the years provided an excellent case study to examine benefits and disadvantages. In summary, John listed the benefits as a reduction in maintenance, a truer surface than a traditional one, immunity to the climate, greater availability and income, and more durability and flexibility (e.g. hockey after soccer).

Turning to disadvantages capital costs are high, replacement and repair can be expensive, floodlighting is needed to realise the full potential and some associated running costs (including staff) increase. John also provided delegates with an insight to the management problems related to artificial surfaces.

This was a well-organised and structured conference which provided delegates with a clear basic understanding of a difficult technical sphere. In addition to the conference the following companies took part in an exhibition of artificial surfaces: Ruberoid Contracts Ltd; Club Surfaces Ltd; Doe Contracts Ltd; Dunlop Sports Surface International; G.B. Sports & Leisure Surfaces; Maxwell Hart Ltd; En-tout-cas; Avon Sports Surfaces; Altro Sports Surfaces.

Report by Ged.

UP TO THE MARK

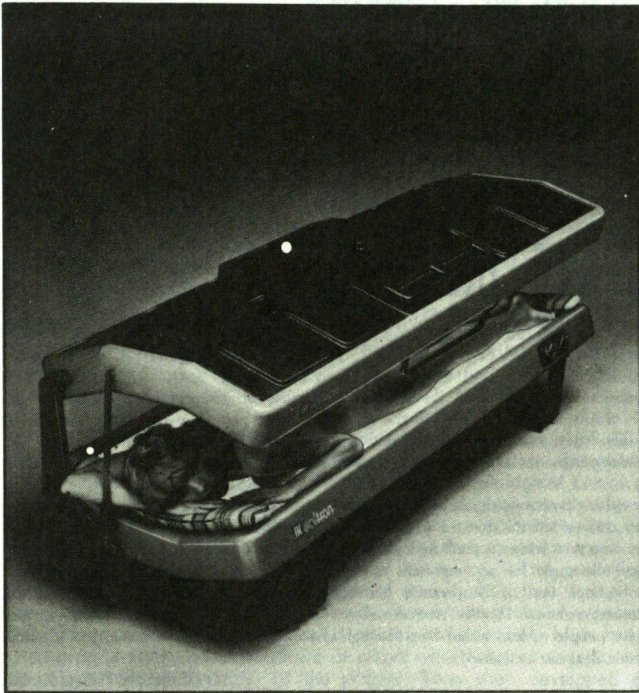
FOLLOWING the decision by the Queen's Park Rangers Management to change from a grass surface football pitch to OMNITURF, Barry Davies of Omnisport International Inc., approached the Marking Division of the SPORTSMARK GROUP with the challenge 'can you mark this surface'.

Unlike the Omniturf court at Wimbledon, where the white lines are actually inlaid as a permanent feature, the situation with Queen's Park Rangers was made more difficult because of the multi-use that they intend to get from the new surface.

SPORTSMARK'S Director, Derek Lloyd, contacted Ron Simpson of Queen's Park Rangers and after inspecting the surface SPORTSMARK came up not only with a machine to mark the grass but two different marking materials.

Derek said: "Due to the short notice we received with regard to the special event at Loftus Road, where all the Football Association Managers and Directors plus the press and television were invited, we had less than 24 hours to solve this problem and mark the pitch for the demonstration match. Great interest was caused with our Guidograph Marking Machine and in fact the actual marking unit was shown on television that evening in the report about the Omniturf surface. As Queen's Park Rangers intend to hold hockey and rugby matches on this surface, we were presented with the problem of not only marking the pitch but also being able to obliterate the lines with a green compound and remark for an alternative sport. This we achieved with a compound supplied to us by Robinson and Groom, the Indeline Manufacturers, and for longer periods, when purely football markings are required, our special Chlorinated Rubber Paint gives a more permanent line and eliminates repeated marking of the pitch."

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'SOCIAL PROBLEM' TAG

SUMMARY by Bryan Hughes

I CAN WELL imagine that the reaction of readers to my article was to ask themselves "what the hell is this bloke doing in recreation management?" If that was the reaction, then I am pleased—at least the article may have provoked some thoughts on the basic issues relating to what we do. I feel that a greater weight can be attached to broadly opposite views, but to make informed judgements and to adopt a committed approach I would suggest that we must appreciate all aspects of a subject, not just blindly accept that what we are doing is right and beyond reproach. If anyone finds this area of particular interest, I can thoroughly recommend Ken Robert's book, "Contemporary Society and the Growth of Leisure," (Longman, 1978) for further reading.

Finally, I'd like to draw attention to three quotations which I found particularly stimulating.

K. Roberts—"... the research by Diana Dunn and by Hall and Perry reveals no casual relationship between public recreation provision and other indices of the quality of life."

D. Molyneux—"... what is required is a greater knowledge of the life-styles, leisure habits and possible leisure aspirations of nearly half the population, instead of being satisfied with the situation where a middle-class clientele is content to cater for a middle-class clientele."

S. Linder—"... Is it too fantastic to picture Monday as the day on which men recover at work from the fatigue of a strenuous Saturday and Sunday."

Bryan Hughes' article in the last edition drew, as expected, some positive comments and contributions. Bryan's summary could not be squeezed into the last print so it is included here as a lead to a discussion on the issues he raised. No doubt others will wish to add their voice. We will be pleased to receive your views for the next edition.

ONE IN A THOUSAND WORTHWHILE

ALTHOUGH not a member of ARM I was very impressed with Bryan Hughes' article in the last edition and as a result have written the accompanying contribution (see P.27).

I hope you get some other constructive comment because in my view it was a pretty important article.

Denys Hodson,
Director, Arts and Recreation,
Borough of Thamesdown.

MEANING OF LEISURE

WE HAVE just been reading Bryan Hughes' provocative article on leisure as a social problem in ARM News No. 34. Among the many thoughts it raises is one concerning the use of the word "leisure."

We believe that a lot of confusion and misdirected thinking arises because of different conceptions of what "leisure" is all about. Leisure is clearly a social problem in the sense that some people in our society are forced into having more free time than they really want. But this is leisure in its broadest sense, ranging far beyond the areas of sport, outdoor activities and entertainment that are the prime concern of the professional recreation manager.

It is worth reminding ourselves that some two-thirds of all leisure time is spent in the home, and sport and entertainment take up less than 6% of all the free time the average person has available. Their share of the amount of money that people spend on their leisure is similarly low.

So, while the recreation manager obviously has an important role to play, he cannot possibly solve the leisure problem on his own. The only hope lies in co-operation between all those concerned with leisure in the widest sense, whether professionals, voluntary bodies, the commercial sector or private individuals. More free time represents an opportunity for people to lead richer lives through choosing freely what they do. But it seems we have a long way to go before this ideal can be realised.

Sandra Mason and William Martin,
Leisure Consultants, Suffolk.

FLEXIBILITY OR FITNESS

by Stephen Wilkinson

BRYAN HUGHES, in his article "'Social Problem' tag should be questioned" highlighted the responsibilities of our profession in providing people with recreational opportunities, but in parts criticised recreationalists for substantiating and protecting their own interests in preference to those of the public. It is my view that there is an element of truth in his words.

The problem that faces our profession in the 1980s is one of flexibility. Not only flexibility of design of facilities but more importantly flexibility in our attitudes to leisure provision. For it is the attitude of providers that will determine our success as we strive to produce a truly leisured society.

Bryan Hughes suggested that in many cases it is the vested interests of recreationalists, rather than the needs of the individual, that directs leisure provision. He is probably quite close to the truth. For too long now we have equated the growth of participant recreation with the emergence of a society of leisure; building more facilities to satisfy the inexorable growing demand and then inferring that it is important to our quality of life that we enable these trends to continue. The squash courts and badminton halls were duplicated at a phenomenal rate and there is little doubt that the "quality of life" of the racket player/manager was greatly enhanced. But did we really have the public's interest at heart? The recreationalists have always justified this growth by undertaking demand studies and facility orientated research, but demand is a slippery concept. People's demand for recreation facilities is dialectically related to the recreation opportunities available to them and thus surveys succeed in perpetuating the myth that everybody wants more of what they already have. There would be very little point in trying to measure latent demand for an activity that people had no experience of.

This over-representation of the preferences of current user groups has been questioned by recent research, which has investigated the extent to which an activity may be substituted by another activity whilst still fulfilling the needs of the individual. Such research includes the "Recreation Planning Study" by Thomas Burton the "Scottish Tourism & Recreation Planning Studies" and the "Recreation Activity Substitution Study," whilst Rappoport & Rappoport produced "Leisure and the Family Life Cycle" which analysed the motives that lie behind particular behaviour choices.

What is needed is the same understanding by recreation managers of underlying motivations that channel people into various activities and then adapt their programmes accordingly. We must learn that to meet specific interests of individuals and groups no one activity has the monopoly; many different activities can satisfy an interest just as many interests may be realised through a single activity. As an example it is worthwhile to look at one of the activities common to many sports centres, the keep-fit class. The motivations of the male and female subjects involved can often be different. The males may want to get fit, the females may see it as a means of getting out of the house, meeting friends and having a drink in the bar. If the instructor doesn't recognise this difference he may soon find that class numbers start to fall rapidly. As Kaplan stated "... the desire to be with friends can result in going to a bar, an adult class or to the beach but not to retire to ones bedroom with a book. From the socio-psychological view therefore the bar, the class, and the beach may provide the same function and are alike, no matter what the statistics or time budgets may tell us."

The repeated reference to social interaction as a determinant of a person's leisure behaviour is not without foundation. Whilst Bryan Hughes suggested that there is a relationship between an individual's work and his leisure activities (though conflict does exist between the "spill-over hypothesis" and the "compensatory hypothesis") there is, however, a body of knowledge that suggests that the social interactions that occur between individuals in their free time has a greater effect upon that person's behaviour. An activity is usually selected to consolidate primary bonding and not due to the inherent forces of that activity. Thus the activity acts as a facilitator of social interaction and dependent upon the type of interaction required so different activities take place.

In these days of change there is a sobering thought offered by American researchers. They studied patterns of informal social participation in Detroit from 1950-1971 and found remarkable stability in those patterns. The percentage distribution for the various frequencies of participation hardly varies as one moves from 1950-1971. Thus it would appear that despite the sociodemographic changes that have occurred over the years, and the changes in participation trends, at an organisational level the social structure of leisure and recreation has remained unaltered. Other researchers put it slightly differently when they put

IS QUESTIONED

'active recreation' firmly in its place by suggesting that if society did have a problem with its leisure it was merely a traffic flow problem when all the pubs emptied on a Saturday night! This is not to say that I suggest we turn all our centres into night clubs and bingo halls. To be understanding of peoples' motives and flexible in our provision of, and attitude to, activities is not to be seen as backing down from the commonly held ideals that activity is better than passivity and involvement in the community is preferable to a preoccupation with private affairs. It should be seen as good marketing practice. If you are a proud physical educationalist merely see it as a loss leader in the marketing of ideals.

Perhaps it was the 'Sport For All' slogan, introduced to encourage people to participate in recreation, that alienated certain sectors of the community and was possibly misinterpreted by some recreationalists. For whilst the House of Lords Select Committee in 1973 expressed their approval of the slogan they noted that "among leisure activities informal recreation is far more widespread (than sport) and will continue to be so" and advocated national recognition of the slogan "Recreation for All." There was probably some merit in their suggestion because in May 1975, in a conference at Washington attended by 17 nations, it was observed that whereas trim and fitness movements had originally arisen from a concern for physical fitness the fitness approach was now being de-emphasised. They also came to the conclusion that "Fun" and "Activity" were the product to be sold rather than fitness and health. The latter were seen as by-products of increased activity levels.

The de-emphasis on fitness also took place in Australia in 1979 where the Department of Youth Sport and Recreation recognised that it was wrong to simply view fitness as a physiological concept. They viewed it as a product of physiological, sociological, psychological and cultural factors and undertook a research programme with the objectives of "... a better understanding of the factors which motivate and demotivate people regarding physical recreation." The guidelines that they produced from their research stated that the theme of being able "to do ones own thing and enjoy it" must be developed. They suggested that connotations of rigidity enforcement, high structured programmes and expenditure of effort were not the ways to win the minds (and the bodies) of the people. They then developed an advertising campaign that 'sold' the product of fitness through fun and enjoyment; a more marketable commodity despite what the prophets of a "fitness boom" will have us believe.

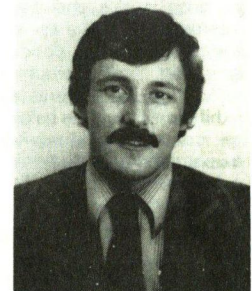
Whilst in Britain we are slowly edging our way to fulfilling our objective of providing recreation as a mass culture we are still very careful to provide the **right** mass culture; elitist instincts being difficult to suppress. For by definition mass culture tends to be standardized to please average tastes and as Bryan Hughes pointed out many recreationists see cheap and passive entertainment as being of negative value to the individual. So what we have is an elitist body of policy-makers who try very hard to support the ideal of creating a "cultural democracy" yet at the same time find their decisions loaded by the existence of value judgements. It is these value judgements that make the ideal of mass participation deeply ambiguous. For example if we are trying to encourage people to make more active and creative

use of their leisure time are we trying to increase the number of people actually taking part in an activity, or does it mean that we wish more people to attend sporting events? The emphasis tends to be placed upon increasing the number of people actually involved in an activity which, though commendable, de-emphasises the value that "watching sport" can provide for the individual and the community. Even Ron Pickering is quoted as saying that Britain is "crying out for indoor spectator sports" and who would argue that the current sporting activity and community spirit of the Gateshead public is due in no small measure to the fantastic spectator response that arose around one man's achievements. It is strange that the Arts put more emphasis on attendance as a measure of participation than we in recreation do. Are we suggesting that it is more culturally fulfilling to travel to a theatre in the West End to watch a play of questionable quality than it is to travel to Crystal Palace to watch a first-class athletics meeting?

The second dilemma is that if attendance and activity are seen as active participation then it is no less and no more, "worthwhile" to go for a swim, play bingo, watch a football match or attend a pop concert. If an authority wish to subsidise swimming but not bingo it should be realised that it has made a choice based on certain values. The fact that some activities such as bingo are commercially self-supporting should not be an excuse for an authority to dismiss its case for subsidy. It could be that mini-buses could be hired to take people from outlying areas to bingo halls.

The argument that I am putting forward therefore is that mass participation should be achieved by the realisation that every attitude and every sub-culture should be treated as if they are of equal value. Our leisure centres must become more flexible to peoples' tastes, and that means providing a range of facilities; from squash courts to video machines. But equality of provision does not ensure equality of opportunity. If we really desire equality our main objective should be to improve access to our facilities; not only by breaking down the physical barriers but also the social barriers that prevent presently disadvantaged groups from taking part in the kinds of activities presently enjoyed by relatively elite groups. For it will only be through sensitive, flexible and responsive management that our leisure centres can maximise their potential, to the benefit of user and managers alike.

STEPHEN WILKINSON is presently employed by the Lee Valley Park Authority as Assistant Recreation Manager at the Picketts Lock Centre. He was educated at Beverley Grammar School and Liverpool Polytechnic, where he gained a B.Sc. (Hons) in Sports Science. He joined Trust House Forte (Leisure) as a Graduate Trainee Manager before moving to Rothwell Sports Centre as Supervisor, a position he held for twenty months before taking up his present post in June this year. He is currently studying part-time for an M.Phil. at Carnegie, undertaking a comparative analysis of management policies and usage at two identical sports centres in Leeds.





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AIM

NEWS FROM THE CENTRES

WORLD OF ENERGY COMES TO MILLOM

MILLOM is a town of 7000 located on the Duddon Estuary in South West Cumbria. The town's prosperity was based upon iron ore mining but in 1968 the mines and the ironworks closed leaving the area with high unemployment.

In 1973 at the instigation of the Development Commission the Millom Joint Development Scheme Steering Committee was set up with members appointed by Copeland Borough Council, Cumbria County Council, Millom Town Council and other interested organisations.

This committee prepared an Action Plan for the town for the period 1976-81 which included a policy statement setting out proposals for developing the economy of the area and action to be taken by various public and private agencies. The policies included developing tourism by encouraging day and resident visitors and stimulating growth in industrial employment. In autumn 1979 a Project Officer, Mr John Porter, was appointed to speed up the implementation of the plan.

The Cumbria Tourist Board had long considered that one major indoor attraction was needed to bring more visitors into the town. In spring 1980 Wesley Park Recreation and Amenities Officer for Copeland Borough Council wrote a paper suggesting that Millom be the site for an energy exhibition. His reasoning was that with British Nuclear Fuels the West Cumbria Coalfield, Morecambe Bay Gas Field, the sea and ample sources of wind, sun and water power close by, Millom was an excellent location for such an exhibition. The subject itself was suitable because it was endless in scope, almost any interesting object has an "energy angle" and the public are very concerned with energy conservation. Further examination confirmed Wesley's original idea and suggested that a pilot exhibition should be held in 1981 to test whether the concept would work in practice and before a commitment was made to a permanent exhibition.

Formal committee approvals were obtained for the pilot exhibition to go ahead and guarantees of financial assistance were made by the local authorities, the Development Commission, Cumbria Tourist Board and a local builder. British Rail agreed to rent part of the railway station for the exhibition and a local theatre was rented to provide additional space. Manpower Services Commission approved a scheme to finance the wages of 17 unemployed people to plan, develop and manage the exhibition and an officer in the County Planning Department was designated to co-ordinate the project.

The first staff were appointed in September and they commenced building up the list of exhibitors and planning the layout of the space available.

In February construction and clerical staff were employed and work began enclosing the station platform and organising the transportation, insurance, text, etc, for the exhibits.

Far more exhibits were offered than there was space available and it was decided to include the stage area within the theatre as part of the exhibition space. A forty-foot high windmill, a solar panel and a bottle bank were obtained and sites for these were chosen outside.

Over 50 exhibitors had now agreed to contribute including British Leyland, Shell UK, British Nuclear Fuels, Triumph Motorcycles, Norweb, Friends of the Earth and the Universities of Lancaster, Manchester, Cardiff and the Open University.

The world of energy was divided up into six parts for the purpose of display. On the railway station, British Transport—past, present and future, energy conservation in the home and energy conservation in industry are featured.

Energy conservation in the home includes a variety of tips, gadgets, techniques and new materials which will help householders save on

their energy bills. If the householder has an independent nature he or she might be interested in purchasing a Trimble windmill.

British industry claims that its energy costs are higher than its international competitors. Energy conservation in industry describes some of the new techniques used to save energy and the results achieved.

The other half of the exhibition was sited in the nearby Palladium Theatre. There the major themes were energy sources, energy converters and future communities.

Additional facilities include a cafeteria and indoor theatre.

The exhibition organisers did not lose the opportunity to sell Millom as a site for new manufacturing and service industries. In the foyer a special exhibit displayed the work of six of the town's employers.

Promotional literature for the exhibition was designed by a consultant employed and financed by the Cumbria and English Tourist Boards. Other events organised to help promote the exhibition and the town to visitors included a mural design competition on the energy theme for the station wall, an art exhibition, motor cycle events and visits by TV personalities. British Rail agreed to make Millom a stopping place for the steam drawn Cumbria Coastal Express.

By 18th May all the exhibits were in place and the exhibition was opened to the public. A large crowd attended the official opening which was performed by Lord Winstanley on 23rd May. The exhibition opened 7 days a week and closed on 20th September. Entry was 50p for adults, 25p for children and senior citizens.

The Millom Steering Committee has been sufficiently impressed with the achievement of the exhibition to recommend that it be repeated next year and the feasibility of placing the exhibition on one site be assessed.

WHITEHAVEN HOSTS BRITISH CHAMPIONSHIPS

ON THE WEEKEND of July 11th and 12th, Whitehaven Sports Centre was the venue for the Roller Skating Championships of Great Britain. The championships came to Whitehaven for the first time in their 100 year history "Because it has the biggest and best skating floor area in Britain," said Mrs Julie Hicks, coach for the National Skating Association.

The championships were contested by the 56 best roller skaters in Britain and thrilling displays were enjoyed by over 700 people over the weekend.

Mr Peter Hicks, co-ordinator of the National Skating Association and Great Britain Championships for five years said, "The sport has achieved international popularity and the best skaters from the championships will be going on to the European Championships in Stuttgart and World Championships in New Zealand."

Paul McLone from Cosford took the men's championship for the fourth year with a dazzling display.

Presentations were made throughout the weekend by the Mayor and Mayoress of Copeland, Councillor and Mrs Whelan, Chairman of the Cumbria Tourist Board Mr Hildrop, Lord Lieutenant of Cumbria Mr John Wade, and the Director of the Sports Council (Northern Region) Mr Bill Saunders.

The skaters were welcomed to the area by Councillor Robin Simpson, Chairman of Copeland Borough Council's Recreation and Amenities Committee who was also a keen spectator throughout the weekend.

CUMBRIAN FOCUS DOUBLE YOUR MONEY

SPORTS CENTRES are always searching for ways to make sponsorship or commercial advertising effective. Following a lead by the Association of Recreation Managers some two years ago, a few advertising companies have explored the market but progress has been patchy.

Whitehaven Sports Centre on the West Coast of Cumbria started in 1981 with a risky and ambitious scheme which is now blossoming. Internal wall advertising spaces ranging in size from 12 by 2 feet to an enormous 30 feet by 4 feet, were offered to a wide range of advertisers from the local butcher to large industries including the British Railways Board. Many small firms cannot provide their own artwork, especially for large scale "high impact" advertising. To solve the problem the Whitehaven team took over the detail of production of the huge banners in PVC or Neoprene. Simplicity is the key word at Whitehaven; the advertiser has only to decide the colour, size and wording and the centre takes over the problems of artwork, lettering style, presentation and display.

Usually the cost for a large banner is well in excess of £100 but at Whitehaven with cost cutting and hard work the centre staff can offer to produce the banners and to display them for a full 12 months period for only £120.

The advertiser wins all round because after the 12 months period the banner becomes his property! As a double bonus, if an advertiser wants to borrow the banner for a trade fair, carnival or show, etc, he can collect the banner from the sports centre at any time, roll it under his arm and trek off for more business and publicity before returning it to the sports centre for display.

"The response has been terrific," says Wesley Park the Recreation and Amenities Officer of Copeland Borough Council. "All advertisers seem delighted—some even ask for a second banner. Although we had initial difficulties we have now got the know-how and we are willing to help our colleagues. Other local authorities could easily benefit from our success," said Mr Park.

"If a sports centre manager wishes to use the skills available at Whitehaven he simply obtains from the advertiser details of the banner required, e.g. colour, size (up to say 16 feet by 2 feet), a sample of the lettering (showing style and colour) and send a cheque for £60 (payable to Copeland Borough Council) to: THE RECREATION AND AMENITIES OFFICER, COPELAND BOROUGH COUNCIL, THE SPORTS CENTRE, FLATT WALKS, WHITEHAVEN, CUMBRIA."

Delivery is usually between 14 and 28 days. At Whitehaven the advertisers pay £120 for 12 months display and obviously the centre should gain even more revenue in the subsequent years when no production costs are involved.

At this low price any centre should be able to sell the complete package (including display) for £120.

AND DEPARTMENTS



Chairman of Council Lt. Colonel A. T. Shaw wishing good luck in his new job to Manager Mr Rod Auty.

Waverley Council new sports centre at Farnham.

FARNHAM CENTRE

WAVERLEY District Council, population 108,901, took the decision to build a much needed Sports Centre at Farnham in October 1977. At the time of local government reorganisation in 1972, Farnham was the only major centre of population in Waverley without a public indoor pool or dry sports facilities. The Farnham Sports Centre was built at a cost of

approximately £1¼m. It was designed by Waverley's own architects, construction began on site in August 1979, and the official opening took place in September this year.

Traditionally, sports centres are very large flat roofed brick or concrete buildings with few windows. The intention of the architects at Waverley was to design a Centre which would reduce the impact of such a necessarily large structure on the predominantly small domestic scale of Farnham by using pitched roofs with low eaves and sinking the building below the road level.

Overall, in the light of the current economic climate, the general approach was to produce a low cost scheme using simple methods of construction and avoiding costly finishes and wasteful space.

The facilities include a sports hall, 25m pool, teaching pool, activity and conditioning rooms together with refreshment areas.

Regrettably a first-hand editorial comment on the Centre was thwarted by Sunday evening closing.

A £45,000 windfall will come to Waverley ratepayers if a scheme to build at Camberley an identical twin to the Farnham Sports Centre gets final approval from Surrey Heath Borough Council.

The sum represents a share of the savings to be made by Surrey Heath if they use Waverley architects' plans.

Waverley would retain the copyright on the plans.

Surrey Heath Borough Council was hoping to make a start on the site at Camberley for their new Sports Centre this year.

IPSWICH LEAGUE LEADERS?

Ipswich gained recent notoriety not because of the exploits at Portman Road but because one piece of statistical interpretation put them near the top of the local authority "big spenders" league. Certainly within the recreation field they are to be commended for their forward looking and lively approach to leisure provision. The town's latest development is a joint provision complex in the north of Ipswich. The Northgate Sports Centre opened on August 1st and not only offers an indoor complex with main and practice halls, gymnasium and 2 squash courts but also an international all weather track and multi-games area. Suffolk County Council contributed 25% of the costs of the outdoor facilities whilst the Borough financed the 500-seater stand and changing accommodation entirely. The facilities are managed by the Borough's Recreation and Amenities Department.



SATURDAY 1 AUG 1981

WIZZARD FIZZ

The delights of the Wizzard Fizz Bar were revealed to youngsters at Swindon's Oasis Leisure Centre when Pinball Alley opened its doors to under 18s during the summer holidays.

The Wizzard Fizz Bar provided youngsters with their own special bar serving soft drinks and snacks. It was situated upstairs at The Oasis in an area which for the duration of the summer holidays was taken over by video machines, pinball machines, pool tables, table football and table tennis.

The idea of the Wizzard Fizz Bar came from Terry O'Neill, Managing Director of ABS Catering, the resident caterers at The Oasis.

Mr O'Neill said: "With so many youngsters using the Centre during the holidays, especially in Pinball Alley, it would be a nice idea if they were to have their own exclusive area — hence this bar."

HAIR AND MONEY RAISING

Bricket Wood Sports Centre in St. Albans have recently introduced a hair-dressing service and would be delighted to hear from any other centres who offer such services. They would be interested in exchanging information on financial arrangements, insurance and promotion. Any member able to do so should contact David Albutt, the Centre Manager, who will be pleased to hear from them.

BADMINTON BOOKINGS

The Badminton Association of England continues to extend its circuit of venues. The Crest Hotels Tour is currently featuring England v Sweden in a number of centres up and down the country. Perdiswell Sports Centre in Worcester hosted the Yonex Under 23 International between England and Ireland and on December 27th the new Spectrum Arena at Birchwood, Warrington, hosts the Ladbroke Trophy. This trophy is England's premier men's doubles tournament and the highlights will be shown on BBC Grandstand on December 28th.



All I can say is it must have been one hell of a bowls game!

STRAWBERRIES AND CREAM

AS A RESULT of a contact with the Taylor Woodrow Organisation during Wimbledon fortnight this year, a new tennis and netball facility was available to the public from early October at Wapping Sports Centre.

The initial meeting with Sir Frank Taylor resulted from a conversation between Mrs Pat Bradford—well known in tennis circles, with her husband, as patrons of the Bradford School of Tennis in Buckhurst Hill, Essex—and the centre manager, ARM Member Martin Etchells. At the time, Pat was running a successful "Short Tennis" course in the centre, but no full-size court was available.

The only area large enough for a court was a piece of rough tarmac used for netball, but totally unsuitable for tennis, even if there had been adequate funds to provide posts and net. There was no possibility of resurfacing by the borough in the foreseeable future.

Mrs Bradford was undeterred, and mentioned Sir Frank's benevolence towards the game of tennis. Knowing of the major involvement of the Taylor Woodrow group in the area (St Katherine's Dock Development and the London Docks Development Projects) it seemed an ideal opportunity to obtain sponsorship.

A meeting transpired at Taylor Woodrow's Park Lane offices and within three weeks estimates had been obtained. Shortly afterwards, by chance, the Chairman of the Amenities Committee was on the site when a representative of Sir Frank Taylor arrived to give verbal confirmation that a court would be provided at no cost to the borough.

The court, costing around £4000—including a hard porous surface, surrounding fences, posts and net—was provided by Anglia and Midland Sports Surfaces Ltd. It is painted red, to match the existing adjacent Avon Polysport football pitch, and has also been marked out for netball so that this facility was not lost. It has already been used extensively for tennis, netball and as a training area for rugby, hockey and soccer teams.

To enable usage to be even more extensive, it has been decided that the £1500 donation to the borough from the promoters of the 1981 London Marathon, will be put towards the cost of floodlighting the court—an extension being required to the existing pitch floodlighting. This, however, will depend upon grants being available for the additional cost. The donation stems from the borough's assistance with the marathon, which had approximately eight miles and nine feeding stations within the borough boundaries. (Manager's time 2 hours 53 minutes 13 seconds — position 955th).

The charges for use of the court are 70p per hour (adults) and 35p (juniors under 16), plus 25p day membership for non-members. Annual membership is £6 (adults) and £3 (juniors).

LIONEL AND PAT BRADFORD

First to create a privately-owned tennis and swimming school—covered and floodlit for all year round training. The school has given thousands of youngsters the opportunity to acquire first-class fundamentals and technique in two sports, culminating in a number of them—including David Lloyd, Richard Lewis, Debbie Jevans, David Felgate, Neil Rayner, Kevin Harris, reaching Wimbledon status.

Currently Lionel and Pat are conducting Lawn Tennis Association courses for a new generation of tennis coaches.

ALL SQUARE

Keeping up with the latest trends, Gloucester Leisure Centre, in conjunction with the local shop Town Books and Toys Limited, held what we think is one of the first Rubik Cube Competitions. The competition had three age groups — 7 years and under, 8-10 and 11-15 years, and took place in August.

NEWS FROM THE CENTRES AND DEPARTMENTS

FREE IN GREENWICH

MANY authorities have given some thought to making facilities available for the benefit of those unemployed. Various schemes have been implemented up and down the country and at least two councils decided to make no distinction between the unemployed and other sections of the community.

The London Borough of Greenwich offered free use to all for a weekly two-hour session in each of its facilities. Sunderland Borough Council made the Crowtree ice rink and leisure pool and unbooked sports facilities free to all on Monday and Wednesday mornings during school term time.

All of these schemes need bedding down and Chris Field, ARM founder member and Director of Leisure Services for Greenwich, had to make recommendations on the scheme for the summer school holidays based on their experience of the operation since January. Whilst no specific research into use was undertaken at the Leisure Committee's request it was clear, said Chris, that many of the users were not unemployed and included juniors. Chris therefore set before his committee the following alternatives for the holiday period:

- Continuation of the scheme as it stood.
 - Continuation but exclude children from the concession.
 - Suspending the scheme during the school holiday period.
 - Abolition of the scheme.
- Chris recommended option b).

FIAT FOOTBALL

SOME fifteen years ago the Recreation Department of East Kilbride District Council were approached by a group of individuals who were anxious to launch a scheme which would provide opportunities for youngsters in the various neighbourhoods in the new town to take part in a soccer programme. The programme would include the participation by a number of street and neighbourhood teams in a programme of coaching sessions and competitions.

Thus the East Kilbride Boys' Football League was established.

Over the years the league developed so much so that in 1979 no fewer than 23 Clubs involving some 74 individual teams and no less than 2,350 individual registered players took part in a wide range of competitions.

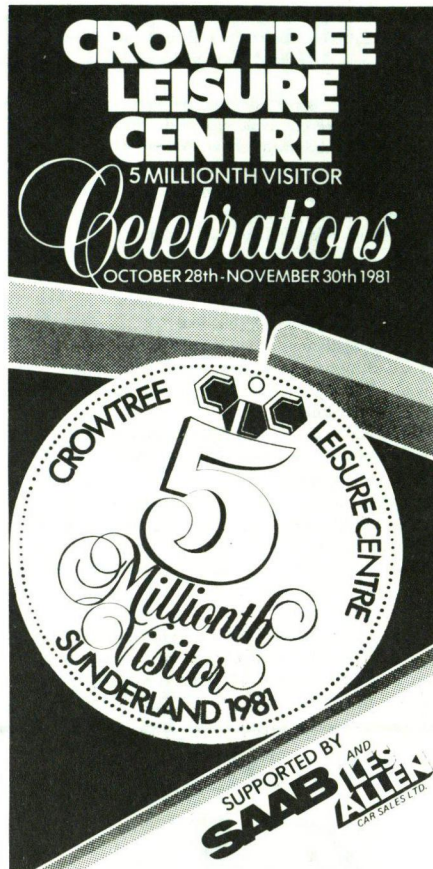
Subsequently a development programme was drawn up in conjunction with the Primary and Secondary Schools Football Associations. Coaching schools were to be an important part of this programme recommended by a joint working party.

The initial experimental programme of soccer schools which was operated during the school summer holiday period in 1979 was financed by grant aid provided by East Kilbride District Council and the Scottish Sports Council.

In 1980 the Soccer development programme received a tremendous boost when an offer was received from Fiat Auto (UK) Ltd. to provide finance to further develop the programme through a sponsorship contract. The working party having met with Fiat Auto (UK) Ltd. entered into agreement whereby the company would in addition to providing much needed finance, enable the working party to develop the soccer coaching school programme.

In addition the contract provided for the organisation of a professional indoor five-a-side soccer tournament at the 1,000 seat John Wright Indoor Sports Centre which involved eight of Scotland's top premier, first and second division teams with the proceeds being devoted to the development of the soccer school development programme.

This very generous offer led to the scheme being known as the Fiat Soccer School Coaching Programme.



THE MAYOR of Sunderland, Councillor T. Finnigan, presented a special medallion to the family of Mr and Mrs Leslie Thompson on 28th October to mark the 5 millionth visitor to Crowtree Leisure Centre. The 5 millionth visitor is a significant milestone in the history of the Centre and has been reached in less than 4 years. The ice rink and leisure pool received the greatest number of visitors at 1.3m each and spectators totalled just over one million. The annual centre attendance is 1.3m. An extensive programme of events has been organised during November to celebrate the achievement.



Pontypool Leisure Centre



UK National Award Winner 1976

National Winner 1977:
Huddersfield Sports Centre.

1978: Haden Hill Leisure Centre.

1979: Chalfont Leisure Centre (Small Centres).

1980: Andersonstown Leisure Centre.

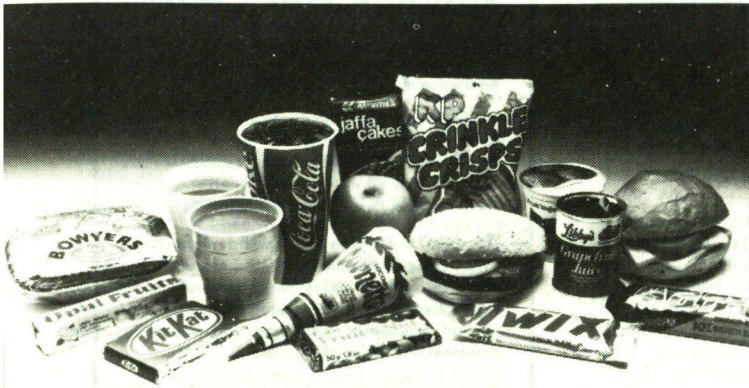
1981: Joint Provision Centres—finalists:
Batley Sports Centre
King Alfred Sports Centre
Lisnagelvin Leisure Centre
Rushcliffe Leisure Centre.



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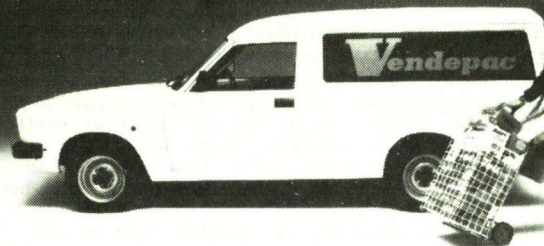


HOW VENDING SILENCED ITS CRITICS.



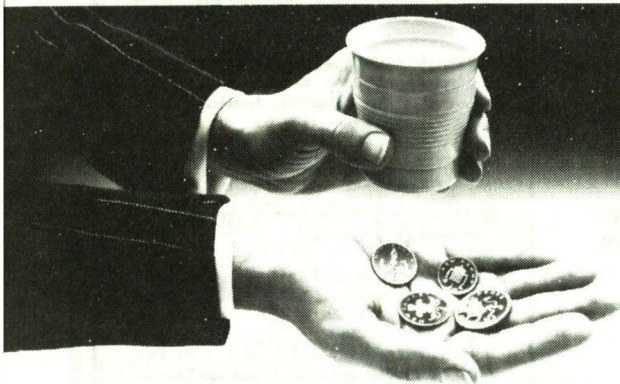
Vending offered a wide choice.

Vendepac has offered since 1956 an extremely wide range of top quality drinks and snacks provided by leading product manufacturers.



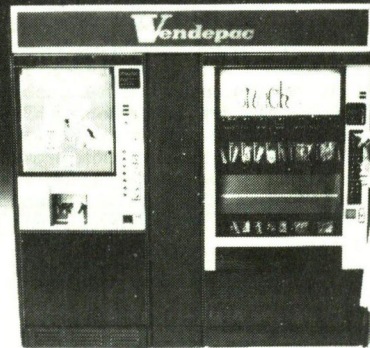
Vending provided an operated service.

Vendepac is Britain's leading operated vending company. Our service recommends the machines best suited to your needs and we will look after every aspect of your vending operation.



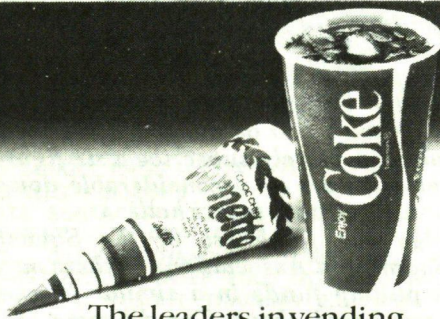
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Vendepac were first to relieve the frustration of finding the right change. Our machines can be fitted with coin mechanisms which give you change when you make a purchase.



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The leaders in vending attracted the leading brands.

Rowe machines are money-makers, because they can sell the brand leaders. You can obtain them as part of the Vendepac service or purchase them for your own operation.

For further information contact Brian Cleverdon on Slough (0753) 32151 or write to him at:

Four Square Catering & Vending, Ajax Avenue, Slough, Berks. SL1 4DE.

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 I am interested in the purchase of Rowe machines

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RMJ 10/81

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Letters to the Editor

BADMINTON SHUTTLE

OVER the years much controversy has surrounded the affiliation/registration of public sports centres to certain national governing bodies. ARM News has in the last decade given many columns to the argument. The matter raised its head again when John Woodman referred to this matter in our February issue. Since then members will have received a letter from the Chief Executive of the Badminton Association explaining the Associate Membership available to leisure centres. The two items have certainly been related by Air Vice Marshall Larry Lamb, Badminton Association of England's Chief Executive, as he put pen to paper for ARM News. At the same time, and just to illustrate the implications of the issue, Terry Perch forwarded us a copy of a letter sent by Melton College Leisure Centre & Theatre in response to the Badminton circular. The full correspondence is reproduced here together with editorial comment to give the issue a further airing.

TO SPORTS AND LEISURE CENTRE MANAGERS

AS I AM SURE you will realise from the pressure on your facilities, badminton is now one of the nation's largest participatory sports and also one of the fastest growing. It has been estimated that there are in the region of 1.75 million people who play our game many of whom I am sure use your leisure centre. Unfortunately only a relatively small proportion of these are affiliated to my association and thus we have very little opportunity to make contact with them.

It was in an attempt to establish this contact that some time ago my association offered associate membership to leisure centres which "permitted regular block bookings of courts by clubs." It has been pointed out to me that in many centres this is just not practicable either because of local authority regulations but more usually because of a need to satisfy the demands of other sports. As a result, my association propose to rescind this rule at its forthcoming AGM and offer associate membership to any leisure centre which would be willing to act as a link to those members of the public who use their facilities whether belonging to organised clubs or not. The associate membership fee will be £15 per annum and for this we would supply you with a free copy of the Association's Handbook, appropriate posters advertising events and such information on coaching, publications, films, courses, etc, as might prove useful to you in publicising our game for our mutual benefit. I do stress "mutual" benefit for there can be little doubt that it is at those leisure centres where members of the badminton-playing public come into contact with managements who have seen the wisdom of this associate membership (even under our currently somewhat restricted rules) that the greatest degree of co-operation and utilisation is attained.

For our part, naturally we lean, when choosing our venues for our major badminton events, towards those centres that are in membership with the BA of E.

May I therefore invite your centre to apply for associate membership to my association on the attached form and forward it to me with your remittance for the year beginning 1st September, 1981. If for any reason you feel unable to accept this offer I would be grateful if you could spare me a few moments of your time to set out your reasons for rejecting it. It may well be that we could go some way to meeting your objections, if we knew they were shared by large numbers of those of you who have this responsibility for management in leisure centres up and down the country.

If it would help to discuss the matter with me then please give me a ring or if you are ever passing this way do call in to see the development of our new National Badminton Centre. With all good wishes.

Larry Lamb,
National Badminton Centre,
Loughton Lodge,
Milton Keynes.
Tel. (0908) 568822.

Direct Contact is objective says Larry —
See opposite page

TURNING THE TABLES

MAY I pass on my thoughts on your kind offer of associate membership to the "Badminton Association of England" for our Centre.

In line with many other centres, one of our main aims at the end of the year is to either show a surplus of income over expenditure or to ensure that we do not cause too great a drain on, in our case, the education authority.

The majority use of our sportshall is badminton, both club and individual, but it is also used for volleyball, netball, hockey and soccer, etc., and the total cost to the Centre to affiliate to all the relevant associations would put a considerable additional financial burden on us.

We have, over the past twelve months, held badminton courses for beginners, intermediate and advanced players, and I personally have taught some 200 youngsters to play in a series of six-week courses. It is our intention to run a course for potential coaches later this year and would appreciate information on the syllabus we should follow and the obtaining of an examiner at the end of the course.

In view of the work done by leisure centres in introducing badminton at grass roots level, I suggest that the Badminton Association might consider paying a nominal sum —

- (i) 25p per player introduced to the affiliated club.
- (ii) £5 for every newly formed club within 15 miles of a leisure centre.

These sums to be paid to the relevant leisure centre as an encouragement to produce players and clubs.

(Extract from a letter to B.A. of E. from Terry Perch, Melton College Leisure Centre and Theatre).

ARM NEWS COMMENTS

CLEARLY the present state of affairs is unsatisfactory and cannot be of benefit to either governing bodies or centres.

The Badminton Association say their sole objective is to make contact with badminton players who use centres but are not members of the Badminton Association of England. This obviously begs the question 'why should centres pay to make that contact' and indeed upon payment how does the opportunity for the Association to make contact differ from that which is already available? No one would question that co-operation between a governing body and a centre will benefit all parties.

The Badminton Association of England rightly takes pride in its sound management, enterprising promotion and progressive outlook and the Regional Schemes are commendable. Yes, of course they

have to be funded, but have they chosen the wrong agent?

If each sport adopted a £15 membership an average centre could expect to pay several hundred pounds a year — with 500 or more centres local authorities could collectively subscribe a six figure sum to governing bodies — a considerable down payment on a multi-purpose sports hall!

We acknowledge the frankness of the Squash Rackets and Badminton Associations — there may well be others pulling funds in a similar fashion that we have not heard about. The dilemma of a young manager receiving the Badminton Association of England's letter is obvious. ARM News calls on the Sports Council and C.C.P.R. to establish meaningful discussions on this issue — before the bandwagon rolls, as it could well do in the present economic climate.

NORTHERN IRELAND GOES TO THE OPERA FOR AGM



ARM Members of the Northern Ireland Region assembled at their "Leisure and the Arts" Seminar and AGM sponsored by Vendepac. Left to right: C. Knox, T. Duffy (Chairman), D. O'Connor (Regional Secretary), E. Boyd (Vice Chairman), Brian Cleverdin (Vendepac), J. McGinley, M. Tarrant (Vendepac), J. Curry (Treasurer), V. Catling.

MR M. BARNES, OBE, the Artistic Director of the recently restored Grand Opera House, welcomed 21 members and guests to The Opera House and introduced his theatre manager, technical officer and marketing manager.

The brief history of the theatre sketching its career as an opera house, palace of variety, cinema and once again an opera house brought home to members the value of having a leisure building designed with flexibility of use as a possibility to enable it to respond to the trends of the age.

The problems associated with promotion of the arts, programming, booking artists and the technical management of the theatre were discussed and a tour behind

the scenes revealed an array of modern computerised stage management and audio visual equipment.

The chairman presented Mr Barnes with an Association tie.

Following lunch at the Europa Hotel, Mr Matt Tarrant of Vendepac gave a slide talk, distributed literature and answered question regarding his company's vending package.

The chairman thanked Vendepac for its support and the annual general meeting followed.

TWENTY FIRST CENTURY

"LEISURE Provision in a New Town" was the title of one of the most stimulating one-day seminars ever to be organised by the North West Region of the ARM. The level of interest in the development of leisure provision in Warrington New Town was borne out by the fact that no fewer than FIFTY-SIX people attended the day.

Tina White gave a vibrant introduction to the concept of a New Town Development. She explained, with the help of a superb film, how the Development Corporation was trying to market Warrington New Town to industry and the public in general. Basically it is being marketed as a town which stands at a natural confluence of the transport routes of Britain, and is built to still be competitive in the year 2000.

Richard Tibbott then followed with his very refreshing philosophy of the "social development" of the new town. A tour by coach of the extensive social provision followed and Richard illustrated his talk admirably by visiting the sites where his ideas were bearing fruit. He explained how important social development (rather than recreation and leisure development) was to the emergence of a new community and how important it was that the community were able to identify themselves with that development. We saw many examples of excellent community sites which had been developed hand-in-hand by the recreation professionals and the voluntary associations of the community before being completely turned over to the community themselves (what an exciting idea!) Cinnamon Brow Farm was such an example where a community was now completely in charge of a building selling 20 barrels of beer a week, taking £20,000 from its fruit machines each year and offering an incredible range of community-orientated activities and a most imaginative programme.

An excellent buffet lunch and wine were preceded by presentations from our sponsors, White Horse whisky, Rantalsalmi and Adapt Vending Services. This was followed by a short business meeting and a talk by Alex Farquhar on the unique Spectrum development.

Spectrum is the ultimate in the corporate development of social provision. It is a massive project combining grants from public money resources with commercial leisure operators and charitable funds. A district centre has been built in Birchwood with a complex of hypermarket (showing an annual £37 million turnover), supermarket, two dozen smaller shops, car parking, police station and health centre. Spectrum is intent on creating a "High Street" by adding leisure facilities to the end of this shopping centre. The first phase leisure facilities are now being built.

The first stage of this phase is complete with its pub, restaurant and conference centre. The second stage—a betting shop, hairdressing salon, fast food restaurant, advice and counselling centre, ecumenical chapel and seniors centre has just been finished and the third stage with youth centre, pool club, four squash courts, activity gymnasium, sauna/solarium suite, fitness

room and 1900 seat auditorium (which can convert to a large sports hall) will be operational in November this year. A second phase—discotheques, bingo hall and, hopefully, a cinema and exhibition hall will be developed shortly afterwards with a commercial entrepreneur. Future phases will include a swimming pool, additional sports areas and art and craft facilities.

The funding, around £3 million, is being raised by combining monies for local authorities, grant-making bodies, commercial sources and public appeal. It is expected that there will be no debt charges as all the capital will have been found by the completion of the project.

The financial organisation of Spectrum is quite unique. The parent company is called the Birchwood Project (Warrington) Limited and is registered as a charity. However, this company has floated a wholly-owned subsidiary trading company which will operate the centre and convenant its profits annually to the charity. This means that the parent company can also claim back the vast amount of corporation tax that is paid to Central Government—ingenious indeed!

Spectrum is a most exciting project and, if it succeeds, will undoubtedly form the blueprint for the social provision of the twenty-first century. As our coach pulled away, and we returned to reality, the air was alive with people talking excitedly of their glimpse into the future. Spectrum is a revelation—it WILL succeed because it has all the right ingredients. Our thanks to Warrington Development Corporation, and to the event organiser Barry Bartholomew, for a most stimulating day.

Dave Johnston.

OZONE WORLDWIDE

ae Mention ozone treatment and readers will immediately think of swimming pools. However, with international travel people realise that the excellent water supplies generally enjoyed and taken for granted at the turn of a household tap are not always available in underdeveloped and remote areas.

With the continuing development of Third World countries, and the increasing trend to take holidays in more adventurous, exotic locations, the problems relating to the use of doubtful water supplies or stored water are forever increasing. Equally, many hotels and establishments in the developed world could also benefit and improve the quality of their water.

These interesting points are made by Aqua-electronics Ltd. whose Ozone Division (36 Eldon Way, Eldon Wall Industrial Estate, Paddock Wood, Kent) are experts in water treatment for hotels, villas and remote communities as well as all types of swimming pool. If you want more information on their series of ozone treatment modules for the swimming pool you manage for six months of the year or your luxury holiday villa which takes the rest of your time contact them.

WALES BACK 500 YEARS

THE AUTUMN MEETING was held at Tredegar House Country Park in Newport, Gwent, one of the finest country houses in Wales, set in glorious parkland and for over 500 years the ancestral home of the Morgans, later Lords of Tredegar. Besides the Morgans, the meeting attracted representatives from the Evans', Williams', and Colliers', but alas no Jones'. However, this was more than made up by the return of an English 'Knight', David to be precise, currently preserving the peace in Bridgend (very little changes in Wales).

The Mayor of Newport, Councillor L. J. Knight, JP, welcomed members to the house and hoped that the visit would be an enjoyable one.

The meeting proper began after lunch following a morning of Welsh golf i.e. played in Wellingtons rather than golf shoes with a slide show and talk on the Caerleon Municipal Golf Course by Mr Eric Hitchings, Deputy Director of Leisure Services. The nine-hole course is one of the few municipal courses in South Wales and it was interesting to hear of its development, its construction and running costs and the contractual arrangements negotiated with the course professional.

Following on, Mr Alf Ropke, Director of Leisure Services for Newport, gave a brief outline of the current objectives of his department with particular reference to Tredegar House, the proposed leisure complex and a desire to attract a larger slice of the tourist market to Newport.

A guided tour of Tredegar House was next on the programme and this was ably conducted by Mr David Freeman, the Keeper. The task of restoring this magnificent house was well illustrated as members moved from one grand state room to the next. The contrast between 'Upstairs and Downstairs' had been distinctly re-created by the leisure services staff through the introduction of period furnishings, despite the obvious restrictions. The potential of Tredegar House and its gardens was easily recognised and Newport Leisure Services Department can feel justifiably proud of its acquisition.

Following the tour of the main house, members returned to the newly-opened catering wing and were presented with an interesting slide show and talk from the day's sponsor, Vendepac Limited, upon the benefits of vending in the leisure market and afterwards were able to inspect various machines on display.

B. Nicholls.

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Regional Secretaries

- Eastern: Mrs A. Robinson, Lee Manor Recreation Centre, Luton.
- East Midlands: R. Millar, Leisure Services Dept., Nottinghamshire CC, Nottingham.
- London and S.E.: J. Anthony, Monkshill Sports Centre, Farnborough Avenue, South Croydon, Surrey.
- North of England & Scotland: J. Durie, Angus Squash Courts, Blairgowrie, Angus, Tayside.
- Northern Ireland: D. O'Connor, 22 Old Cavehill Road, Belfast.
- North West: M. Richardson, Hyndburn Sports Centre, Henry Street, Church, Accrington, Lancs.
- Southern: J. Bailes, Stantonbury Leisure Centre, Milton Keynes, Bucks.
- South West: J. Lynch, Keynsham Leisure Centre, Keynsham, Bristol.
- Wales: D. Evans, 86 Channel View, Risca, Newport, Gwent.
- West Midlands: T. Isdale, 297 Bromsgrove Road, Lickey End, Bromsgrove, Worcs.
- Yorkshire & Humberside: I. Kendal, Whitcliffe Mount Sports Centre, Turnsteads Avenue, Cleckheaton, West Yorks.

PILOT PROJECT

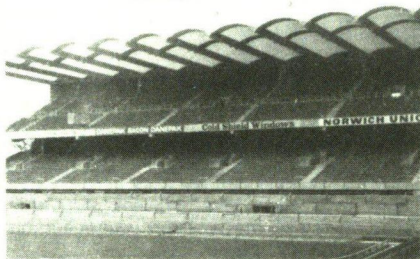
A PROMISING attendance of nearly 30 members at the Louisa Centre, Stanley, were rewarded with the latest information on the Derwentside Recreation Scheme for the Unemployed. The speakers included the regional Sports Council officer working on the project, the scheme co-ordinator, and Alan Moore—our member on the spot!

The session was followed with a preview of information given by Newcastle Polytechnic on an outline survey of users of the two Derwentside Sports Centres prior to the introduction of the Derwentside Recreation Scheme, and with particular reference to participation by the unemployed.

It is hoped that a meeting for members in the North of England can be arranged in mid-December, together with a separate meeting in Edinburgh for Scottish members.



TWICKENHAM ATTRACTS



Twickenham's new South Stand.



Air Commodore Weighill, Rugby Football Union Secretary, welcomes Dennis Allard, Regional Chairman.

THE London & South East region's summer meeting was held at the home of English Rugby Football, Twickenham. 50 people arrived and after coffee were introduced to Air Commodore Weighill, Secretary of the Rugby Union. Members were welcomed and given a detailed introduction to Twickenham, the administration and organisation of the Rugby Union, the history of Rugby Football and what the future holds for both the sport and Twickenham. A comprehensive tour of the ground and facilities was given by Ron Truick. Lunch, sponsored by Sports and Leisure Foods Ltd., was preceded by a presentation by Michael Howarth of Helitron Ltd., on solaria.

In the afternoon there was a tour of the new administration block, a presentation by Louis Piere of Sports & Leisure Foods Ltd., and a talk by John Birch of the Sports Council on the four year programme of concentration on specific sporting activities. A most interesting day was completed by the regional meeting.

Mike Ford.

CATERING AND CATERING

TWENTY-FOUR DELEGATES from the ARM Eastern Region attended a one-day seminar on catering held at Bass Charrington's Training Centre at Silvertown, London, in June.

The seminar was conducted by Bass Charrington's Catering Training Officer Mr James Keep who was very ably assisted by "Dr Malcolm."

The seminar covered catering costing, correct balancing of menus, microwave cooking, sandwich and basket meals, pizza operation, cold snacks and buffet meals as well as convenience foods.

All the delegates agreed with Glyn Leyshon that "It was one of the best I've attended and should be repeated nationally." Certainly all those attending went away with plenty of food for thought!

At a summer meeting of the region, the morning was spent at Towerlands Equestrian Centre, Braintree, Essex. During a talk by the manager, Mr David Collar, it became apparent that a private enterprise such as Towerlands has many problems in common with local authority provision and the resultant discussion was informative for all concerned.

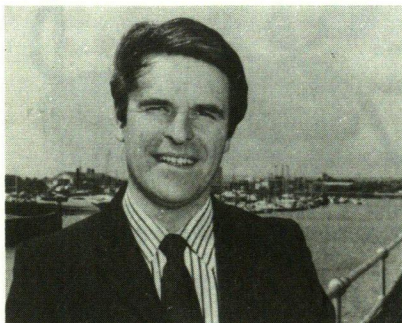
Unfortunately, due to pouring rain, the tour was limited to the internal side of the centre but members were very interested in a new type of swimming pool . . . one for horses! They were able to see a horse put through its paces in this specially designed pool.

By car to Bramston Sports Centre and the presentation by the sponsors, Ellis and Everard (suppliers of all types of chemicals) who answered various questions on topics ranging from sterilization of plunge pools to removing graffiti.

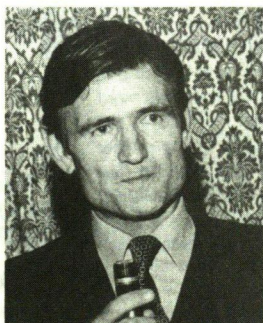
After lunch and before the business meeting, Mr Nigel Rogers, manager of Bramston Sports Centre, gave a talk on commercial enterprise within the centre which stimulated interest and questions.

Steve Baker.

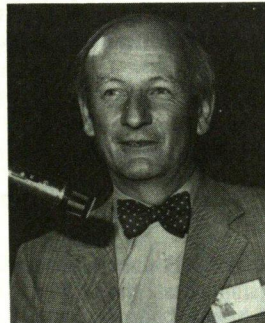
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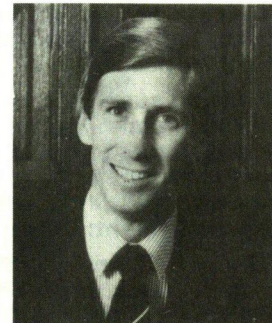
Roger Quinton, page 2



Chris Field, page 18



Dynys Hodson, 14 & 27



Peter Mann, page 11

MANN ON THE MOVE

Spotlight on a Sponsor

CATERLEISURE LTD

CATERLEISURE LIMITED, who supported ARM's Annual Dinner, is a very successful contract and concession catering company operating exclusively for the benefit of persons who gather in numbers for sport, for recreation, or whilst at leisure. They specialise in operating catering and licensed services in the leisure environment at such venues as leisure centres, sports centres, swimming pools, theatres, libraries, museums and in league football and rugby and also at a variety of other popular locations throughout the country.



The company presently operates at thirty seven sites from the North East of England to the South Coast at Worthing and are proud that over the years since they were established they have built up a very efficient and effective reputation with the local and county authorities for whom they operate.

They have recently been appointed by the West Lancashire District Council to provide bar and catering services at the new Beacon Park Centre near Wigan and Caterleisure Limited are providing a considerable investment in order to furnish and equip the bar and catering areas in this project.

Also included within the arrangement with the Council are arrangements to operate licensed bar services on an exclusive basis at the Ormskirk Civic Hall, again in return for a considerable investment for new furnishings and bar facilities.

Caterleisure have also announced that Derwentside District Council has recently appointed them to provide licensed bar and catering services at the Consett Sports Centre, the Stanley Indoor Bowls Centre and the Louisa Centre in Stanley; all in County Durham. Also, from the end of August, the University of Durham have appointed them to provide licensed bar and catering services for Dunelm House, the headquarters of their Students Union.

The company have also been successful in developing a thriving outdoor event division which regularly provides large scale outdoor

event catering and bar services. Some of the larger events at which they are providing services for in 1981 include Adlington Carnival, Chorley Carnival, Kendal Steam Fair, Cartmel Races, Holker Hall Horse Driving Trials, The North West Motor Show and many more outdoor events.

The company is fully aware of the difficulties and pitfalls appertaining to the provision of catering and bar services within the leisure centre environment and over the years many local and county authorities have found their attitude most accommodating in the provision of these services.

In fact the company has developed very efficient methods of control and liaison following operations under severe pressure at such outlets as the British Science Museum in London which is visited annually by some five million persons.

The firm is represented through Senior Management in most areas of the country and their Managing Director is Stuart Peacock.

Notes or coins

The £1 and 20p piece coins are a subject for concern by the Automatic Vending Association of Britain in their representations to the Royal Mint. One plea is that the notes should be withdrawn as soon as possible or else, as in the United States, the alternative to coins hampers the use of vending machines. As regards the 20p, the Association urge that there should be no corresponding reduction in the quantity of 5 and 10p coins on the market because so many vending machines are geared to accept this denomination. Additionally the law in some regions makes it illegal for machines to accept coins in excess of 10p.

NEW BOSO DIGITAL HEART RATE MONITOR

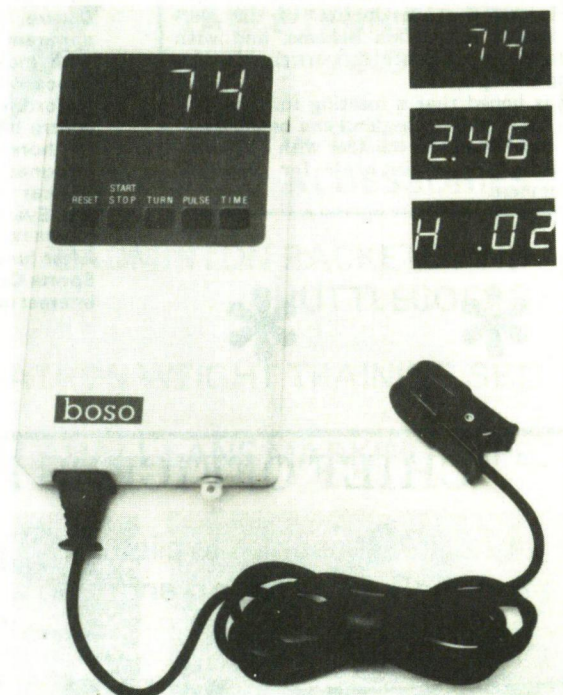
BOSO-CARD II is a high quality microcomputer instrument for calculating heart rate beat per minute. It includes the optional use of a quartz controlled timer for exercise/aerobic training. It shows the length of training exactly to the second, up to a duration of 59 minutes 59 seconds, or when changed by press button to 9 hours 59 minutes. Use of a further button will show both the length of training and the pulse rate frequency — changing every 5 seconds.

BOSO-CARD II uses a photocell earlobe transducer, simply clipped to the earlobe. This has been found to be more efficient and accurate than the finger type transducer, eliminating error through movement of the hands. A bracket is supplied, should you wish to fit the instrument to cycle handlebars, a treadmill or other means of support.

After pressing ON button, the correct pulse beat will be displayed in a few seconds. Following this, the micro-processor begins to exactly measure pulse rate and indicates this as a mean value of the last 8 pulse beats, showing change, if any, every 8 beats. **Should an irregular heart beat occur, the micro-processor will cancel out its computation and commence counting again 8 beats.** Effective pulse range 38 — 200 beats/min.

Power is supplied by 4 — 1.5v Alkaline batteries, good for 18 hours continuous use or several thousand measurements. An LED lamp flashes synchronously with every pulse beat. The LED also serves as a battery charge indicator. Dimensions: 72 x 132 x 33mm. Weight: 265gm.

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(see page 14)

I HOPE everyone in our field read Bryan Hughes in your last edition. It is as dangerous to overrate the contribution we can make as to underrate, and we can do ourselves and our services real harm by setting them forward as the cure-all for the real problems of society. In particular we cannot by ourselves offer a real solution to unemployment—in most instances all we can do is like giving children sweets to stop them crying.

Unemployment in itself is not necessarily an evil—"If work were a good thing the rich would have found a way of keeping it to themselves" is a joke with teeth in it. What is wrong is unemployment in a society which bases both its structure and its attitudes on work. I wish I could agree with Bryan Hughes about the possible expansion of the economy coming from automation. If that were so we could keep our present attitudes, put on our tin hats, get down into the slit trenches, wait for the present crisis to pass, get up, bury the dead and carry on as before. I am, sadly, convinced that what we now call structural unemployment is here to stay. In a recent speech even Mr Francis Pym referred to the impossibility of a return to full employment. This is almost the first such reference by any major politician, obsessed as they are with the vote catching benefits of promising what they cannot deliver, and, coming from a Tory, is of great significance.

For where some part of our new society has got to start is in providing within education and within the home the desire to participate, to develop skills according to talent, paradoxically to take fun seriously which is the priceless advantage of the cultivated* person and enables him or her to follow an enriched life. The French phrase 'Education permanente' is crucial here. Other systems produce better results in this area than we do in this country where too often the joint effects of education, home derived attitudes, the media, consumer society is to encourage the production of mindless people, almost violently anti-cultural in the traditional sense and lacking both the basic skills of physical recreation and any of the motivation that lies behind the humblest of Sunday league football teams. There was a time when society had a use for a product like this—the standard motor car production line for instance. Increasingly that role is disappearing. One of the most bitter aspects of unemployment is that it is regressive, bearing more hardly on those without skills. The very lack of skills which puts them at the bottom of the socio-economic heap also prevents them making any truly satisfactory use of their enforced leisure. By all means let them have a free swim or game of five-a-side football but don't let's fool ourselves that we are anything but a corn plaster and let us make sure that our political masters realise that 'bread and circuses' was a system invented by Roman Emperors—and look what happened to them.

Short of revolution—and sometimes in my more desperate moments I think of that too—what is needed is a change in society and with the best will in the world we can't achieve that on our own. Yet we can form part of the team and we can make certain that we are ready to bear our part and prove to any even half-convinced youngsters that the recreation experience, in the fullest sense of the phrase, can create some of the sense of achievement, of order that society has traditionally obtained from work.

Reading this over it sounds perhaps over-contemptuous of what we are doing. In the first place corn plasters are a good thing, in the second there are initiatives spread round the country which try to get beyond the symptoms to the disease. These will reach very, very few people successfully but I believe passionately that if what we do only works for one in a thousand it's still worth doing.

* A horrible word which suggests opera tickets and reading Schopenhauer in the original—but 'educated' and 'cultured' are both equally misleading.

Denys Hodson.

SURGE IN COUNTRYSIDE INTEREST

CONCERN for the protection and enjoyment of the countryside is no longer a peripheral interest of our society, and the next 10 years will see an accentuation of many of the problems we already face, according to Adrian Phillips, Director of the Countryside Commission.

In his opening address to the 1981 National Parks Conference in Norwich, Mr Phillips told the 200 delegates that the Commission had a unique role in ensuring that Government was made to listen to the very large section of the population who believe that "there are few better ideals to fight for than the protection and the right to enjoy our heritage."

Describing upward trends in countryside recreation until the recent economic recession, he went on:

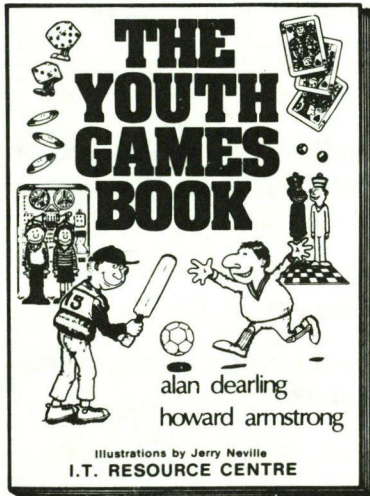
"More remarkable, though, was the surge in public interest in the countryside in general, and in specific aspects of it, such as wildlife or archaeology. Membership of many national and local bodies concerned with these subjects has increased at quite astonishing speeds.

"To take just one example: the membership of the Royal Society for the Protection of Birds is now larger than the individual memberships of either of the two main political parties; I expect it may even be bigger than that of the combined membership of the Social Democrats and Liberals.

"The bookstalls testify to the existence of a vast and avid readership on countryside matters. Several hours of television and radio programmes each week serve an apparently insatiable demand in millions of homes. The knowledge and awareness of the British public about their countryside is, I suggest, greater now than at any time since we became a predominantly urban nation at the time of the industrial revolution.

"Nor is it just an academic curiosity. It is a short step from interest to concern; and a short step further to determination to play an active role — whether political or practical — in conserving the beauty, wildlife and historic resources of the countryside."

Leading economic forecasters foresee a major revival in demand for countryside recreation by the end of the '80s. Mr Phillips said.



THE YOUTH GAMES BOOK IS A PRACTICAL GUIDE. It will prove invaluable to all who want to work more creatively with young people.

THE YOUTH GAMES BOOK

by Alan Dearling and Howard Armstrong

This is the book which has already sold 6,000 copies in the past year! It has been successfully employed by staff in Recreation Centres; Schools; Youth Clubs and Social Work Departments. In fact anyone who is seeking for new, imaginative ways of developing activities and relationships with youngsters.

With over 300 games, puzzles, activities, sports and sequences described, the book is the most comprehensive source book on this subject. The range covered includes activities for small halls, coffee bar areas and even bus and mini-bus trips. Large and small group sessions, notes on some of the commercially available games, alternative games for pool tables, darts, dominoes and cards are included, as well as 3 simulations for use in staff training/older adolescent workshops. **If you have ever worried about how to get through an awkward meeting with a group of youngsters, this will provide you with lots of unusual and stimulating ideas.**

The Youth Games Book (230 pages) is available, price £2.50, which includes postage and packing, from:

*The Intermediate Treatment Resource Centre,
Quarrier's Homes,
Bridge of Weir,
Renfrewshire,
SCOTLAND PA 11 3SA
telephone 0505 614507*



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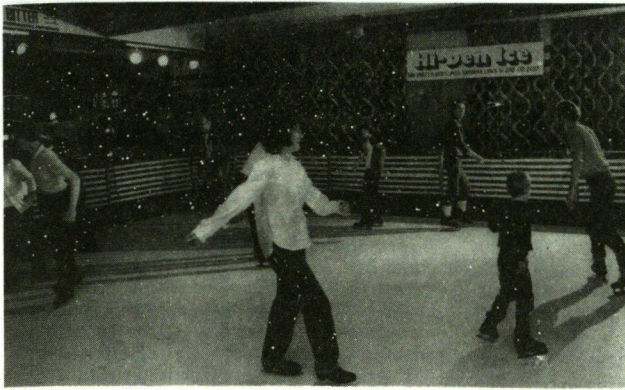
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'HI-DEN' PLASTIC ICE

High Density Plastics Ltd. of Todmorden, Lancs, have successfully launched their new development, HI-DEN plastic ice. Initially the floor was demonstrated to local authorities at Temple Park, South Shields, and was later installed in the disco of the Legion and Workmen's Club (pictured above) where it remained open to the public for three days. Attendance was good and there was an enthusiastic response from beginners and experts alike.

HI-DEN is being promoted as an economic alternative to a conventional ice surface. The interchangeable panels can be used for a variety of other indoor activities as well as 'ice' skating. High Density Plastics Ltd report considerable interest and a number of orders from local authorities.



KLIX INVADER

Kirklees Coin Ltd. have become the first entertainment organisation to install a new Klix talking vending machine. Down amongst the space invaders at their Winn-y-more Family Centre, Wakefield, a voice can be heard above the sounds of space. Using silicon chip technology, the Klix System 5000 drinks machine has a voice synthesiser which produces a series of messages including 'your drink is on its way' and 'enjoy your Klix drink'. David Shaw, managing director of the Kirklees company, says "We wanted to provide refreshments for our customers throughout the day but also wanted to provide something special to complement the Space Invaders and video games. The greatest thing about the machines is watching a child's face light up when it talks — they love it!" Klix, the distributing company, won the Queen's Award for Export Achievement in 1981 and is part of the Mars Group based at Slough (Tel. Slough 32152).

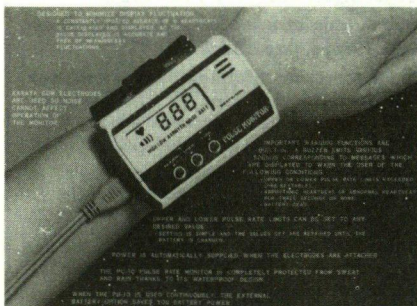
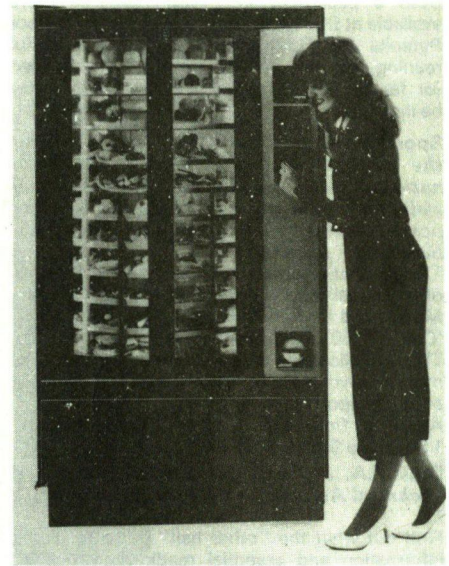
Company Photo-News



VENDEPAC AND ROWE

Under the umbrella of Four Square Catering and Vending which is part of the Mars Group, Vendepac and Rowe Machine Sales are jointly involved in the successful promotion of new vending machines. Bracknell Sports Centre is offered as a case study. Bracknell, one of the country's first sports centres in 1963, runs a very successful vending operation. The latest machine to be installed (pictured left) is a 'Rowe Cold Drinks Vendor'. Positioned in the entrance hall, it outsells the other two machines on a two-to-one basis, returning a minimum £260 per week. The special option for iced nougats in the drink is especially popular. Figures from all over the country are now indicating impressive returns from these machines in comparison with others. Vendepac is launching two more machines on the UK market. The 'Showcase' presents a panoramic display of up to 154 food selections with a variety of compartment styles including the facility to vend up to a 9" plate. The Solid State Drinks machine has solid state logic which provides a choice of 9oz and 12oz drinks, selection of carbonation levels and also provides, for the first time, crushed ice.

Both companies can be contacted on Slough 32151 (Mars, the company that's 10% bigger?).

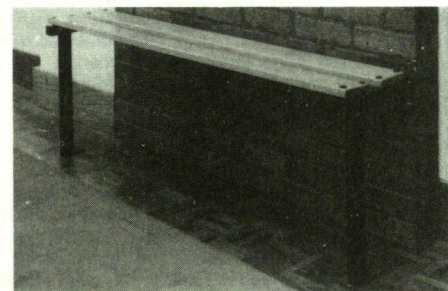


PULSING PRODUCTS

The Andrew Stephens (1947) Company from Blackpool are well established suppliers of hospital and practitioner equipment. With the increased relationship between sport and medicine it is therefore not surprising to find them aiming some products at the sport and recreation field. Their advertisement on page 26 details one product.

Representing the state-of-the-art in pulse monitoring is the new Model PU-10 and is designed for sports medicine. Worn like a wrist-watch, it enables continuous pulse rate monitoring.

Price £110.00 (UK plus VAT) from Andrew Stephens (1947) Company, 41 Dickson Road, Blackpool, England, Tel. 0253 23755.



SIT DOWN WITH HELMSMAN

Helmsman are renowned for setting your minds at rest with secure lockers. Now they are setting about putting legs to rest with the introduction of two different and enterprising types of seat.

The 'Helmsman' Capstan Seat (pictured right) is robustly constructed from rolled and welded mild steel sheet with concealed floor fixing and covered with carpeting. Casual seating used for only very short periods takes many forms, but for reception areas or changing rooms the emphasis is more durability, with the facility for the seating to be secured to the floor rather than for sheer comfort.

Helmsman have designed the Capstan Seat to meet this requirement and to withstand heavy usage.



Helmsman's other new idea is do-it-yourself bench seating. Their new seating pack takes much of the work and worry out of specifying seating.

Everything necessary for up to 20 feet of seating is included in the pack except the timber, so each run of seating can be tailored on site to fit perfectly.

Each pack comprises sufficient 1 1/4" x 1 1/4" x 16 s.w.g. square section tube black polythene coated brackets and extension pieces, wall plugs, screws and other fixings. The customer supplies timber on site and arranges for fixing.

All components are cartoned and labelled for delivery by postal services.

Send for leaflet and prices to: W. B. Bawn & Co. Ltd., Northern Way, Bury St. Edmunds, Suffolk IP32 6NH. Phone (0284) 2812.

Leisure in Print

Leisure in Print reviews relevant reading for recreation managers. Review editor Ian Cooper welcomes contributions at "Gwalia", 24 Clarence Road, Craig-y-Don, Llandudno, Gwynedd LL30 1TW.

INTERNATIONAL YEAR

Give us the Chance — sport and recreation with mentally handicapped people Kay Latto Disabled Living Foundation, 346 Kensington High Street, London W14 8NS. £9.50 incl. p. & p. 300pps.

Result of a three-year project by D.L.F. to discover how all sports and physical recreation are already being or can be practised by MH adults and children out of school hours. Describes what is meant by mental handicapped, presents a doctor's and psychologist's view of the subject, etc. Very practical examples of types of sports which can be undertaken. Are you providing for this section of your community?

Outdoor Pursuits for Disabled People by Norman Croucher, OBE.

An invaluable new guide for disabled people. A comprehensive and practical guide which introduces disabled people to the wide variety of outdoor activities and sports open to them. The book is written by Norman Croucher OBE, disabled himself and well-known as a mountain climber, and published by Woodhead-Faulkner of Cambridge for the Disabled Living Foundation. Both a paperback and hardback edition are available at £4.75 and £6.95 respectively. Outdoor Pursuits for Disabled People will be useful reading not only for disabled people but also for family, friends and professionals who may be involved.

Sports Centres Composite. The reports of the Scottish Sports Council's series of national seminars on sports courses and swimming pools are now available in a composite volume "Summary Report: National Seminars," price £5.

The publication covers the four seminars—prices of individual reports in brackets: 'Identifying the Market and Its Needs' (£1.50); 'Design' (£1.50); 'Cost' (£1.50); 'Management' (£1.50).

These publications are valuable to any officer or member involved in the planning or management of indoor sports provision.

Available from the Scottish Sports Council, 1 St Colme Street, Edinburgh, EH3 6AA.

D.I.C.T.A. Journal of the District Council Technical Association—Autumn 1981. Series 15.

Find out what the "other half" is up to. Good information and essential reading on D.L.O., Eastbourne Leisure Pool heat savings and conservation. Surprise your colleagues by telling them what's new.

Surveyor, public works weekly, published by IPC Business Press Ltd, Surrey House, 1 Throley Way, Sutton, Surrey SM1 4QQ. Special offer annual sub £10. ISSN 0039 6303. Primarily a technically biased journal but has recently included some excellent planning, recreational planning and leisure provision articles including: "Inner Cities—A Tourist Market?" "Not So Plain Sailing Down Father Thames" and others. I find the snippets of info in this type of magazine of value in seeing other parts of the local authority scene.

Play Times, bi-monthly magazine of the National Playing Fields Association, 25 Ovington Square, London SW3 1LQ. £3 including p. & p.

Much improved, professional magazine covering the 'play' needs of today's over fives. Edited by Peter Heseltine, the magazine merits being read by those in recreation management.

Swimming Pool Disinfection Systems, using calcium hypochlorite, chloroisocyanurates, halogenated dimethylhydantoin and solid ancillary chemicals: guidelines for design and operation. 1981 HMSO Bookshops, price £2.70. The third in a series of booklets issued by the Department of the Environment dealing

with the handling and use of a number of safer alternatives to chlorine gas. The guidelines are intended to provide practical guidance on the safe design and operation of disinfection systems using solid disinfectants and to assist those responsible for their operation to meet the requirements of the Health and Safety at Work Act 1974.

The Fairfax Project Report 1981, by Rachel Dixey, Sports Council, Yorkshire and Humberside Region, Coronet House, Queen Street, Leeds LS1 4PW N.p.

This report describes a project which has run since May 1980 at the Fairfax Community School in Bradford. The Fairfax Project is an attempt to bring sport to a group of people who are disadvantaged, in recreational terms, in three ways. Firstly, the group is female, secondly it is drawn from ethnic minority groups, and thirdly it lives in an inner city area. The report accounts for the success of the project and details the lessons to be learnt from it.

Swimming for the Disabled, by the Association of Swimming Therapy, published by E.P. Publishing Ltd. 148pps. ISBN 0 7158 07668. Price £3.95.

The Association of Swimming Therapy have consolidated their long experience into this most useful book. "Swimming for the Disabled" is written for all those who, whether experts or laymen, are involved in helping disabled people to swim. It covers safety, handling techniques, movement in water and basic water skills, the various disabilities which can be encountered and their different problems, water games and the organisation of clubs, galas and training courses.

The September issue of **British Sports Media** (March issue reviewed in last ARM News) is now published with an increase to 100 pages. All the information is updated with approximately 90 new sporting titles being included, 250 new addresses under Sports Governing Bodies and three new chapters covering sports journalists, sports photographers and the sports they cover.

The subscription rate remains at £15 per year for copies in March and September (cover price £8) and makes the ideal reference book for anyone involved in sport, whether in promotions, administration, sponsorship, manufacturing, advertising or public relations.

The publishers are Dennis Fairey and Associates Ltd, 72 Gloucester Place, London W1.

The UK Sports Market, by W. H. Martin & S. Mason, Lint Growis, Foxearth, Sudbury, Suffolk.

This new 150 page study of the market for sports goods and sports services maps out what has hitherto been a very uncharted area. It should become a standard reference work and is a must for anyone seriously interested in the market. (£70 including p. & p.)

The study provides a comprehensive analysis of the market, presenting new estimates of the number of people who take part in each sport and how much they spend on equipment, clothing, footwear and facilities.

The study also includes an extensive reference section and a detailed investigation of changing trends.

English Tourist Board—Aspects of Leisure & Holiday Tourism. English Tourist Board 1981. Planning and Research Services Branch, English Tourist Board, 4 Grosvenor Gardens, London SW1W 0DV. Price £1.50.

Describes the growth of spending on leisure and holidays during the five years to 1979 and shows the importance of various activities while on holiday. The report includes some useful tables detailing the long-term increase in membership of a wide variety of leisure associations, together with estimates of expenditure by local authorities to meet some of the public demand for leisure services.

JUST OUT!

Sports Industry — magazine, IPC Industrial Press Ltd. ISSN 0261-5665, 54 pages.

Issued free to "executives who specify or purchase buildings, plant, equipment, services or management aids for use in the running and development of sport or leisure enterprises."

First edition looks very promising with a good range of articles and facts. They intend covering sports administration from all angles, indoors and outdoors. Interview with new Minister for Sport in first issue.

For your copy ring David Burt, 01-661-3373 at IPC Industrial Press Ltd, Sutton, Surrey.

The Leisure Shock by Clive Jenkins and Barrie Sherman, Methuen, 1981. £8.95 hardback, £4.50 paperback. ISBN 0413 482006 (hardback) 0413 482103 (paperback).

Review copy of the second blockbuster by this dynamic duo not yet received but order your copy now, you cannot afford not to read it.

All recreation managers MUST have read "The Collapse of Work" published by Eyre Methuen in 1979 ISBN 0413 457605, £3.50, by now. If not—get round to the library now.

QUICK REVIEWS

Local Leisure Centres - Ideas for provision in the 80s. The Sports Council for Northern Ireland. £5, published in 1981 (60p p. & p.)

Question: Is "The Leisure Rig" better than "The Focal Point" and what's wrong with "The Pleasure Pyramid"? Answer: read this fascinating report on a competition held in Northern Ireland to find the best architectural ideas for new leisure buildings. The brief was to design for indoor leisure facilities to provide sport and recreation for sub district towns and other appropriate locations. The results were very good and well worth close consideration if you dislike traditional "box" design. Well written conclusions, but over-all presentation spoilt slightly by a few unreadable graphics reproductions.

LEISURE AND RECREATION FROM SPON

Spon's Landscape Price Book—Second Edition, edited by Derek Lovejoy and Partners. Spon 1981, 230pps. Hardback 0419 116400 ISSN 01448404. Price £12.50.

Arts Administration by John Pick, Spon 1980. 194pps, paperback £5.

The Recreation Management Handbook—Third Edition, edited by The Institute of Recreation Management. Spon 1980, 380pps, hardback, ISSN 0144 624X. £14.75.

Sports Halls and Swimming Pools, A design and briefing guide by Gerald E. Perrin. Spon 1979, 210pps, hardback £18.75.

Practical Club Law by David Field, Sweet and Maxwell 1979, 224 pages, hardback £12.50, paperback £7.50.

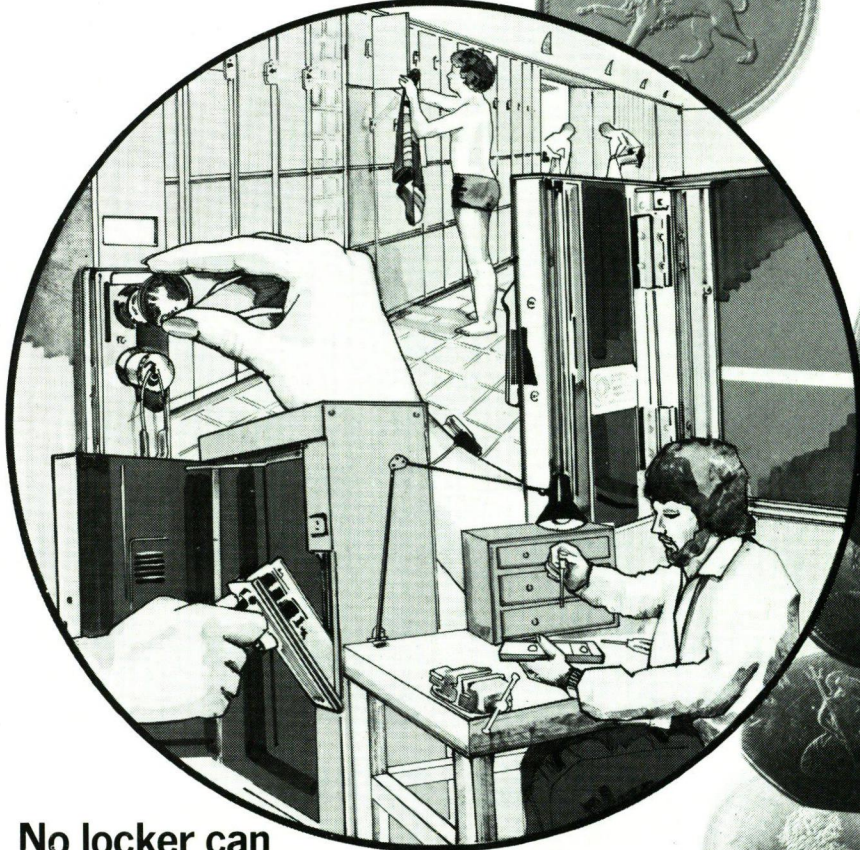
Land and Leisure—Concepts and Methods in Outdoor Recreation, Second Edition. Edited by Carlton S. Van Doren, George B. Priddle and John E. Lewis. Methuen 1979, 317pps. Paperback £6.50.

Countryside Planning—The First Three Decades 1945-1976, by Andrew Gilg. Methuen 1979, 256pps. Paperback £4.50.

Recreational Land Management by C. W. N. Miles and W. Seabrooke. Spon 1977, 147pps. Hardback £7.50.

Hotel and Catering Law by David Field. Sweet and Maxwell 1978, 248pps. Paperback £4.

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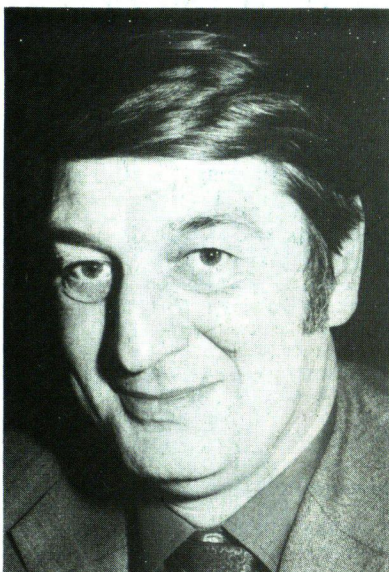
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Dennis Woodman

ON 2nd AUGUST, 1967, Dennis Woodman entered the newly emerging profession of recreation management by becoming the Manager of the Oval Sports Centre. On the 14th Anniversary of that date he took early retirement from Cheshire County Council. As Deputy Director of Countryside and Recreation he had been involved in the planning, development and management of a wide range of country paths, picnic sites, footpath systems, transit picnic sites, leisure recreation, sports and community centres. As a county, Cheshire has a national and international reputation for excellence in the field of leisure provision to which Dennis made a major contribution.

His service to the cause of recreation is witnessed by his many appointments — Member of the Countryside Recreation Research Advisory Group's Management Sub-Committee; Member of the Panel of the Sports Council & Social Science Research Council for Research into Recreation and Leisure; Member of the North-West Sports Council's Technical Panel Grants Assessment Sub-Committee and Vice-Chairman of the Development Committee and a member of the first Sports Council Management Award Assessment Panel.

Dennis is well known to members of ARM. A very keen protagonist of a strong profession he has served two terms as Chairman of the Association and is currently the Honorary Treasurer. In the past four years he has used his greatest energies to pursue the goal of Amalgamation which he sees as the most important next step in the development of the profession. This for the benefit of the community we serve, the employers who rely on our skills and all practising directors and managers.

A young fifty three years, Dennis has "retired" into private practice and has acquired a holiday caravan park in South Devon. From there he hopes to develop his belief that the private and public sectors in recreation management have much to offer each other. He is making himself available as a consultant to authorities wishing to make cost effective developments and requiring economic management systems. His new address for correspondence is Brook Orchard, Brookedos, Kingskeswell, Nr. Torquay, South Devon.

RUSSELL HILLS

RUSSELL HILLS is Director of the Sunderland Empire Theatre and has been an ARM member for two years. Russell is a member of the Theatrical Managers Association and also of I.M.E. and A.B.T.T. but was attracted to ARM in addition by its progressive approach to the running of a professional association. Sunderland Empire Theatre is operated by a trust and financed by Tyne and Wear County Council whilst the building itself is owned by Sunderland Borough Council. Russell would like only to be in the news for the attractive programme he produces. However, the operational deficit on the operation has also given him some difficult publicity recently.

Russell, 35, was born in Harwich, has worked in the theatre since 1962. His first job was as Assistant Electrician at the Arts Theatre, Cambridge, and since then he has worked in most theatres throughout the UK either on tour or with a resident company.

He has an all-round knowledge of theatre having worked as head of department in most of the front of house and backstage areas. He has been part of the technical and management team at the Phoenix Theatre, Leicester, the Opera House, Harrogate, the Lyceum, Sheffield, the Leeds Grand, Billingham Forum, the Lincoln Theatre Royal and the Connaught Theatre, Worthing.

Prior to taking control of the Sunderland Empire, in 1978 he was general manager of the Connaught Theatre, Worthing. His wife, Ruth, and their two children welcomed the opportunity to return to the North East where they have many friends.



Russell Hills signs up Basil Brush for Sunderland's 1979 Christmas Pantomime. Russell is on the right!

ARM NEWS 1982

NEXT EDITION — SPRING
(copy deadline December 23rd)

Press releases related to recreation and leisure welcomed.

MEMBERS: Send in YOUR news — an event, an idea, a complaint, a problem or a new job!

When sending material for publication please try to send typed copy (double spaced) and include black and white photographs if possible.

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

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ARM NEWS

Journal of the Association of Recreation Managers

Spring 1982

No. 36

ILAM ALIVE!

Green Light for Amalgamation

**NEW FUTURE
FOR
RECREATION
MANAGEMENT**

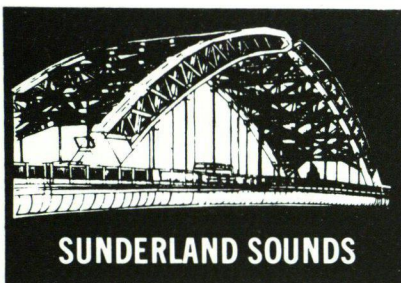
THE Association of Recreation Managers, together with three other major organisations involved in the management of local authority leisure facilities, have by a vote of their members, announced their intention to amalgamate.

ARM, together with the Institute of Municipal Entertainment, Institute of Park and Recreation Administration and Institute of Recreation Management, will now form the Institute of Leisure and Amenity Management from January 1983. In a postal ballot 93% of ARM members voted in favour of the motion to amalgamate.

The new Institute — ILAM — expects to exert more influence than its predecessors and be the organisation to whom central and local government will look for advice and expertise in all recreation matters. In addition, the Institute will provide an improved and wide ranging professional forum for the 2,500 or so members who will comprise the new organisation. The Annual General Meeting of ARM at Coventry in May will now be asked to ratify the postal vote and proceed to wind up the affairs of the Association. What will be the last AGM and Annual Dinner of ARM is likely therefore to be a popular and special occasion.



The joint winners of the Sports Council Management Award 1981 receive the trophy and a cheque for £1000 from Dick Jeeps, Chairman of the Sports Council. Allan Pendleton (above right), Manager of King Alfred Sports Centre, Highbridge, Somerset, receives the award accompanied by Councillor M. Payne, M.A., Chairman of Sedgemoor District Council. The Rushcliffe Leisure Centre team (above) celebrate their victory. Manager Ray Hutchins holds the cheque and on the right are Councillor Mrs Cicely Whiting, Chairman, Joint Management Committee, and Chief Recreation Officer Tiny Whitworth. (See page 8).



SUNDERLAND SOUNDS

"Dismiss the old horse in good time, lest he fail in the lists and the spectators laugh."

HORACE.

Epistles (20-c 8B.C.), 1.1.8.

WHEN I first joined the Association there were but a few hundred members. Now, with the milestone of 1,000 members long passed, the strength of the Association is self-evident. The development of ARM News during the last

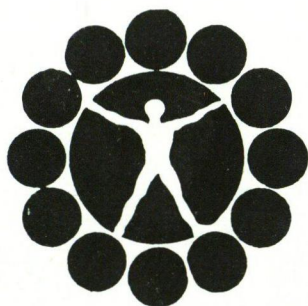
six years has merely mirrored the Association's growth. It would be remiss of me as I leave the editorial chair not to thank those who have contributed to the journal's progress. The journal has relied firstly on the prolific contributions of a small band of loyal correspondents. Their involvement stretches back to the mid 70's and is exemplified by the efforts of Mike Fulford, Dave Johnson, Roger Quinton, John Knowles, Trefor Jones, Bob Whan and Les Spiers. Secondly, the management benefits derived from ARM News have owed much to the special articles contributed by members. A number of these have been recognised by the Helmsman ARM News Award but the superb "Lockers v Baskets" summary by Roy Simons and the recent "Social Problem Tag" by Bryan Hughes come immediately to mind. Whilst these two groups have been the main pillars of the journal the overall attraction has been greatly enhanced by the ever increasing volume of news items subscribed by members. Some have contributed

just once, others on several occasions, but all have been valuable and most welcome. In addition I have much appreciated the help and encouragement of the membership which has been voiced regularly at regional meetings. Add to this the generous and continuing support of the National Executive Committee and it can be seen that the editorship has been an enjoyable and rewarding task.

We can now look forward to amalgamation. I am sure members will wish to see the beneficial and successful aspects of ARM News, which they have helped develop, incorporated into any framework of ILAM publications. It will be vital that progressive, pertinent, attractive and ideally self-financing journals are part of the service provided for members by the new Institute.

I know the new editorial team will receive the full support of members. The team is an impressive one and the arrival of this fresh blood will be of great benefit. I wish them every success.

Gerry Carver



ARM PHOTO REVIEW



THE BLOODY AWFUL GOLFER AWARD 1981

BERNARD WARDEN retained the Bloody Awful Golfer Award for the second year running. The magnificent Trophy, donated by B.W., has now been won for two years in succession by Bernard Warden and if he is successful again in 1982 he will retain the Trophy.

The photograph shows B.W. presenting the 1981 Bloody Awful Golfer Award to Bernard Warden.

SEMINAR GOLF TOURNAMENT

EIGHTEEN members took part in this year's competition held at Lytham Green Drive Golf Club on Thursday, 12th November.

Despite the damp conditions, the standard of play was high with a total of seventeen cards being returned, a significant improvement on the previous year at Saunton Sands.

Result: 1st Brian Ward-Jones 36 points, 2nd Brian Hughes 36 points, 3rd Howard Peters 36 points, Best Net Howard Peters 67, '2's competition Mike Ford and Brian Ward-Jones.

The coveted award for the lowest number of points (10) was taken by Bernard Warden (pictured left).

Prizes were provided by Ribble Valley Leisure Co. and a perpetual trophy kindly presented by Alan Noble of Sports and Leisure Foods.

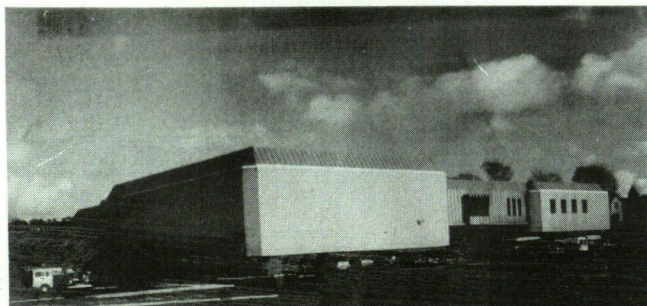
The competition was organised by Harold Leach.



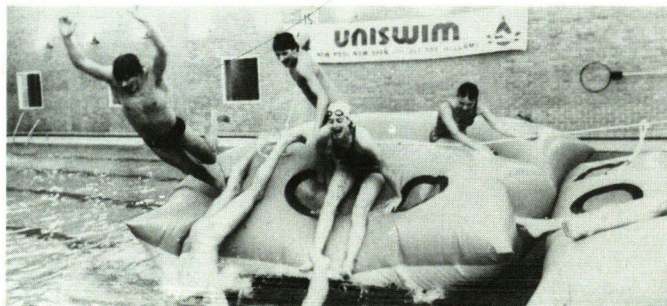
Who won the chess set from these splendid prizes? See P.36.



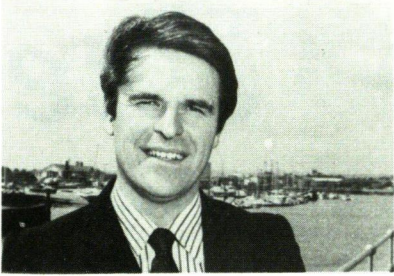
ABS turned on the à la carte for the Directors of Taylor Woodrow at the Oasis Tug of War. Who are ABS and where is the Oasis? See pages 15 and 29.



This is the U.K.'s newest leisure centre — where is it? See P.27.



Those wet students again. Where and why? See P.27.



FROM THE ARUN SEAFRONT



THERE is only one basic issue that is currently worthy of serious consideration and that is, as you may have guessed, Amalgamation. Amalgamation, that is, of a number of professional associations and institutes who, from afar at least, appear to have proliferated because of personal or historic whim.

Even those involved with one or more of these organisations will admit to the nonsense of so many involved so independently with the management of community leisure opportunities, and those in the public sector.

IF THERE IS TRULY A MORE IMPORTANT ROLE TO BE PLAYED IN PROVIDING FOR THE LEISURED CLASSES — whether enhanced working weeks or just no work at all — THEN WE, THOSE INVOLVED IN MANAGING THOSE OPPORTUNITIES, NEED TO EXPRESS A CONCERTED, RESPECTED VIEW. AT PRESENT, AND IN THE PAST, THIS HAS NOT HAPPENED. IT MUST, AND ONLY BY WORKING TOGETHER WILL THIS HAPPEN!

I, and you, have heard others say that a new Institute will dilute all that is good about our own Association; or the other Institutes

that members will not have the same service, the same opportunities and the same colleagues and friends.

If the new body, and its new Council, truly represents the member organisations then I believe that this will not be allowed to happen. What is on offer is the opportunity to learn from others skills, knowledge and professionalism and to share ours. At the same time one's professional leaning will not be prejudiced. When I look at the now numerous multi-disciplinary departments in Borough and District Councils in the U.K. I can only see career opportunities in Amalgamation for those who wish to be better versed in wider issues — but there may be a small number who don't want any greater contact and wider vision and I am surprised that they are members of a professional organisation anyway.

CHANGE IS ALWAYS DIFFICULT, IT CAN OFTEN BE UNCOMFORTABLE. I BELIEVE, HOWEVER, THAT THIS OPPORTUNITY TO TAKE A MAJOR STEP TOWARDS ONE UMBRELLA PROFESSIONAL BODY IS ONE WHICH WE — ALL OF US — SHOULD ENCOURAGE. WE SHOULD ENCOURAGE THOSE IN OTHER ORGANISATIONS TOO AND IN SO DOING, EMPHASISE THE COMMON PROBLEMS WE SHARE, AND THE COMMON AIM FOR ALL OF US — A BETTER CONTRIBUTION TO COMMUNITY LIFE.

**International Conference & Exhibition
Wembley Conference Centre
London 4-7 May 1982**



“THE most influential sporting forum ever planned in Britain” is how the Sports Council describes its “Sport & People” Conference & Exhibition at Wembley from 4th-7th May.

“Millions of people throughout the world consider sport as an essential part of the quality of life,” said Dick Jeeps, Chairman of the Sports Council, when he announced details of the Conference.

He emphasised that this sporting forum was a direct response to the international ‘leisure explosion’ which had thrown down the challenge to every country and every government to develop sports and to provide the necessary facilities.

The Conference programme will include eminent speakers from home and abroad who will examine the attitudes, policies, techniques, problems and solutions behind creating and meeting demand for sport and recreation within a modern society.

Sport & People aims to bring together international representatives from all sections of public and private enterprise concerned with sport and recreation. Worldwide growth of participation in sport has generated increased public and private sector investment in facilities and sport now provides active recreational enjoyment for more people in more countries than ever before in history.

Dick Jeeps pointed out that the conference and exhibition would be relevant to the specific needs of all nations throughout the world, developing nations without money, nations with money but without expertise, and those with money and know-how.

An integral part of Sport & People is a trade exhibition (from 5th-7th May) which will be opened by Sebastian Coe. Over 100 exhibitors will be displaying a wide variety of products and services relating to virtually every aspect of sport.

On Friday May 7th Sport & People will provide a forum for an interchange of ideas between some of the leading figures in sports and recreational architecture and design.

A wide range of subjects will be discussed during the three special technical sessions which will be of interest to architects, designers, providers and managers of sports facilities both in the UK and overseas.

The keynote address of the day will be given by Alex Gordon, past president of RIBA and a senior statesman of the architectural profession, famous for his “long-life, loose fit, low energy” message. He will be answered by Arthur Quarmbly, an architect and journal-

ist, who has designed many schemes using lightweight structure and who has written a book on ‘plastics architecture.’

The second session contrasts the multi-purpose sports hall design, which is the British approach, with that of designing for specialist sports spaces. John Rice is a well-known architect at home and abroad of multi-purpose sports buildings. He designed the workshop at Bisham Abbey National Sports Centre. Roland Hill is a structural engineer who has worked in the UK and abroad on specialist sports facilities, particularly squash.

The final session will draw the contrast between the recreational problems and needs of a dense, affluent population, and the post-industrial community where jobs and industry have declined and where the answer might be self-help. Christopher Parade is a successful architect in West Germany where he has won several design competitions. Rod Hackney is a principal of a private UK firm, famous for its policy of integration between the architect and the community, and he is also a Vice-President of RIBA.

LONDON MARATHON OFFER

OVERSEAS delegates attending the conference and exhibition have been offered the chance to run in the London Marathon.

The conference ends two days before the London Marathon—Sunday 9th May—but start numbers are being offered to foreign delegates.

Conference Director Olive Newson said: “Linking a major world conference with Britain’s biggest mass participation sports event could give administrators the chance to practice what they preach.”

FRIENDS OR FOES?

by

Steve Chalk

CAN you recognize the sound made by a receptionist who realises that the customer and the manager know something that he/she does not?

It goes something like this . . . "DUTY MANAGER, COME TO RECEPTION IMMEDIATELY."

This is repeated at 30 second intervals, even while you are in sight, and sounds more hysterical and distorted as the amplifier melts.

Few of us could put hand on heart and truthfully say that we have never experienced it, (we may, of course, have only heard it in the Centre down the road!) Given that these outbursts are the peaks of frustration, how many customers would have had their recreation experience soured by being shouted at; by having money/tickets thrown at them; being ignored even; in the minutes prior to the tannoy being assaulted?

Why does it happen, and how can it be prevented?

Lack of communication is the greatest cause. If you don't tell them they cannot tell the customer. Remember the old adage of the Managing Director, on receiving news from his board, kept a tenth of it and passed on the rest. His managers did the same and so did the foreman. The workforce knew they were getting changes, but not why and therefore went on strike. An expensive price to pay for such a small piece of information.

It is easily done and I'm sure we have all been guilty at some time or another. Nothing is more embarrassing to reception staff than to be faced with a member of the public with a query about an event published in the local paper, about which they have not been notified. Do your staff rely on the newspapers? Clippings in reception are a sure sign that something is wrong with your communication system.

Once the symptoms of the disease have been recognised, how can a cure be effected? One method is for all inquiries for bookings to be directed solely to the booking manager. Should he be out, a preliminary booking chit is completed with brief details and a contact address or phone number of the booker is taken. On the manager's return, the chits are collected from reception and are dealt with as soon as possible. The advantage of this system is that even if the date initially required is not available, the contact is not lost, and alternative rooms and dates can be offered. The personal contact assures the booker that his inquiry is regarded as important, be it a major special event or a small coffee morning type of booking.

ONCE the booking is taken, the chit can be passed back to reception to be entered into the diary.

(Incidentally, isn't it ironic that the information centre of the complex is often given a pocket-sized diary! Inter-shift communication by receptionists is ultra important if an efficient service is to be provided, and a large diary is obviously necessary). Weekly programmes issued a month in advance and updated by internal

telephone when necessary, can give the required information on self-promoted and other events outside the normal programme.

In conjunction with the normal booking sheets, the average receptionist, having access to the above, can give satisfactory answers to the majority of booking inquiries, thus effectively shielding the manager from time-consuming and unnecessary trivia.

As with diseases, prevention is better than cure, and proper training is imperative and a sound investment.

Shifts are often short and rotating or fixed at certain times of the day and week. For this reason, it could be months before a receptionist has gathered the knowledge required to inform the public of all the centre's activities. I suggest induction training should consist of a thorough tour and explanation of the facilities carried out over different times and days of the week. The policies, aims and objectives should be discussed fully and in this way, a commitment to them can be gained. Line and duty managers should be introduced and their jobs explained; the centre's assistants or 'odd-jobbers' introduced and their jobs outlined, as these people will probably have more contact with reception than the average manager.

Intensive training for any staff can pay dividends but never more so in the case of receptionists. George Torkildson has said that marketing is a beginning-to-end process, and I suggest receptionists are possibly the greatest marketing weapon you possess.

Recognize this and pay attention to their job satisfaction. Give them a break occasionally, and let them get a glimpse of the 'star' whose concert they have been selling for six weeks or so. Most artistes will provide autographed photographs for the staff if asked, and these when framed can also brighten up the dull facade found in most reception areas.

Every member of the staff markets the centre and the service offered, but this can also have a detrimental effect if the staff are untrained or uncommitted.

Use

by T. F. Wakeford,
Deputy Secretary and Solicitor,
Vale Royal District Council

THIS article concerns itself with the potential legal implications (both civil and criminal) which might arise for an authority making use of volunteer labour at places such as sports centres.

The term "volunteer labour" is not a precise term, however, and two types of situation are envisaged:—

- (a) the formal recruitment of assistance which will be unpaid but which, to all intents and purposes, would be indistinguishable, from an outsider's point of view, from a paid employee ("the unpaid helper").
- (b) allowing (or taking no steps to prevent) a member of a club during a club session to carry out tasks which would, normally or reasonably, be carried out by a paid employee ("the club volunteer").

The article does not concern itself with the potential civil or criminal liability of the unpaid helper or the club volunteer. The opinions are expressed in general terms. This article does not attempt to apply the conclusions to any particular set of circumstances. Each case, in which it is alleged that an authority is liable because of some act or omission on the part of an unpaid helper or club volunteer, will depend on its own facts.

The following potential criminal and civil implications would seem to merit consideration in relation to various possible areas of Council liability:—

Criminal

The Health and Safety at Work Act 1974 formally specifies duties which are backed by Section 33 which creates a number of offences (punishable in the possible circumstances here by a fine of up to £1000 on summary conviction or an unlimited fine on conviction on indictment). By Section 37, any offence would not necessarily be that only of the Council but also of an officer where committed with his consent or connivance or where attributable to his negligence.

The duties involved:

- (a) an employer must ensure, so far as is reasonably practicable, the health and safety and welfare at work of all employees;
- (b) an employer must conduct his undertaking in such a way as to ensure, so far as is reasonably practicable, that persons who are not in his employment but who may be affected are not exposed to risk to their health or safety;
- (c) any person who has, to any extent, control of premises (such as a sports centre) to take steps to ensure that the premises, access and egress thereto and any equipment therein or provided for use is/are safe and without risk to health.

Civil

The potential civil actions would seem to be breach of statutory duty and negligence.

Breach of statutory duty will not, however, be for a breach of any of the aforementioned duties under the Health and Safety at Work Act 1974 except insofar as it is a breach of any safety regulations (S.47). It may, however, involve the Occupiers Liability Act 1957 where, by Section 2, an occupier owes the common duty of care (to take such care as in all the circumstances is reasonable to see that the visitor is reasonably safe in using the premises for the purposes for which he is there).

(Continued on page 5)

of volunteers

(Continued from page 4)

Negligence arises if any duty of care is owed to an injured person and a foreseeable injury occurs because of failure to carry out that duty.

These potential civil and criminal consequences can flow from the use of the unpaid helper or the club volunteer in the following ways:—

Injury to the unpaid helper. A criminal offence may be committed if the Council has not carried out its duty. It is perhaps not necessary to consider here whether the unpaid helper is or is not an employee as, if not an employee, one of the other duties in the Health and Safety at Work Act 1974 may have been breached. Liability at civil law might also arise either for breach of statutory duty (the unpaid helper would seem to be a visitor covered by the Occupiers Liability Act 1957 as being an invitee or licensee of the Council as the occupier) while there must also be likelihood of an action for negligence. Whether any offence has been committed or any liability exists will, obviously, depend on the facts. If, however, the Council has failed to train or instruct the unpaid helper as it would a paid employee, then, *prima facie*, it would be in trouble both criminally and civilly. It is doubtful, in my view, whether the defence of *volenti non fit injuria* would be applicable as the situation here is analogous to that of employer/employee where the doctrine is restricted. The doctrine of contributory negligence will have some application but will depend entirely on the facts.

Injury to the club volunteer. The position

would seem to be as in the case of the unpaid helper save that it might be possible in this type of situation to advance the defence of *volenti* in respect of an action for negligence although probably not for breach of statutory duty.

Injury to other employees of the Council. If another employee were injured, then again the position would seem to be as in the case of the unpaid helper.

Injury to members of the public. Again the position would seem to be as in the case of the unpaid helper. It is doubtful, in my view, whether the member of the public could be *volenti* the risk, save perhaps that a member of a club, injured as a result of the club volunteer's action, might be subject to the doctrine.

Comment is required upon the possible exclusion of any liability and the use of insurance to mitigate any problem which might arise.

Since the Unfair Contract Terms Act 1977 it is improbable that any attempt at the exclusion of civil liability for bodily injury would succeed, certainly in respect of negligence and probably in respect of any breach of statutory duty. Criminal liability cannot, of course, be affected by attempted exclusion.

As regards insurance, that is generally a matter of negotiation between the insured and the insurer. It is obviously possible to obtain cover against civil liability. The premium will depend upon the liability of the insured to satisfy his insurer as to the precautions taken, the insured's ability to obey any requirements of the insurer and by negotiation. The danger for an authority contemplating moving from its present activities,

of which its insurers are aware and to which they have consented, is that in so doing the insurance cover might be vitiated. The insurance contract is one *uberrimae fidei* and any material fact must be disclosed. Use of the unpaid helper or club volunteer to any extent would probably be material.

Conclusion

Assuming that paid employees (full or part-time) are given some training and are supervised to a degree sufficient to avoid the possibility of criminal or civil liability (insofar as that is absolutely possible), then the best advice which can be given in relating to the use of the unpaid helper or the club volunteer is that they should receive the same training, and be under the same supervision, as would a full-time paid employee carrying out the same task. The Council would then be in no worse position that were it using paid employees. Any departure by the unpaid helper/club volunteer from the instructed practice should be avoided and action taken where any departures are observed. If the Council is contemplating the use of the unpaid helper/club volunteer in order to restrict the amount of training/supervision which would normally be given to paid employees performing those tasks, then there must be an increased risk of liability. In view of the individual criminal liability which might result from a failure to train/supervise, very careful thought ought to be given to any such step. That factor must enter into the equation if the wish is to provide facilities without adequate staff and adequate training/supervision.



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WEMBLEY CURTAIN-RAISER



Paul Callow

PAUL CALLOW, a student on the NEBSS Certificate Course at Doncaster Institute of Higher Education run by ARM Yorkshire and Humberside Chairman Derek Denton, recently completed an interesting special assignment.

Paul studied the arrangements made at Sheffield Wednesday Football Club for an F.A. Cup Semi-Final Tie and produced a comprehensive checklist and planning guide.

Paul is 35 and has worked with Doncaster Metropolitan Borough Council for 10 years. He served 7½ years with the Royal Marines (Band Service) and is presently Head Pool Attendant at Edlington Swimming Baths.

Derek Denton comments, "I have used this particular assignment — event organisation and planning — for several years. Students find it both enjoyable and useful and they select from a range — 5-a-side football competitions, area swimming gala, international basketball weekend, fireworks display, Doncaster Show Jumper of the Year Show, and so on. I have had some excellent pieces of work in the past, but I judge this to be best so far. About the only point I can make is that he doesn't mention club's colours and team strip clashes and also the fact that TV sometimes imposes colour changes."

The Sheffield club have asked for a copy and any member interested from a professional or football viewpoint can obtain a copy for a small charge from Derek at the Institute, Department of Management Studies, Scawsby Site, Barnsley Road, Scawsby, Doncaster.

installed under one of the red shale courts. It would seem that there is no heat involvement, just metal tubes which are vibrated by electrical impulse, this causes the court to remain unfrozen during inclement weather. It was pointed out that during January's Artic spell all courts except the experimental one were covered with snow. A number of the members, having previously visited Queen's Park Rangers synthetic surface were particularly interested in the synthetic tennis court. Although both surfaces are supplied by the same firm (Omniturf), there the similarity ended. It looked a particularly good surface. It must be mentioned that the tennis pile is some half an inch shorter than the football pitch pile, and packed with sand to reduce speed. On completion of the guided tour of Wimbledon, it was the Sponsors spot, Derek Barrell, Sales and Marketing Manager of Dynavend, explained the benefits of his company and answered a number of interesting questions. Following Derek, Louis Piere of Sports and Leisure Catering gave a very informative talk on tendering for concessions and set out an interesting list of criteria. The morning was completed with a superb lunch and the afternoon commenced with the Region's AGM, and the executive committee for the forthcoming year were elected.

A most interesting day concluded with Dick Palmer of the British Olympic Association presenting a slide show of the past Olympics and answering many questions about the future. Now the London & SE Region look forward to another successful year which includes this year's National Seminar, to be held at The Great Danes Hotel, Maidstone, on the 11th, 12th and 13th November. This will probably be the last ARM National Seminar, due to the forthcoming amalgamation.

Mike Ford.

ANYONE FOR...

THE London and South East's Annual General Meeting took place in January at The All England Lawn Tennis and Croquet Club, Wimbledon. In keeping with venues secretary Derek Sherriff's policy of interesting venues, some 65 persons assembled in the Debenture Holders Lounge for morning coffee.

The day commenced with a welcome and introduction by Christopher Gorringe, secretary of the All England Club, who

related the history, function, extent and membership of the club. On completion of a very informative introduction the group were taken on a conducted tour of the facilities, including the centre and No. 1 courts, the red shale courts, and the Omniturf Synthetic court. Many new innovations were pointed out, the most interesting of these was an anti-freeze device which had been installed into one grass court, and because of its success, was now being



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ACTIVE RECREATION FOR THE OVER 60's

THE Fitness and Health Advisory Group, set up last year by the Sports Council, is looking into the provision made for active recreation for people over 60 years of age. In co-operation with ARM they circulated a questionnaire to Association members and we are now pleased to publish the results. Replies were received covering 86 centres across the country although not all questions were answered by all respondents.

TOTAL ESTIMATE OF VISITS made by senior citizens over the previous twelve months: 598,869.

PERCENTAGE OF TOTAL USAGE

The percentage ranges from .05% - 25% of total usage.

CONCESSIONARY RATES

69 centres offer special low rates to senior citizens.

7 centres do not offer any concessions.

10 centres offer free facilities, mainly for swimming and spectating.

SPECIAL PROGRAMMES

40 centres organise special classes, programmes or clubs. Some of these are highly developed, attracting over 250 regular members. Some cater for small specialist groups, e.g. a group of 10 meeting regularly to play boule.

35 centres do not run special programmes or classes for this age group.

MOST POPULAR ACTIVITIES

Many of the replies referred to leisure/social activities as well as active recreation so this question has been divided to reflect this.

72 centres provide predominantly active programmes and opportunities.

14 centres provide predominantly leisure/spectating facilities.

ACTIVE PHYSICAL RECREATION

The following activities received specific mention:

Swimming was mentioned by 40 Centres. Movement/exercise/Keep fit to music (28 Centres). Badminton (22). Bowls (outdoor/carpet) (19). Table Tennis (15).

Dancing (Old Tyme/Sequence/Country/Ballroom) (12). Yoga (7). Squash (3).

*Short Tennis (3). Snooker (2). Tennis (2). Body Conditioning (2).

The following activities received one mention each: skiing, boule, archery, basketball, netball, golf, skittles, slim and trim, pool and rifle shooting.

*Two of the three centres mentioning short tennis highly recommend it for this age group.

LEISURE/SOCIAL ACTIVITIES

Several centres mentioned the attraction of the sauna/solarium/turkish bath. Card games of all kinds, bingo, spectating and organised lunch clubs are highly popular. Other activities run by centres include the following: backgammon, chess, darts, coach trips and outings, holidays at home and abroad, lectures

and films, brass band concerts, classes in floral art, music, archaeology, languages, woodwork, dressmaking and ceramics. The use of the bar also received many comments, not all favourable! Some centres report groups bringing their own refreshments, staying to chat for up to three hours after a swim!

PERCENTAGE OF MALE/FEMALE PARTICIPATION

The percentages range from 5% male - 95% female to 100% male.

POWERSPORT PLAN

POWERSPORT, the Bridgend-based sports and fitness equipment company, have developed an excellent no-nonsense guide to planning a fitness training unit. The 16 page brochure offers a comprehensive guide to planning, designing and equipping a fitness/conditioning gym. In checklist form the brochure suitably ticked can then be used by the company to assist in the development and offer quotations.

The plans of units designed by Powersport are included and amongst the 10 are the National Sports Centre, Cardiff, Royal Hong Kong Jockey Club and New River Sports Centre. The most helpful addition is a blank grid plan and self adhesive equipment illustrations for your own design work. The company now also have available a series of seven films related to fitness and conditioning. Technical representatives of Powersport will be pleased to call at centres to show the films free of charge.

Powersport International Limited, Queen's Road, Bridgend Industrial Estate, Bridgend, Mid Glamorgan. Tel. 0656-61164/5/6.

I WISH to convey my personal thanks to the members of ARM who provided the information. Many of them took much time and trouble to send explanatory letters and invitations to visit their centres — it was not possible for me to answer them all individually!

With my thanks for all the co-operation I have received from the ARM.

Yours sincerely,

Hilary Weedon,

Vice-Chairman — Movement and Dance Division of the Central Council of Physical Recreation.

Member — Executive Committee of the CCPR.

Member — Fitness and Health Advisory Group of the Sports Council.

Chairman — Movement and Dance Liaison Group (Greater London and the South East).

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**SPORTS
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AWARD STEPS FORWARD FOR 80's

THE Sports Council have announced that the 1982 Management Award, the seventh in the series, will once again be open to all Sports and Leisure Centres throughout the United Kingdom and Northern Ireland. It will, however, be the last in the present form and thus the last opportunity for some time for Centres to benefit from the in-depth operational assessment that the Award offers. After 1982 the competition will change to a four year cycle. The Award is sponsored by Vendepac, one of the United Kingdom's leading vending companies, whose involvement is already scheduled up to 1985.

In their announcement the Sports Council say that over the past seven years there have been marked improvements in the overall standards in management. There has, however, been one universal criticism by the assessors, and that is the understanding and use of OBJECTIVES, POLICIES AND TARGETS in effective management. The 1982 Award will therefore be concentrating on the 'MEASUREMENT OF EFFECTIVE MANAGEMENT' in the three major areas of Resource Management — physical resources (buildings, equipment, etc), manpower resources and financial resources.

The application of objectives, policies and targets to each of these three major areas will be studied in-depth and SPECIAL AWARDS in each category given for outstanding examples in every region. The Regional and National Award Winners will be judged as previously on all aspects of management and the format will be similar to that in 1981 with semi-final assessments and a final at Bisham Abbey National Sports Centre.

Further details will be available shortly and will be distributed to all Centres and Recreation Departments. Information can be obtained from John Scott at the Sports Council, 16 Upper Woburn Place, London WC1H 0QP, and Regional Offices of the Sports Council

THE FUTURE

From 1983 onwards the Award will operate on a four year cycle. Years 1 & 3 Several Awards each year based on submitted material, e.g., special events, marketing of centres, advertising promotions, etc.

Year 2 A general Award for specific groups of Centres, e.g., swimming pools, small centres, joint provision centres, etc.

Year 4 An open Award. It is hoped that in this way the enormous amount of time and effort required by Centres, Recreation Departments, Assessors and the Sports Council to run the Award can be more effectively used and that all aspects of management can be covered more fully. It is unlikely that there will be any centre visits involved in years 1 and 3 and an opportunity could be taken to compare with centres in the private, commercial and voluntary sectors. The details for 1983 onwards are still being discussed and any comments or ideas from managers are welcomed by the Sports Council.

The Association is greatly encouraged by these developments. The Sports Council have in fact kept the ARM Award Representative closely involved in discussions. Whilst there is much work still to be done on the future programme, the important first hurdle towards taking the Award successfully through the 1980's has been negotiated. John Scott of the Sports Council is to be congratulated for his continuing and positive contribution to the Award.

ARM NATIONAL ASSESSOR'S COMMENTS

THE following is a brief synopsis of general comments on the Award and Centre Management as observed. Perhaps some of the comments could even have been anticipated! However, it would be inappropriate to include in these columns more specific points which relate, or could be misrelated, to individual centres.

The National Assessment of the Award was efficiently organised and rewarding for the assessors. The selection of Joint Provision Centres for the Award clearly encouraged the participation of some centres which would not have entered an open award.

- i) There is widespread misunderstanding of the meaning of the terms 'aims', 'objectives', 'targets' and 'performance review'.
- ii) The management styles and relationships within the finalist centres were generally very good. Whilst the National Assessors were clearly seeing the best one could not be impressed by the enthusiasm displayed by many of the staff we met.
- iii) Programming is a difficult sphere to assess relating closely as it must to community needs — however some centres did not pay enough attention to the philosophy and techniques of programming. The concept of marketing is not widely understood and promotion and publicity is poorly developed.
- iv) Standards of financial management showed marked variations. No centre had developed a full appreciation of management principles in the sphere of catering and vending.

Continued on page 32

'JOINTS' FIRST JOINT FIRSTS

KING ALFRED Sports Centre, Highbridge, Somerset, managed by ARM member Allan Pendleton, and Rushcliffe Leisure Centre whose Manager, Ray Hutchins, is Vice-President of the Midlands IBRM Branch, became the first joint winners of the Sports Council Management Award in November. The Award sponsored by Vendepac, was open to Joint Provision Centres and King Alfred's and Rushcliffe triumphed over Batley Sports Centre (3rd £200) and Lisnagelvin (4th £100) in the Final Assessment at Bisham Abbey after all eleven regional winners (from 54 entries) had been visited by representatives of the National Assessment Panel.

King Alfred Sports Centre, a regional winner in 1978 and 1979, particularly impressed the panel with its comprehensive coaching programme and minimal running deficit. Rushcliffe Leisure Centre, regional winner in 1978 and 1980, demonstrated how effective community use could be generated in facilities frequently seen as school property. Both showed how well a joint approach by management and school authorities to community recreation provided good value for money.

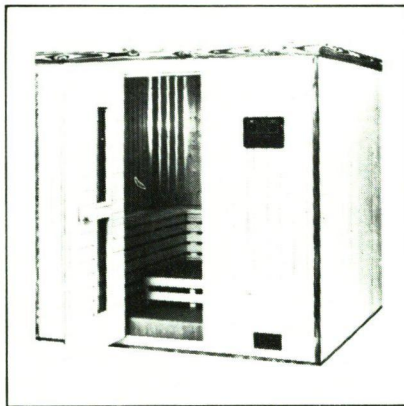
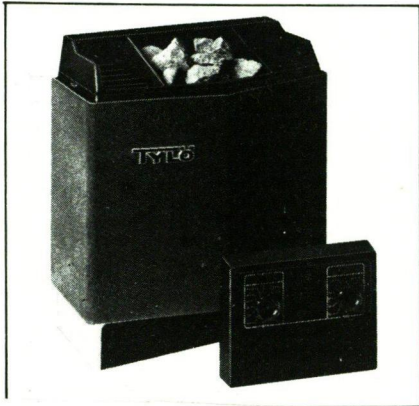
The Award is administered by the Sports Council. Represented on the panel of judges were ARM, Association of District Councils, British Institute of Management, the Chief Leisure Officers Association and the Sponsors.

Whilst entries were restricted last year to Joint Provision Centres the result does demonstrate that the smaller centre can compete successfully against the more traditional district sports complex. Rushcliffe, for example, is not dissimilar in size to the majority of centres which enter the open award whilst King Alfred's is probably in the category of the smallest for a local authority centre.

Previous winners:

1980 Andersonstown Leisure Centre, 1979 Chalfont Leisure Centre, 1978 Haden Hill Leisure Centre, 1977 Huddersfield Sports Centre, 1976 Potypoden Leisure Centre.

More than a sauna



Page 2 & p.32

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Suffolk Punch

MEMBERS may remember the report upon the referendum held in Ipswich to consider the provision of a major regional sports centre, in 1979. The scheme was rejected and it seemed at that time that Ipswich would continue to remain a recreation desert and would not fulfil its role as a major sub-regional town for recreation provision. Since that period a reconsideration of the recreation strategy formulated in 1978 has transformed the "desert" into potentially THE recreation oasis in this country. A breadth of recreation opportunities for constructive use of leisure time, wet, dry, indoor and outdoor, is now available in Ipswich. Since 1978 the following facilities have been provided: Maidenhall Sports Centre (Joint Provision). Football and the Community Scheme.

New Play Centre.

An extensive play area upgrading plus safety surfacing. An introduction of new concepts in play provision. Two theme parks and Fun and Challenge Parks.

Northgate Sports Centre (Joint-Provision).

Two new outdoor sports complexes (in course of construction).

Two district sports complexes (in course of construction).

New central Pools Complex (Leisure Pool plus 25 metre, 8-lane international short course championship pool under the same roof in the course of construction).

The total cost of these schemes represents the commitment by the Council to providing a quality of life second to none and the most prestigious project is, of course, the new pools complex, having arisen out of the ashes of the referendum.

Ipswich has also recently been featured in the NPFA Play Times, having changed a decaying play provision (Ipswich was cited as bottom of the league for play provision in 1976) into a vibrant new scene with a now completed upgrading scheme for all play areas in all parks and recreation grounds, theme parks, comprehensive safety surfacing of all areas, together with an upmarket Adventure Play Facility. Backed up with dynamic marketing, these facilities have been an outstanding success to date with over 800,000 visits already made to the play areas.

The Department's Football and the Community 257 Junior Blues Sports Scene has progressed from success to success since its inception two years ago. The enthusiasm of Manager Bobby Robson, his players, his directors and the club as a whole, has contributed towards the success of the scheme and, of course, the growing fame of Ipswich Town Football Club has given the scheme an even bigger boost. The range of activities is never-ending, supported as ever by guest appearances from Mr Robson and his players. The 257 Junior Blues Sports Scene is one of those schemes under study by the Sports Council and a report is expected soon.

Other pioneering titbits from Ipswich's Recreation and Amenities Department include:

A Recreation Rover package of sports facility

MAIDENHALL SPORTS CENTRE

come and join us...

Family Sport for All!

NSC NORTHGATE SPORTS CENTRE

IPSWICH BOROUGH COUNCIL
DEPARTMENT OF RECREATION AND AMENITIES
R&A
RECREATION DIVISION
DIRECTOR: JGR BEVAN JP MSc FBIM

tickets for the children during the holidays; Tri-Skating sessions at various venues around the town. The Department has leased these new type of skates for three months and will be used on a peripatetic basis; The Council has recently grant-aided the first dry ski slope for Suffolk, which is now operational; Recently the Department "took to the air" with gliding, ballooning and parachuting courses offered to the community and sponsored by local companies.

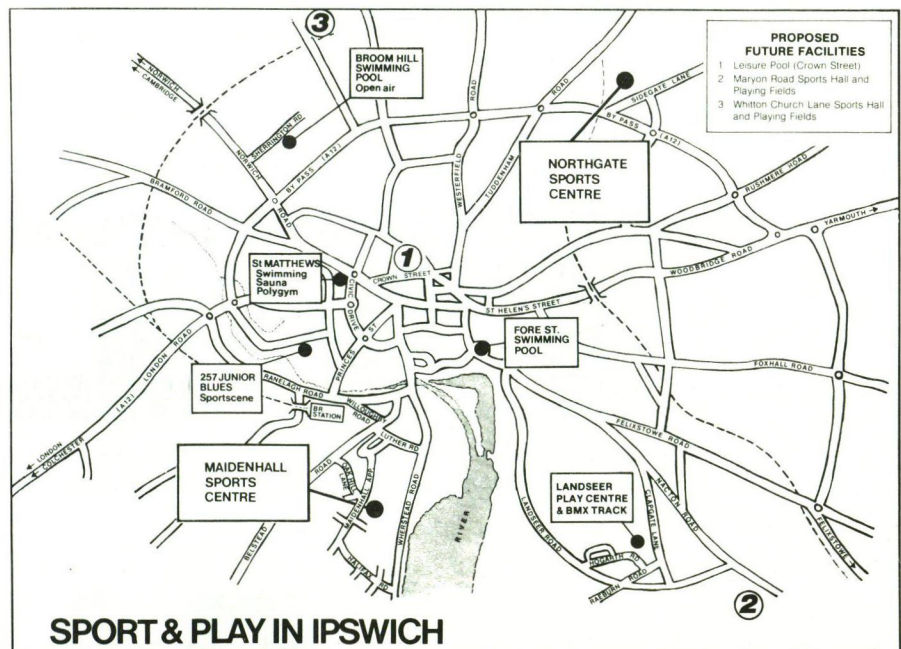
The Director of Recreation and Amenities, Randall Bevan, is delighted with this progress, as is his Assistant Director Michael Halpin. Mr Bevan emphasises that this rapid progress and transformation is the result of a positive

attitude by both officers and elected members towards the provision, attracting maximum grant aid from all agencies and support from the residents of the town for the many activities that have been organised by the Department, and the facilities that have so recently been provided.

IPSWICH BOROUGH COUNCIL
DEPARTMENT OF RECREATION & AMENITIES



Director: JGR BEVAN JP MSc FBIM



ARM HANDS TO THE WHEEL

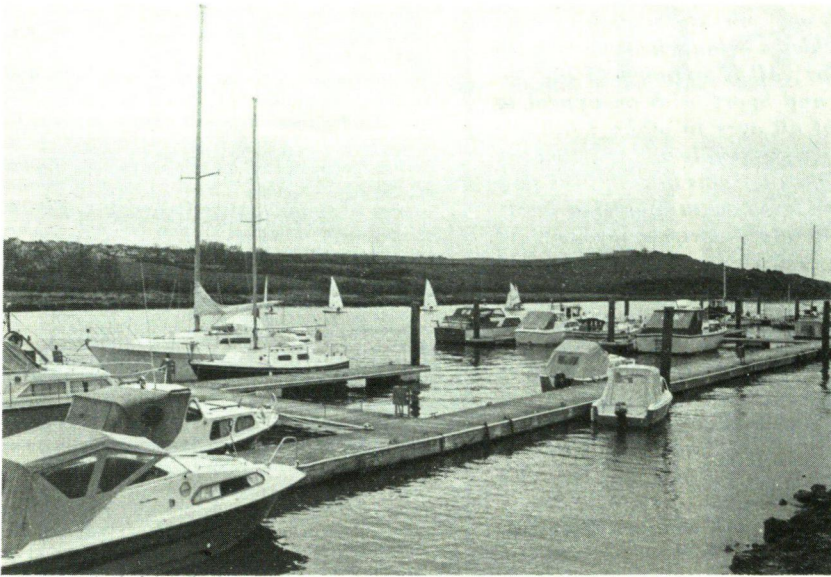
Mike Halpin, Assistant Director.

Michael Weidman, Principal Recreation Officer.

Geoff Wallen, Northgate Sports Centre Manager.

Paul Watson, Maidenhall Sports Centre Manager.

COLERAINE MARINA



A NEW publication from the Sports Council for Northern Ireland focuses attention on the recreational delights of the Lower River Bann. The Bann - Lough Neagh system is navigable over more than 60 miles from Portadown to the open Atlantic below Coleraine and yet is little known as a water recreation area.

The Lower Bann is a most attractive and historically interesting waterway where early man lived by its shores and Norse invaders wreaked havoc as their recreation along the river. The Guide takes the reader on a brief trip down the Bann, providing all the information required to enable the most inexperienced inland water user to navigate the river's eddies, currents and locks.

Copies of the guide "The Lower Bann" are available free of charge from the offices of the Sports Council for Northern Ireland, 49 Malone Road, Belfast BT9 6RZ.

For further information contact Dick Jones, Secretary, Countryside and Water Recreation Committee, The Sports Council, Tel. 663154.

news

Sports Council for Northern Ireland

NEW FOR "OLD BUSHMILLS"

THE ANNUAL "Old Bushmills" International School of Sport held in April is primarily geared towards qualifying teachers, coaches and referees. But this year, an International course was open to performers as well as coaches.

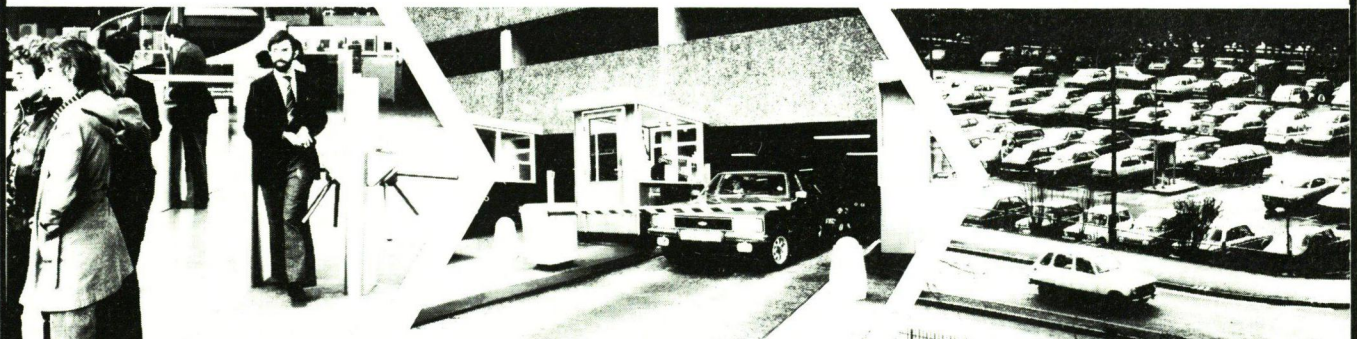
"Towards Optimal Performance" was the title of a conference conducted by Dr Ellington Darden, a top American in the world of sports science. Dr Darden is Director of Research for NAUTILUS SPORTS/MEDICAL INDUSTRIES of Deland, Florida and the Executive Programme Director of the Athletic Centre of Atlanta, Georgia.

The 3-day Conference covered STRENGTH TRAINING, NUTRITION FOR ATHLETES and SPORTS MEDICINE. Dr Darden discussed the importance of muscular strength, the principles and methods of strength training and the organisation of a routine for sports and fitness on the first day.

During the second day, the myths and truths about nutrition for athletes were analysed together with the basic laws and ingredients of nutrition and a fascinating session was simply entitled "Losing Body Fat".

The third day covered Sports Medicine and specifically therapeutic techniques and rehabilitation, evaluating physical fitness and efficient skill learning.

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Launch of "Women and Sport"



LINSEY MACDONALD — at seventeen years of age one of Scotland's best known athletes — launched the Scottish Sport For All Campaign 1982 — 'Women and Sport' with an appeal to women of all ages to make 1982 the year in which they decided to take up a sport which attracts them.

The campaign aims to show that many women already participate in sport and physical recreation but that many more could and should participate.

The main objectives of the campaign are to increase participation in sport by women, make existing opportunities more attractive, increase opportunities for participation, develop standards of performance and coaching, and increase awareness of the opportunities available to women.

Local authorities, local sports councils, governing bodies of sport, sports clubs and individual sportsmen and sportswomen are being asked to help with the campaign by offering opportunities for women to take part in sport.

A whole series of local events is taking part throughout Scotland during the year and national events are also being organised by the governing bodies of sport; and the Scottish Sports Council is planning a Movement and Dance Rally, a Sports Fashion Show, competitions aimed at bringing the theme "Women and Sport" to members of organisations not directly linked to sport, and fitness projects.

In addition, the Council has produced a wide range of publicity material featuring illustrations of Donna who will be urging women to don-a-tracksuit, don-a-swimsuit, don-a-leotard or other sportswear and take part in sport.

Mr Peter Heatly, Chairman of the Scottish Sports Council, said: "The Council has been well aware of the need to create opportunities for a far higher level of participation in sport by Scottish women. We believe that given encouragement and the right opportunities to participate many women will be prepared to try one or more activities and will find that sport and physical recreation have a great deal to offer."



LEISURE CONSULTANTS

LEISURE and Recreation Consultants (Fergus Hobbs and Martin Jacques are familiar to many members) of Albert Bridge House, 127 Albert Bridge Road, London SW11 4PL, have developed a sophisticated Leisure and Recreation Index. After discussions with the relevant National Bodies the company were impressed with the view that there is a need for a service which comprehensively records details of private sector organisations and enables local authorities to make effective contact with such firms.

Local authorities often wish to finance a leisure or tourism scheme, develop a particular site as a hotel, golf course or theatre or require the specialist services of architects or sponsorship agencies. Now for an annual cost of only £80 plus VAT a local authority can use the service up to 10 times.

Additional enquiries incur only a small charge.

For further information ring (01) 228 8671.

In the next edition we feature Harlow Sportscentre and its resident consultant and ARM Honorary Member George Torkildsen.

INTO THE SUN

Scotland's top amateur golfers will soon be able to practise all aspects of their game at a new driving range and training area about to be constructed in the grounds of Inverclyde, The Scottish Sports Council's National Sports Training Centre in Largs.

The specially designed practice area will allow practice approaches to greens under various conditions, including with head, following and cross winds; into the sun; and up- and down-hill.

The training area is a compact 15 acres which has been funded by the Scottish Sports Council and designed in consultation with the Scottish Golf Union and the Scottish Ladies' Golfing Association.

NEW HEAD OF DEVELOPMENT

Derek Casey (31) has been appointed Head of Sports Development of the Scottish Sports Council.

Derek, previously a Senior Development Officer in the Council's Facilities Planning Division, succeeds Ken Gill who retired at the end of November.

Derek has made a major contribution to the planning and provision of sports facilities through his co-authorship of the Scottish Sports Council's report 'A Question of Balance' which examined the use of sports centres and swimming pools in Scotland.

He joined the Council in 1975 as a Development Officer and was promoted to Senior Development Officer four years later. He has been especially involved in projects in Strathclyde Region, in areas of special need and in developing facilities for football.

SCOTTISH NEWS

SCOTS SUPERTURF

A new type of synthetic grass pitch — the first of its kind in Scotland — is to be laid at Inverclyde, the Scottish Sports Council's National Sports Training Centre in Largs.

Although primarily for the training needs of football, including the Scottish senior team, the pitch will be available for competition and training purposes for other sports — notably hockey.

The surface being used is Superturf Europa, supplied by Altrosport Surfaces Ltd, and consists of vertical polypropylene fibres on a rubber-shredded pad. The shock pad has been designed to reduce risk of injury through impact. Superturf Europa will allow either a boot or a training shoe to be worn and friction burns will be minimal.

GOLF PRESSURE

There is now considerable pressure on existing golf facilities in Scotland despite the fact that 25% of all golf courses in Britain are in Scotland. The findings of a recent national study of golf facilities in Scotland are expected to provide a framework for planning and providing additional facilities in the future.

Ken Hutchison, Chief Executive of the Scottish Sports Council, says "This pressure is particularly noticeable in urban areas where the potential for further development is restricted because land is either too expensive or not available at all. To ease the demand on existing courses more emphasis will have to go into providing new courses in adjacent districts and in other developments such as par-3 courses and driving ranges.

SOCCER HALLS

The construction of halls for five-a-side soccer in appropriate locations could help to make 'Sport for All' a reality according to the Scottish Sports Council.

Prompted by the opening of a new five-a-side soccer hall in Greenock, the Council expresses the view that many indoor sports will benefit by the development of such facilities.

The construction of five-a-side halls is in effect a cheap way of optimising the availability of multi-sports halls for other activities. In Greenock, soccer accounted for something like half of all the sports hall use, which was much higher than at most other sports centres. Obviously, as a result, the amount of time which could be devoted to other sports is reduced. The new hall allows both the five-a-side and other sports programmes to be expanded.

HAMPDEN AND MURRAYFIELD

The Scottish Sports Council has agreed to offer £½m towards the cost of improving the international football and rugby grounds at Hampden Park and Murrayfield respectively.

At a meeting in Edinburgh in December the Council decided to offer grant of £250,000 to each of the two projects over a period of up to five years.

The Scottish Rugby Union are building a new 10,785-seater stand to replace the existing east terracing at Murrayfield at a cost of £3.15m. About half the cost is to be raised through an interest-free loans scheme which will guarantee one ticket per year for twenty years for every £400 loaned.

At Hampden Park the Queen's Park Football Club with assistance from the Scottish Football Association has embarked on a £2.3m project to improve and modernise the ground over a 3½ year period. The Council's offer of grant towards the cost is subject to the submission and approval of details of the project.

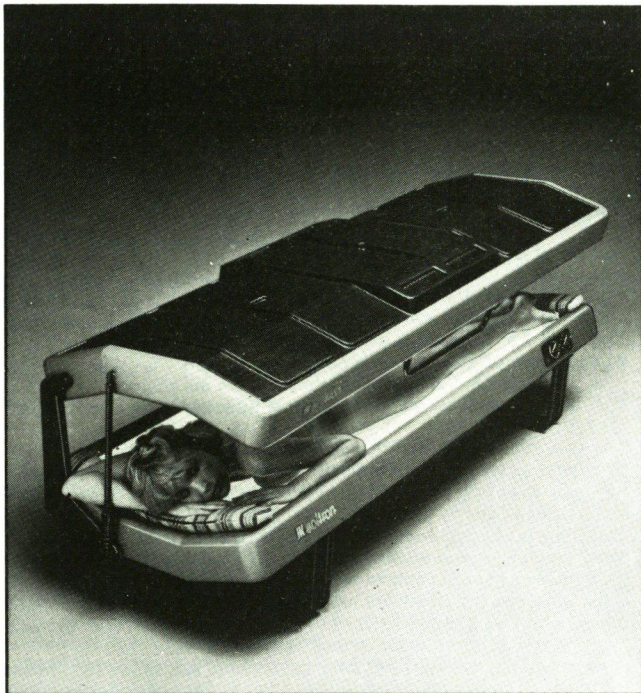
RUSH FOR OATS

Runners wishing to participate in Scotland's biggest people's marathon were advised to move quickly to ensure that they could take part in the race.

Entry forms for The Scott's Marathon, which is being held in Glasgow on Sunday, 17 October, 1982, were available from 22 March and indications are that all places will be taken within a short time.

The race, which is expected to involve well over 5,000 runners, is being sponsored by Scott's Porage Oats, the Scottish Health Education Group, the Glasgow Herald and the City of Glasgow.

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LOOK AT MODELS

by Sam Reid

Director, Parks, Recreation and Tourism, Angus District Council

MOST of us have attitudes about a large number of things and often think of these having been formed by direct contact with the object under consideration.

This argument is often untrue as many of us will have attitudes about homosexuality, lesbianism, sexual intercourse before marriage, war or Communism without any personal experience. These examples, therefore, demonstrate a certain pre-judgement of issues which may have been assisted by parental attitudes or environmental contacts made in our early years. Sociology is a subject which probably falls into this category and like myself, many may have considered this branch of science somewhat inexact, full of useless jargon (which is currently proliferating) and not of much help to most people. Sociology, however, in its examination of the input of social factors creates a number of models or concepts within which certain social factors may be objectively examined and which are of practical importance.

For most of us 'work' occupies a lot of our time and a wise manager (a person responsible for the allocation of scarce resources and their effective utilisation) whether in the private or public sector will particularly wish to have an interaction between all employed personnel which enables achievement of his employers objectives. This should also be true of the employer whether he works on the 'shop floor' in a small business or engages in 'boardroom or inner cabinet' management. Within these parameters, it is now possible to consider some very practical 'sociological concepts' bearing somewhat emotive terminology in the English language, but which also mean different things to the sociologist and the layperson. By genuinely considering the implications of socialization, social role, social norms, labelling, communications, linguistic codes, alienation, class consciousness, orientation to work and behavioural patterns, it is hoped to stimulate thought, understanding and even the possibility of you wondering whether change in your methods of management may be desirable.

Of all these concepts socialization is probably the most important, the least understood and the one which is defined in a hundred different ways. Two of the more helpful descriptions I have heard, suggest it is 'the process whereby the individual makes the world meaningful to him/herself' or 'the continued process of adaptation by the individual (child or adult) to his physical, psychological, and social environment through "transactions" with other people.' Inherent in the last definition is the thought that 'change is possible, because there are three schools of thought which might consider this statement unacceptable.' The first 'school' suggests that we are 'by nature of genetic endowment (Piaget) products resulting from 'innate' natural situations. Learning theorists (Langer 1969) discard this explanation and believe the environment is the primary means of shaping or nurturing behaviour in response to externally applied reinforcements. Thirdly, Thomas et al conclude (from experiments with children) that the debate over nature (natural) and nurturing (shaping) behaviour confuses understanding of the whole situation and that the important thing to establish is interaction between the two, i.e. between the child's own characteristics (manifested at birth and very clearly when two months old) and his environment. Having briefly looked at child socialization it will be seen this has some significance for adult socialization, i.e. values and behaviour patterns (e.g. norms).

It is important to recognize 'change or adaptation' is not just something which happens to the individual, but a factor with which the person is personally involved—increasingly so as time goes on. In other words, children and adults are not lumps of clay to be moulded or if seen in this way (as a means to an end) there is strong likelihood of work-based problems developing.

The concept of communication may be seen in all its sophistication as transmitting messages by satellite, television, radio, letter, road, rail and water transport. It may, however, be verbal or non-verbal, seen or unseen. The most effective communications have been where the owner or manager of an organisation has been able to operate personally with the workforce and as this becomes increasingly difficult the gap has widened between employee and employer, so creating problems of communication.

These have eventually reached a situation where employees (to quite senior levels) come to regard the Managing Director or Chief Executive as living in a rarified atmosphere where no action is taken on their problems. If this is true and an 'ivory tower' management situation develops into lack of feedback, openness and prevarication, it is probable that communication between all parties requires urgent reappraisal and action. In other words, is there justifiable, restricted interaction between you or if eliminated would this greatly improve comments.

Alienation is another concept linked closely with the last point as it may be defined as the perspective within which man becomes estranged (by a dislocation of a stable social context) when cut off from the ties of "community and moral purpose." Inter-relationships become strained in times of economic difficulty, employees are no longer motivationally inspired, morale becomes poor, work performance poor, time-keeping bad and absenteeism escalates. It may be that employee alienation occurs for other reasons, not least being the contentious one of reward or the feeling that the owner, shareholders or even elected representatives employers are having an 'unfair share of the cake.' Whether these suggestions are

true or false, or an amalgam of situations existing under your control, it may be that reflection thereon may 'light up a dark corner.'

When alienation occurs the 'labelling' concept can often be seen to operate. Labelling is basically a departure (deviance) from accepted or expected standards and where people are 'labelled,' e.g. shop floor dissidents as 'troublemakers,' managers as 'spineless, unfair, inconsistent or good guys.'

Where such 'labels' become known by the people for whom they have been 'coined,' there may be a tendency to live up to this 'standard.' The concept of a 'social role' probably means different things to most of us but may be defined as 'the pattern of behaviour expected by others who (I or You) occupy a particular status which is represented by the means adopted by me of coming to grips with expectations of me—held by other people.' Status or social position tends to be associated by us all (in some shape or form) as according privileges and rights to an individual and rarely are the duties and responsibilities brought into focus. Nevertheless, these four factors in one way or another may be implemented (or acted out) within the social structure. The significance of 'social role' as a concept lies in where you see your role and in what way others see it.

You may find it helpful at this stage to ask yourself whether your expectations of your subordinates roles, accord with what they think their roles really are. If you think, they will see the situation as you do—it may be time to seriously consider how effective your communications are with one another.

The role relationship may be seen by you as central, intermediate or peripheral as well as superordinate or subordinate. The success of that role (your role) may be measured in different ways, but if solely concerned with profit/efficiency to the exclusion of the individual—the question of examining how your social role is exercised may be a useful exercise.

Many employees and employers (at senior management level) have had the bitter experience of employees who are 'workshy' or 'money grabbing,' some who see Industrial Tribunals as possible sources of income and others who find it more convenient (with medical and state encouragement) to stay at home under various 'sick benefit' schemes.

After plodding through the time consuming stages of the Industrial Relations & Employment Protective Acts, it then becomes possible to 'deem that they have resigned' or in less euphemistic language, you sack the person. The aforementioned points are outlined from a 'personal experience' viewpoint to counterbalance possible criticism of the two final concepts I wish to discuss. These are, orientation to work and class consciousness. Both concepts are today, generally seen by most social scientists as having their origins in Marxist doctrine, but my view would be rather different in that while I see classes of society, who without doubt exploited the poor, there were also those such as Shaftesbury, Barnardo, Livingstone, Fry and a host of others who realised the wrongs being perpetrated and sought to change social evils and policies. The time is long overdue for regarding such people as 'do gooders' and they could more properly be seen as people similar to those mentioned in the Wolfenden Report on Voluntary Organisation. 'Orientation to work' is a concept which may be defined as 'the meaning work has for people, their wants and aspirations.' It is likely that low remuneration will be seen as needing change and that if this is eventually possible it may be replaced with a desire for security of job tenure or job satisfaction. Nevertheless, their attitude to work will have an effect on that area of society where they live even if 'high wages' are consistently achieved, experience in the car industry appears to indicate that boredom in certain job functions may prevail and be a breeding ground for discontent. This then produces alienation in the sense that personnel feel they lack power or a measure of control over their own destiny. For management to match aspirations is recognised as being either difficult or downright impossible.

After all, market demand is variable, the influence of external groups, governments and even nations means we can do nothing or are we (you) using this as a reason for lack of some action.

The last concept 'class consciousness' may justifiably or unjustifiably raise the spectre of Marxist/Leninist philosophies and the bourgeois/proletariat conflict (owners against the workers) enshrined in the Marx/Engels Communist Manifesto written in 1847 and translated in 1888 into English. It may, however, be useful to point out that Marx thought class consciousness was specifically a feature of a capitalist society, Jesus Christ saw the dignity of the individual as of importance, his ability to choose freely and that irrespective of the type of society, selfishness (egotism) would operate among people of whatever society. Class consciousness is associated with 'belonging' and does, of course, presuppose an identification of interests with one group as against another. Our society has partly implemented the worker-director concept and in some areas to profit sharing and although not qualified to comment in depth on these developments, it does seem possible that these ideas may help (in part) prevent 'group separation' which ultimately destroy good relationships.

These thoughts, it is hoped, may generate objective discussion, bearing in mind the fact that the pendulum of relationships seems to be rather badly out of balance at the moment in terms of a fair day's work being undertaken. Could it be this is not purely an economic problem but directly attributable to people genuinely being unable to determine their role and their interaction?

Catering—get it right

LOCAL authorities are duty bound to look for the best possible returns from the catering provided at their leisure centres.

BUT the rewards to be found from getting the catering equation right go further than that. They are inherent in the satisfaction to be found in giving the customer the sort of value not to be gained elsewhere. That means good service provided by a committed staff, a satisfactory variety of food and drink and sensible pricing.

The achievement of such aims, from the contractor's point of view, means complete involvement in the project by everyone, from the chief executive down to the youngest and newest members of staff. It means becoming part of the team, working closely with the local authority and the centre management. It also means gaining a deep understanding of the particular problems of the centre involved and reacting flexibly to the demands of the public using that centre.

The emphasis at The Oasis is on complete family involvement, on sport for fun as well as for achievement. The range of catering demanded is wide indeed, taking in everyone from the toddler to the pensioner and including the healthy appetites of competitive sportsmen and women. National karate and international badminton championships have been held at The Oasis, there are regular local football and hockey tournaments and, creating special demands, lunch time as well as evening and weekend sports leagues. What is not so immediately obvious are the constraints placed on the caterer by fixed opening hours in the cafeteria. One cannot close down for a couple of hours simply because there are only six people in the place, any more than the necessity to provide staff meals can be ignored. Similarly, allowance must be made for function catering, including the provision of suitable meals for special visitors.

Finally, overall fluctuations in attendance have to be taken into account, and not just those to be expected between, say 10 a.m. and 8 p.m. Between the end of May, 1981, and mid-September, 1981, weekly attendances at The Oasis varied between 53,363 and 6,965 with an average of some 16,000.

To add to all the other problems, ABS Catering took over at The Oasis just as a history of steadily increasing attendances chose to plateau

Contract or direct catering at leisure centres? The debate continues. Here TERRY O'NEILL, Managing Director of ABS Catering, writes on his company's experiences at The Oasis Leisure Centre, Swindon, and suggests that an enlightened centre management and the flexibility and resources of a contract caterer is a hard combination to beat.

out. From April last year, when the contract began, attendances, which had been increasing by some 40,000 to 60,000 each year, began to drop back.

One reason for this is probably that at peak hours, and some off-peak hours, the centre is operating at capacity, allowing no room for further expansion. The other, quite obvious, reason is the effect of the economic recession.

Tackling the immediate problem of "vanishing" customers or, at best, achieving an expansion of business without an expansion in the number of available customers, meant expanding the menu and making the cafeteria more attractive. It also meant holding prices for as long as possible. Making the cafeteria more attractive does not, of course, mean moving in straight away with an expensive new interior decorator. Our first action was to install drink and confectionery vending machines to relieve the peak numbers in the counter queue. We also reduced the choice at these peak times and made more of a display of the menus to ease the decision-making process. These changes, together with improved staff training, have almost completely eliminated the problem of queues in the 120-seat cafeteria.

ABS Catering personnel visited leisure centres all over Britain during the spring of 1981, not only looking at the facilities provided but also comparing prices. In the outcome, in a period of rising prices, at The Oasis cafeteria some prices have gone down and many continue to be held at April levels.

It could be said that the solutions offered by ABS Catering are little different to those that might have been found by a competent Council team, but we believe the 21 per cent improvement in cafeteria sales which we have achieved, even despite the recession, stems from more than just those simple adjustments to method. Lessons learned on one contract are constantly

compared with the needs of the others. ABS Catering personnel are also used to turning out for everything from banquets to beer festivals and game fairs. Led by full-time managers these people are well able to assist in training newcomers as well as absorb the demands for part-time staff. ABS Catering has skill and experience in the market place, buying good food at the right price. Thanks to an integrated system of sophisticated electronic cash registers and computerized accounting, we know on a daily, even hourly, basis exactly how many measures of lager or portions of chips to replace. We believe one of our most important assets is that we provide another voice at discussions on the promotion of the centre.

ABS recognizes that if the centre does not prosper then ABS will not prosper either. One sees examples of the temptation of a large short term profit doing enormous long term harm. At The Oasis our voice has been heard and frequently listened to. One example was our suggestion that the bars should be made more 'pub like' by the introduction of bar billiards, darts and games like shove-ha'penny. Now we have introduced hot food in the bars in the evening and, again reacting to public demand, we are moving into take-away food.

The management had already spotted the attraction of electronic games to young visitors and decided to make a special feature of them during the school holidays. ABS Catering obtained prizes from soft drinks' manufacturers for a series of tournaments and opened a special soft drinks and snacks bar.

Examples of this kind of co-operation are far too numerous to cover completely, but they are a part of the total involvement already described as essential to success.

At other leisure centres we have seen brand new buildings with plans for a bar but no provision for a cellar and sports halls with either no kitchen at all or sufficient facilities to service the Ford works at Dagenham.

We feel that managers of new centres should get catering experts involved at the earliest possible moment, to ensure that the right facilities are provided, and then to continue that committed involvement on a day-to-day, success-to-success basis.

The rewards of getting the catering right are a really worthwhile asset.



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Fourth National Conference on Local Government and Tourism October 1981 Durham City



**Northumbria
Tourist Board**



City of Durham

TOURISM — A LIFEBOAT

ADDRESSING delegates at the conference, Derek Taylor, Assistant Chief Executive of Grandmet Hotels and Catering Ltd., urged local authorities to back the hotel and catering industry in a combined effort to create new jobs. Service industries, and amongst them tourism, were one of the lifeboats available in our present economic difficulties, he said, and a change of attitude towards the role and value of these industries was needed. Tourism could play a major part in tackling the problem of youth unemployment which faces national and local government, Derek went on. The hotel and catering industry is labour intensive and can accommodate both the less able and immigrant and ethnic minorities and these were, he said, advantages few industries could boast at present.

Derek anticipated continued growth in the hotel and catering industry in the coming years — breakfasting out would be the next big innovation to hit the market (accelerated by the advent of breakfast TV!) — and this optimistic future went alongside the fact that it was cheaper to create jobs in hotel and catering than in manufacturing industries. The industry had grown enormously in the last 30 years so why was he optimistic that the peak had not been reached? The hotel trade growth reflected, said Derek, the higher standards and quality of life and this trend showed no sign of altering.

The trade was an investment winner he claimed. Why did he think the trade, particularly the tourism elements, would continue to prosper despite governmental support being lower than in many other countries? Survival and progress, he argued, would arise from the excellent communications (London is Europe's gateway), the fine product on offer (Britain is first class culturally and historically — they come to the product not the hotel), the climate (don't laugh!) which is ideally suited to the product, and the friendliness of the people (he quoted the Caribbean as a tourist market severely hit because the people did not support nor welcome it). In other words a winning combination of good organisation and product.

What could tourism do for a local community was a question he was often asked. Besides the contribution to employment a successful tourism trade helps to keep rates down, especially since a decline would lead to hotel closures and loss of rate revenue. Derek quoted New York as the classic example where tourism had saved the city from bankruptcy. Hotels were often sited in inner cities and increased activity was beneficial especially at night. Success in tourism meant, in short, success for the town. If tourism could do so much for a local community what did Derek want from the local authorities and central government? Essentially a change of attitude was needed. Tourism was not part of the inessential "candy floss market". The government was not helping as it could. The last budget provided £50m for agriculture and industry to convert burners to coal — but service industries were excluded! New tourist project grants were confined to development areas and even McDonald's Hamburger Restaurant in Hampstead was turned down on environmental grounds (surely the litter problem could have been tackled?). Derek offered a five point recipe for local authorities:

1. Understand all aspects of tourism and the arguments therein.
2. Forge closer links between the trade and community.
3. Accept some of the pollution problems and try to solve them.
4. Take a positive lead more often, rather than adopt a defensive role.
5. Avoid dabbling — some authorities cannot make up their mind whether they want to be involved in tourism or not. The industry has the investment resources but local authorities have the powers.

THE FOURTH National Conference on Local Government and Tourism was held at the Three Tuns Hotel, Durham City, last October. Delegates were welcomed to the conference by Councillor Mrs Jennifer Deas, Chairman of the Northumbria Tourist Board.

Tourism is of major importance to the economic and social life of Britain. Just like other industries, however, tourism can bring both benefits and costs to the local community. Local authorities must be concerned with supporting and guiding tourism development to make the most of the potential benefits.

The conference organised in conjunction with the Northumbria Tourist Board examined the current tourism market looking particularly to see how the future could be shaped and what are the likely management and investment consequences.

TOURISM DEVELOPMENT — OPPORTUNITIES IN ENGLAND

A synopsis of the paper presented to the Conference by Graham Miles Collinge, Director of Development, English Tourist Board

THE ROLE OF TOURISM

We in the English Tourist Board are, I suppose, rather fortunate to be operating in an environment that is not suffering from the doom, gloom and depression of much of the manufacturing sector. That is not to say that we view the prospect for the future complacently. But it does mean that we view the future for investment in the tourism and leisure sector with confidence.

With economic conditions perhaps the most stringent in our post war history, it is, I believe, vitally important to focus ahead; with employment and job creation at the forefront of our minds. We live in a time when it is sometimes difficult to rise positively to the challenge that lies ahead. Yet I believe our willingness to tackle the deep-rooted problems that have hampered our economic performance in the past is going to be the key to our success in the future.

We in the ETB have been working intensively to assess the need for future development in an increasingly competitive environment.

We have been asking:

- Is the English product equipped to exploit the market opportunities of the future?
 - What are the areas where there are opportunities for growth, profitable expansion and secure employment?
 - What can we offer that is a unique or better experience than that which is available elsewhere?
 - How and where do we encourage the British of all socio-economic groups to take their leisure and tourism experience in England?
 - How do we maintain, and in the medium term attract, a growing number of tourists from overseas?
- And finally,
- What are the underlying market trends to support a coherent development strategy for the future?

In framing our development strategy, let us now turn to the positive strengths that England has to offer.

- We have history and heritage which offers a wealth of experience across the length and breadth of the country.
- We have historic towns and country houses that are the envy of the world.
- In the past we have been a nation of traders, adventurers and explorers. Evidence of the British can be found throughout the world.
- We have the theatre and the arts and, for that matter, a media and culture that has a strong attraction. In consequence, we have a facility to communicate, influence and, dare I suggest, market those aspects of our nation which are inherently attractive. The impact of our writers, musicians and even television producers is a strong influence on overseas visitors. One only needs to look at the impact of Herriot on tourism in Yorkshire to illustrate this point.

IN YOUR FUTURE — NOW?

- We have a varied and attractive countryside and coastline which, together with our small towns, villages and pubs, provide a unique atmosphere for the overseas visitor.

- We have a large indigenous population which, with increasing leisure time, is seeking a new experience whatever the particular activity or pursuit.

The list is so extensive that we should have little difficulty in marketing ourselves in a positive light, and yet, some of you may wonder what really is the significance of exploiting these inherent strengths simply to encourage a greater flow of tourists. The answer is jobs and, of course, economic prosperity.

At present, approximately 1 1/2 million people depend upon jobs in the tourism and leisure sector against some 6 or 7 million in manufacturing industry. But our success depends upon service and people. Its "spin-off" is to provide direct employment in retailing, distribution, manufacturing and commerce.

Although occasionally involving some costs to the environment, there are always strong positive aspects which favour tourism development. It certainly can be said that if a place has a broad spread of tourism and leisure attractions, it can be an exciting and stimulating place to live. The more progressive and enterprising local authorities have, of course, always focused on this and recognise the strong catalytic value of encouraging tourism development as part of their own economic and development strategies.

There are also less positive examples around. Perhaps, rather interestingly, some of those local authorities that owe their very own local prosperity to the success of tourism have not stopped to analyse how they established themselves in the first place and they certainly have not addressed the implications of not being in tourism in the future.

THE RELEVANCE OF TOURISM

Tourism has an obvious relevance to our resorts and historic towns but can also be vitally important to our rural areas and even the inner cities of our industrial towns.

THE INNER CITIES

We believe that tourism has a major relevance to national and local prosperity, economic development and employment; and in no area is this more relevant than the inner cities of our large industrial towns. The cities provide opportunities for exploiting the potential for day visitors, and friends and relatives of the large resident population, as well as development associated with business tourism.

The pattern of business tourism with its concentration on activity during the week, provides opportunities to develop short holiday traffic making use of spare hotel capacity at the weekend, and the wealth of shopping, sport, entertainment and heritage facilities found in many of our major cities. Tourism can also make a positive contribution to the economic regeneration of the central parts of our cities.

Tourism has an important role to play as part of an overall strategy for the revitalisation of declining urban areas and tourism projects are often well suited to this, due to their varied character and flexibility. Local authorities and urban development corporations have a key role to play in utilising and inspiring such development to take place.

THE RURAL AREAS

It is interesting to contrast tourism in our inner cities with tourism and the rural areas. Here again, tourism can have an important role to play in sustaining the local economy particularly in the more remote and fragile regions.

The main opportunities here lie in the sensitive development of farm tourism, independent holiday homes and the improvement, extension and development of public houses, country houses, hotels, self-catering or time-share establishments.

THE RESORTS

The resorts have a major concentration of existing tourism resources, much of which is old and in some cases sub-standard. The major need in the resorts is for the up-grading and improvement of both accommodation and attractions, combined with the exploitation of new markets to obtain better use from existing resources.

But we at the ETB do recognise that the present level of tourism activity in some resorts is unlikely to be sustained in the medium to longer term unless there is a positive, imaginative and concerted approach by both the local authorities and tourist operators, adopted towards both marketing and development.

HISTORIC TOWNS

Historic towns have experienced a considerable increase in visitor numbers arising from the growth in overseas tourism, short break holidays, and day visitors. All these sectors are expected to continue to grow in the medium term.

There are likely to be opportunities to develop additional serviced accommodation including higher standard hotels with leisure and sports facilities, while budget accommodation, youth accommodation and touring caravan and camp sites are also important.

As visitor numbers increase, there will also be a need for improved visitor management techniques making use of co-ordinated information and interpretive schemes designed to reduce problems arising from visitor pressure in the historic core areas of these towns.

Excellent examples of successful historic towns are York and Bath.

THE CHANGING MARKET PLACE

Future levels of tourism activity in England will depend on numerous factors, but the most important are likely to be changes in real disposable income and differentials in both the rate of exchange and inflation compared with the competition. Our development strategy has been framed on reasonable assumptions for real disposable income, level of the pound and inflation rates.

Given these assumptions, then the following market trends are likely:

- long holidays by British residents in England may not show growth unless totally competitive facilities are made available;
- an increase in short holiday taking by the British is expected;
- business and conference markets should grow;
- overseas visitors should increase;

- visiting friends and relatives, both by British and overseas tourists, should remain relatively strong;

- day trips from home alongside short break holidays should continue to grow.

Among the broad markets featured above, there will be certain specific market sectors which will be of considerable importance to tourism in England. An example is the long holiday requirement for families with very young children or for that matter, retired couples, where this country has an intrinsic appeal that cannot be easily matched by our competitors.

DEVELOPMENT STRATEGY

ADAPTING EXISTING RESOURCES

Much of our resource base is under-used and its potential under-exploited for large parts of the year. Unfortunately, its standards are not likely to meet customer expectations from home and abroad during the remainder of the twentieth century. Major efforts are therefore required to both improve standards and value for money.

Investment in improvements to amenities and facilities will be essential. Better fixtures and fittings in serviced accommodation and improvements in leisure, sports and entertainment facilities will be essential.

Improved value for money will be achieved by more aggressive marketing and tighter management; while investment in additional facilities will improve the market-ability of the establishment.

DEVELOPING NEW RESOURCES

Given the relatively modest growth in the volume of tourism anticipated in the short term, the need for new development as opposed to the improvement, re-development or refurbishment of existing resources will need to be carefully evaluated.

Within the overall strategy, there are several areas which we believe need a positive development thrust in the immediate future:

• PROVISION OF BUDGET ACCOMMODATION

In an increasingly price sensitive market, there is a need to develop budget accommodation to meet demand arising from economically orientated business traffic and demand for short break accommodation in certain areas.

• DEVELOPMENT OF ALL YEAR HOLIDAY CENTRES

Occupancy levels in existing holiday camps and centres in the peak of the season are good, but the season is short, and much of the existing accommodation is relatively old and in need of major investment.

• YOUTH ACCOMMODATION

The youth market is vitally important in establishing holiday patterns for the future. Main requirement are for low cost accommodation in hostels and camp sites, and new activity and sports facilities. There is a need to encourage such provision in historic towns and remote rural areas.

• HEALTH AND RECREATION

The development of new facilities for specialist sporting activities — with linked accommodation, the development of indoor sport and leisure complexes in existing or new accommodation, and the development of private and local authority investment in all-weather facilities of interest to local residents and visitors on a year round basis.

• IMPROVEMENTS TO LEISURE ATTRACTIONS

A considerable increase in the number of attractions over the last decade has already occurred. Heritage based entertainment attractions are particularly important to the overseas market. But, while the standards of facilities, marketing and interpretation of the best of these establishments is very high, there are a great many where there is considerable scope for improvement.

• NEW LEISURE ATTRACTIONS

Attractions which support the character and heritage of an area help to strengthen the uniqueness of England as a holiday destination.

The anticipated growth in day visits should also provide opportunities to develop a limited number of major fun centres or theme parks on sites within easy reach of major population centres, notably in the south east, the midlands and the north.

In summary Tourism and Leisure offer the potential for growth in many areas of the country.

VALUE FOR MONEY

OTHER speakers at the conference included Eric Mark of the EEC Commission who spoke about transport developments, John Davies who explained the growth of the now-famous Millfield Holiday Courses, and Frank Atkinson of Beamish Museum. Michael Watts of the Sunday Express, Gwyn Davies of the Wales Tourist Board, and Ian Gill of Thanet District Council and Hon. Secretary of the British Resorts Association also presented papers. Geoffrey Watson of Middlesbrough explained the founding of the Captain Cook Birthplace Maritime Museum and completing the conference team was Viscount Garnock, Chairman of the Marketing Committee and Board Member of the British Tourist Authority. Speaking on the subject of 'value for money' Viscount Garnock said "Greater efforts are needed to improve the quality of our tourist product — particularly in regard to courtesy, welcome and cleanliness . . . Local authorities have a particularly important . . . role to play . . . Almost every town is potentially a resort and most towns in Britain, although many may not realise it, now receives visitors from overseas. This injection of cash from external sources helps to raise our own standards. It can improve amenities which are available year-round to local residents." The event was organised by the Conference Committee to whose Secretariat, and in particular Elizabeth Ratcliffe, ARM News is indebted for their assistance.

PASSPORTS TO LEISURE

I READ with interest your comments under the headline "Free in Greenwich" (page 18, November issue, ARM News) where you highlight the progressive steps being taken by the London Borough of Greenwich and Sunderland Borough Council's Crowtree Centre. You quite rightly commend schemes which deliberately try to avoid making a special distinction between the unemployed and other sections of the community, as the unemployed are not the only ones on fixed income and above average leisure time; the disabled, old aged pensioners and schoolchildren also fall into this category.

It may be of interest to you to know that Nuneaton and Bedworth Borough Council's "Passport to Leisure" scheme is now in its third year of operation. This scheme provides a wide range of recreation opportunity, free of charge, to specific categories, namely, the disabled, old aged pensioners and under 18 year olds. Among the many activities which are completely free are swimming, tennis, multi-gym, boating, bowls, golf, playschemes. I might also add that this opportunity is available not simply for a few hours per week but during all public opening hours.

The original plan incorporated three phases involving free use. The first phase I have already described, the second phase would extend these opportunities to all residents in the Borough, and the final phase would extend even more widely the range of recreational activities available. Due to the present economic climate, we have not so far been able to adopt phases two and three. However, from January 1982, the free use benefits will be available to the unemployed. Having experimented with a number of special activities for the unemployed, it was decided that free access on a casual use basis was more appropriate.

The original motivation for the "Passport to Leisure" scheme was to ensure that no-one was precluded from participation in leisure and recreation activities purely on the grounds of finance, and particularly to ensure that those on fixed incomes and with available leisure time should be encouraged to participate, and should see this as an inalienable right, not as a privilege. I believe firmly that local authorities have a direct responsibility to the community's health and welfare and should, as a prime responsibility, make recreational facilities and opportunities more accessible to all the community and not simply the privileged few. Clearly, in addition to the over-riding social reasons for free provision for the unemployed, or the strong political arguments for concessionary rates for other categories such as the disabled, children and old age pensioners, there is a substantive management benefit to be derived from full utilisation of all recreational facilities. This point is relevant to recent discussion on the role and contribution recreation provides for such social problems as the present appalling extent of unemployment. Perhaps the time has come to look at recreation provision and participation in a much more radical way with the emphasis on opportunity for all, without the disadvantaged and underprivileged yet again being excluded by excess of charges.

What impelled me to write to you was not that you do not appear to know about what is probably the most comprehensive exercise in free use provision in the country, the largest local authority recreation membership scheme in the country and the first to implement such initiatives (Passport to Leisure has been operational since April 1979) but rather that it appears as if Greenwich will be forced to compromise their initial scheme. I hope that the progressive moves made by Sunderland and Greenwich and the tremendous success of my own Department's scheme will prompt everyone involved in recreation provision to re-evaluate their philosophy.

Finally, may I point out that we are approaching 25,000 registered members of our "Passport to Leisure" scheme out of a total population of approximately 110,000. This represents 20% of the total population or, possibly, nearly 50% of those capable of active pursuit.

John Anderson,
Chief Leisure and Recreation Officer.

SAUDI TOUR

AT the invitation of the Presidency of Sports and Social Welfare in Saudi Arabia, Bernard Warden, Director of Leisure Services, Dacorum District Council, upon the recommendation of



the Sports Council and the British Council, recently undertook an advisory tour. His task was to assess the present sports resources and training facilities available in Saudi Arabia and to advise on ways in which British resources could be used to supplement the present provision.

The existing facilities consist of many Youth Training Centres, Sports Centres, National Stadia, Youth Hostels and Clubs.

Bernard visited Riyadh, Jeddah, Hail Abha, and Dhahran.

Bernard also advised on recreational programming, equipping of facilities and the training of sports administrators, leaders, coaches and referees.

Readers of this edition may be wondering (especially when they look at our photo on the left), whether Bernard Warden is a bright-eyed, bushy-tailed



ARM 'AUSSIE' (TEMP.) RETURNS

ARM member, Peter Hayward, who went to Australia in 1980 for one year, has decided to return to England after almost two years 'Down Under'.

The original one-year trip turned into something more permanent when Peter was appointed Manager of a new Leisure Centre in the City of Wollongong, Australia's seventh largest city. During that time, the Centre became the focal point for Community Recreation in the Region as well as staging special events such as a National Conference for Baths and Recreation Managers, a State Seminar for the Department of Sport and Recreation and major sporting fixtures at regional, state and international level.

Whilst Peter was managing the Centre, his wife Anne was studying full-time for a Masters Degree in Education which she received just before Christmas.

A month-long tour of North America preceded Peter and Anne's homecoming in the middle of March. Peter hopes to find a job in Recreation Management and his wife hopes to secure a teaching job. He says, "Despite all the unemployment and recession, he constantly hears, he hopes to find a job pretty quickly". Anyone out there in need of a manager with ten years' experience in sport and recreation, and two years in kangaroo management should contact Peter immediately.

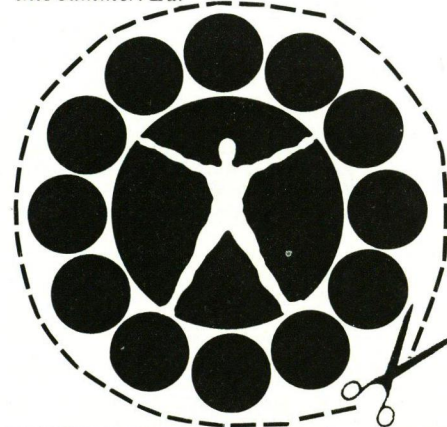
CUT-OUT LOGO

I mentioned the idea of a quick way of promoting ARM. The added advantage is that it is relatively cheap and for the enthusiast leaves little to the imagination in terms of preparation.

ARM News should print a copy of our logo to correspond with the size of a car road tax disc. The member can then carefully cut the disc from ARM News, place in a spare plastic disc holder and attach either to the front or rear windscreen of the car or both if you are a real enthusiast.

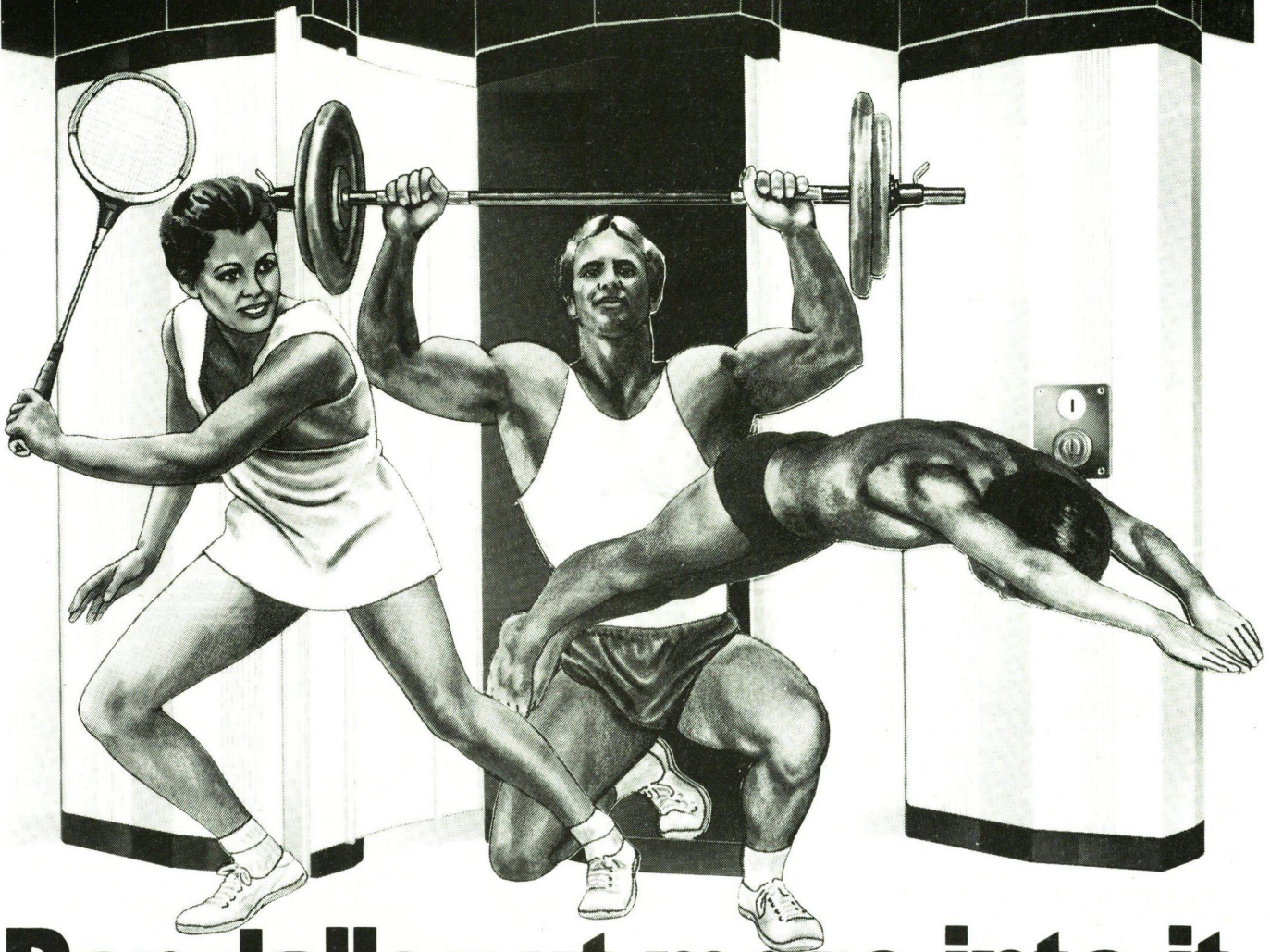
Ian Douglas.

Try it — see how many members you meet this summer! Ed.



young manager just bursting on the scene. Sorry! Bernard is a battle-scarred veteran who managed Bracknell Sports Centre before flush toilets were invented and now manages the England Basketball Team and ski-holidays with a sense of 'Dacorum'. Picture page 2. (The real B.W. steps forward).

Reliability

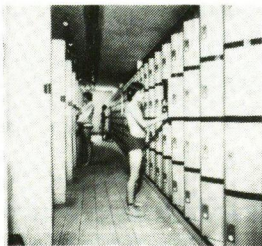


Randalls put more into it.

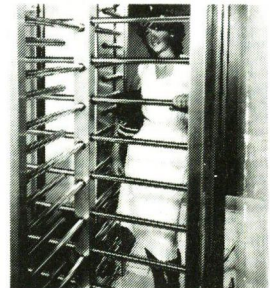
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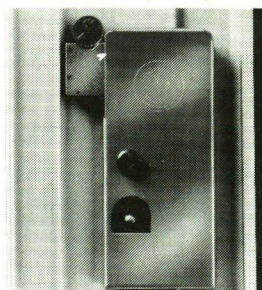
Randalls Triple 'A' multi-tier lockers



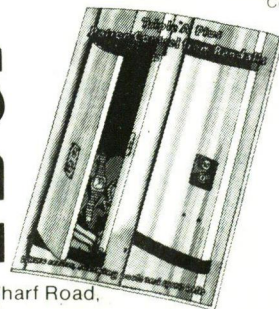
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Affiliations to Governing Bodies

UNSYMPATHETIC VIEW

I WAS encouraged to read in your Autumn edition that the Squash Rackets Association's frankness in explaining why it sought the co-operation of Leisure Centres was appreciated. It was also interesting to note your call for discussions involving the Sports Council and CCPR, presumably on the question of Leisure Centre affiliation to governing bodies. Perhaps you will permit me to comment on what appears to be your own somewhat unsympathetic view of the situation?

Recent articles in the sporting press have drawn attention to the inherent dangers of many sports including squash. In some cases an admonishing finger has been wagged at governing bodies which have a responsibility for ensuring that those who participate in their sport do so with a reasonable degree of safety. The Squash Rackets Association has undertaken a major drive to encourage all squash players to "play safe", and appropriate literature has been distributed to all its members. This is but one example of the service provided by the governing body to those who play squash in its member clubs. It is surely reasonable that those who play in such clubs should contribute a small amount towards the costs of a responsible administration?

Your readers will know that the SRA's responsibilities for the game of squash do not end with its member clubs. Essential

literature is also circulated to non-affiliated clubs and Leisure Centres, although there have been voices which questioned whether to do so is fair on those who have collected a small per capita charge from their members and, in doing so, find themselves subsidising the members of establishments which do not! Many Leisure Centres which incorporate squash facilities now charge regular squash players at the Centre a small annual registration fee. The SRA has already met with senior Sports Council representatives who agree that Leisure Centres which charge a registration fee could reasonably add a small per capita charge to the fee and thereby join the governing body on the same basis as other clubs. I trust that Leisure Centres which have previously rejected a per capita concept will now reconsider their position and support the Sports Council and SRA on the subject. A little bit of money generated from all those who play a particular sport will help to make governing bodies self-sufficient; this will in turn release more Sports Council grant-aid for the provision of urgently needed recreational facilities. There are unlikely to be few of your readers who would not prefer to see Government money spent on facilities rather than governing body administration.

R. I. Morris,
General Secretary,
The Squash Rackets Association.



INCENTIVES NEEDED

SOME years ago I joined the anti-lobby when the S.R.A. attempted to "persuade" centres to affiliate to their organisation. I'm glad to say that in the end we persuaded them not to with the aid of the Sports Council! Now we have another national sporting organisation who is on the same tack.

The B.A. of E's objectives seem to be dubious and, considering the growth of the game over the past few years, which must be attributable to Centre Management who have taught a large number of people to play the game, I find their invitation to join them offensive. It is **their** job to reach badminton players and it would be much more acceptable if they approached us to **assist them** in their cause without us paying money for the privilege!

Last year the B.A. of E. received £94,528 towards their administrative expenses from the Sports Council and, in addition, further financial support for their international competition. I wonder if there is any point in taking notice of the Sports Council's directive to sporting bodies — **increase your fund raising or have your grant cut!** Maybe we are being seen as additional income?!

It seems as though the B.A. of E. now wants us not only to teach the game they are responsible for but also recruit members for them! Why should Centres have to **pay** for this privilege? Why not offer Centres **an incentive scheme** instead of a **black-mailing penalty system?** "Join us and you can have a badminton tournament!" Big deal.

Question: Has the B.A. of E. asked itself why players don't want to join the Association? Perhaps the Association has nothing to offer them, whereas the Centre Manager has.

Bernard Warden.

KEY ISSUES

ONE of the journals's loyal contributors has gathered a few comments on the affiliation question which we reproduce since they crystallize some of the issues.

"Local authorities provide the capital and most of the revenue to provide pitches, halls and pools. What the public use them for is a matter for the user and so is the cost of supporting any organising bodies, including governing bodies."

"Governing bodies are instrumental in preventing mass participation in sport — look at jogging — who needs a governing body."

"The competitive sports have got to learn to look after themselves. They should be working towards providing their own facilities, leaving local authority facilities to concentrate on the social problems."

"Local authorities have provided the facilities for participation in badminton and squash at great expense. If governing bodies want to attract these users into membership, they should buy advertising space and access to centre membership lists."

"What have the badminton and squash associations got to offer to an unemployed ethnic minority in a deprived inner city with experience of 'pig bashing'."

BUREAU REQUEST

THANK YOU for sending a sample copy of 'ARM News.' I noted that some of the articles would be of interest to the subscribers to 'Leisure, Recreation and Tourism Abstracts' (LRTA), and would therefore like to include abstracts of these articles on a regular basis. I enclose a leaflet describing LRTA. Would it be possible to receive copies of 'ARM News' for regular abstracting?

Leisure, Recreation and Tourism Abstracts,
Commonwealth Bureau of Agricultural Economics,
Dartington House, Little Clarendon Street, Oxford OX1 2HH.

Yes, gladly — Ed.

RESULT OF THE REFERENDUM ON THE PROPOSAL TO AMALGAMATE THE ASSOCIATION OF RECREATION MANAGERS WITH THE I.M.E., I.R.M. and I.P.R.A.

AFTER four and a half years of intensive discussion with our sister organisations about the scope for and desirability of Amalgamation, the above Institutes and the Association put the issue to their members. The Referendum closed on March 19th 1982 and the Returning Officer, the Chairman of the Association, Roger Quinton, and the tellers, Dennis Woodman and Alec Collins, both past Chairmen of the Association, counted the votes at the St. George's Hotel, Lanham Place, London W.1. on 20th March, 1982.

The run in to the Referendum Vote was preceded by a very considerable debate within our Association and the other Institutes. The principal issue which affects all of us was whether or not the pro-

fession of leisure service and recreation management remained fragmented in the foreseeable future or became more unified.

The Association members have given their clear cut decision. Of the 1,034 fellows, full members and associate members entitled to vote, 669 papers were returned (65%).

Those Against Amalgamation were	42
For Amalgamation were	623 (93%)
Spoilt Voting Papers were	4

The results notified from the other Institutes were:

IME For Amalgamation	186 (55%)	Against 151
IRM For Amalgamation	145 (88%)	Against 14
IPRA For Amalgamation	612 (91%)	Against 62

The AGM in May will give effect to the Amalgamation with IPRA, IRM and IME.

This means that on 1 January 1983, the Association of Recreation Managers will cease to exist as such and our membership will be incorporated in the Institute of Leisure and Amenity Management.

CHANGING ROLE

The recent Wildlife and Countryside Bill proposes a change of status for the Countryside Commission. It is expected to become a public agency outside the Civil Service on April 1, 1982.

The Commission is currently reorganising and reducing staff to less than 100, in line with the Secretary of State's wishes. The work programme is changing to suit the new structure and the needs of the countryside.

Conservation and recreation will continue to be the Commission's main, and inter-dependent, responsibilities after change of status. But, the Commission states:

"... the circumstances of the eighties demand that rather more attention and resources should be given to conservation relative to recreation and access ..."

CAMBRIAN DECISION

The Countryside Commission will not proceed with the designation of the Cambrian Way long distance path.

The 271 mile long path, from Cardiff to Conwy, would have been one of the longest and toughest long-distance paths in Wales or England.

The Commission's decision was taken "with regret", wrote Mr Derek Barber, Chairman of the Countryside Commission, in a letter to local authorities.

It would not be appropriate to proceed, the

Commission felt "... given the opposition not only from farmers and landowning interests, but most crucially from local authorities who would have responsibility for the route."

GREEN BELT CASH

The Countryside Commission have committed £150,000 towards improving the environment in London's Green Belt.

Mr Derek Barber, Chairman of the Countryside Commission, states that £50,000 would be available each year for the next three years. Local authorities have been invited to come forward with ideas.

A Commission report, "Countryside Management in the Urban Fringe", is the result of three years' work in London's green belt, in partnership with local authorities and it has led to this cash injection.

Countryside management is a low-cost way of solving local environmental problems. It helps build bridges between the local community and public bodies; between farmers and visitors.

FARM SCHOOLS

Every year farmers play host to up to three million children on school trips. Now the Countryside Commission have published a detailed guide which will help farmers, teachers and pupils to make the most of their visit.

"School Visits to Farms", part of the Com-

Countryside news

mission's advisory series, is free and will be distributed widely in both teaching and farming circles.

Farms make ideal outdoor classrooms, where the range of subjects to be studied is much wider than farming itself. They include geography, history, economics, mathematics and biology.

Farm animals and crops, ancient hedges, walls and trackways, old buildings and archaeological features become living text books when used as the basis for study.

A poorly organised visit will be of little use, educationally. Good preparation for and organisation of the event pays dividends for farmers, teachers and children.

The book suggests a step-by-step approach to organising visits. There are check lists for teachers and farmers and detailed guidance on costs, suitable subjects for different age groups, group sizes, follow-up work and so on.

The understanding between visiting schoolchildren — who come mainly from urban areas — and farmers, which results from educational trips, is a benefit which will lessen future conflicts between town and country dwellers.

Countryside Commission

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JOBS FROM CONSERVATION

"Conservation contributes to the central purposes of society and ... should not be viewed as a peripheral interest" states the Countryside Commission in its 14th annual report published on March 16.

Conservation schemes with which the Commission was involved also aided recreation, agriculture and horticulture.

"Moreover, such schemes have resulted in creating the equivalent of some 3,000 full-time jobs in countryside conservation and recreation," the Commission says.

There was much energetic conservation work being done by many official, private and voluntary bodies — with active support from farmers and landowners.

The Farming and Wildlife Advisory Group's rapidly expanding county network "... is

welcome evidence of practical co-operation between farmers and conservationists," the Commission states.

What conflicts did exist, the Commission would like to see resolved. Conservation should be built into the policy and decision-making processes at the highest possible level. The Commission says:

"... it is our belief that many of the apparent conflicts in the countryside, for example between farmers and conservationists, are more the result of mutually incompatible Government policies than of individual antagonisms."

DISABLED NEEDS

A group of able-bodied men and women discovered just how difficult it is for disabled people to enjoy a simple day out in the country.

During a recent course organised by the

Disabled Living Foundation and the Countryside Commission, a group of countryside rangers, planners and managers temporarily lost their sight and mobility and by using wheelchairs and other special equipment to simulate the effects of certain disabilities, the group were able to experience the frustrations of a disabled person who wants to visit the countryside.

"BEAUTIFUL BRITAIN"

PLANNED

SIR DEREK EZRA, Chairman of the Keep Britain Tidy Group, has announced plans for "Beautiful Britain". In a message contained in an explanatory leaflet he says "The aim of 'Beautiful Britain' to be launched in 1983 is to make Britain a country in which we are proud to live and thereby achieve a renewal and resurgence of both national and local pride.

"We have already received indications of Government support and the British Tourist Authority is prepared to back the project to the limit of its resources. We have also had strong interest in participating from many other quarters.

"What we seek is the co-operation and participation of voluntary bodies, local authorities, commercial and industrial companies, the media, the trade union movement, professional organisations, sporting bodies, youth organisations, schools, religious bodies, of all denominations and the public at large in an all-out effort to help make Britain beautiful in 1983 and to keep it that way in future years."

RURAL "WAYFARER"

A PIONEERING, trans-Pennine project, now under way, aims to increase recreational use of trains and buses. And besides giving more people the chance to enjoy a day out in the country, using public transport, the experiment, known as "Wayfarer", hopes to generate new business for transport operators.

In the long term, it could help many rural services to survive by increasing revenue without greatly increasing costs.

It is a three-year scheme, financed by the Countryside Commission and organised by them, jointly with the Greater Manchester and West Yorkshire passenger transport executives.

Two project officers have been appointed. One based in Wakefield, one in Manchester.

They will market existing rural services in an effort to attract more people who have no transport of their own. And they hope to persuade car owners that public transport is an attractive alternative. Seeing the countryside from the seat of a bus or train is certainly more relaxing and more rewarding than seeing it from behind a steering wheel!

Fuller rural buses and trains could mean fewer cars on the road and, consequently, less congestion, especially at peak holiday times. It would also save energy.

There is a huge potential market for rural public transport but many people are deterred by complicated timetables, poor connections and inflexible, and apparently unnecessarily expensive fares. The project officers will seek ways of improving information — particularly about connecting services. Low-price through tickets, permitting round trips — one route out, another route back — will be introduced. Some new services may be introduced and existing ones adjusted to suit opening times of historic houses, gardens or other places of interest in the countryside. It may be possible to introduce schemes similar to the successful Dales Rail service from West Yorkshire and Lancashire into the Yorkshire Dales National Park.

Greater Manchester and West Yorkshire both benefit from magnificent countryside, served by extensive bus and rail networks. Many of the new ideas pioneered by Wayfarer will become permanent features and, it is hoped, will be adopted by other operators, large and small, in other parts of the country.

ARM NEWS

Journal of the Association of Recreation Managers

Editor of this edition:
Gerry Carver.

For next edition write to
The Association's Office in Over.

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

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SKIING PIONEERS

TONALE, a small hamlet set 6000 feet up in the Italian Alps, played host to the first ARM ski trip organized between January 24-31, 1982, by Bernard Warden.

After the initial rooming arrangements had been settled late on Sunday evening and the evening's announcements made, the group looked forward to their relaxing five-hour sleep before being 'kitted out' with skis, sticks, boots and lift passes prior to breakfast. By 8.30 a.m. some of the beginners were already taking the first tentative steps onto the gleaming snow beneath the brilliant crisp sunshine.

The first few days flew past as the group began to master the intricacies of skiing, but by Tuesday, when the teams were announced for the Inter-area 'Wintersports Championships,' the relaxed atmosphere was replaced by one reminiscent of an Olympic village . . . 11 p.m. curfews, special training, extra pizzas . . . On paper, the north with its experienced competitors from Hull and Bradford seemed to have the edge over the large, if somewhat inexperienced, Hertfordshire team. Wales and the West were improving daily, while the smallest team—that of the Southeast—was the dark horse. So meticulous, however, was the planning of the Southeast that Russell Gibbs, James Phillips and Roberto Tambini 'worked' through almost all of Tuesday night finalising such as selection and individual training programmes.

Wednesday saw the teams getting some altitude training at Santa Caterina Valfurna,

followed by more individually-tailored training at Tonale.

On Thursday morning the Southeast issued its warning to the other three teams as Roberto Tambini and John Tait successfully overcame the precipitous black run which seemed to be sprayed onto the north face of the Presena mountain rising dauntingly below the Paradiso cable car. By the time Colin Wilson (North) and Shane Warden (Hertfordshire) joined James Phillips and his two Southeast colleagues on the afternoon conquest of the same run, the scene was set for the following day's events, yet the eager Southeast finished off with the 8½ mile run down the valley to the nearby resort of Ponte di Legno.

That evening a storm and some of the worst winds experienced by Tonale in the last few years caused havoc which was not eased by a light snowfall and intermittent power cuts, with the result that the scheduled races and events for Friday had to be cancelled and in the event a 'pools panel' met to decide the outcome of the day's events as follows: Southeast 22; West and Wales 17; North 17; Hertfordshire 16.

Friday evening also saw the Broom Hockey Championships. In the semi-finals the North thrashed Wales and the West 4-0 and the Southeast narrowly overcame a spirited Hertfordshire 1-0. In the final, a skilful North team desperately clung on to a single penalty goal win against an unlucky but tenacious Southeast team reduced to four men after the sending off of James Phillips.

Strong winds on Saturday morning caused

further power cuts to delay the start of the remaining events. Suffice to say, however, that the special training undertaken by the Southeast eventually paid off as, in front of a frenzied, partisan crowd, Ruth Flynn won the Ladies Open Downhill in convincing style and Roberto Tambini fought off a strong challenge from the North to win the Men's Downhill before the pair teamed up to win the toboggan race. Even a third place by John Tait (Southeast) was not enough, however, to prevent the North taking the team title for the downhill. The Ladies ARM Downhill was won by Linda Bishop-Bailey and the final scores for the Inter-Area Championships read: Southeast 35 points; West and Wales 24; North 24; Hertfordshire 24.

Moments to remember—some even to forget

- Our first 'meal' at Pirovano Paradiso Hotel. Is this a health camp or a ski resort?
- First morning call at 6.45 a.m. to be kitted out with skis and boots.
- Being carried off the hill by sledge stretcher on the first day skiing. No-one else in the party experienced such disgrace!
- Beautiful blue skies above wide expanses of hill and snow and a crystal clear atmosphere.
- The embarrassment of being the first in the party to fall on the button dragtow.
- The thrill of conquering the run from the top of the chair lift to its foot at Santa Caterina after only two days on skis.
- The feeling of achievement after arriving at Ponte di Legno some 8 miles distant.
- Hurricanes and screams in the night and power cuts to boot and the fear that windows were going to be blown in.
- Pizzas and wine and discos.
Wine and discos and pizzas.
Great company. Great comradeship.
- Italian loos! Especially when male and female share the same area!
- The magical stories of Ken under the dutiful prompting of Babs.
- The final schuss of the holiday from the corrie into the setting sun will leave a lasting impression of one of the best holidays ever.

Anne and Ian Douglas.

WHAT A RELIEF!

AFTER skiing for a few days in Tonale we took a day trip to Santa Catennia where there was much more forest and varied snowscape. There was an English party which was being instructed when we arrived and one of the ladies—unable to wait for the class to slowly ski back down to the valley in order to relieve herself—decided to ski into the forest at the top of the mountain. On entering, she found hundreds of yellow stains all about and knew that this was a con-

venient spot. She didn't take off her skis and just proceeded to take down her salopets and crouch. To her dismay the unevenness of the ground suddenly caused her to start skiing down the mountain. But she had started and indeed could not stop on both counts!

Quickly, the tall, strong, sun-tanned Italian ski instructor saw her plight and sped on after her as she hurtled past her ski class. Yes, she was rescued and somewhere there must be a moral, but I can't quite think of an appropriate one at the moment. Sally Anne Maidment.

Impressions, highlights and anecdotes

"OUR 'DORM'—four cots in a row, and despite the 'porcupine,' the habit everyone had of just walking in. Lesley, starkers, hearing someone in the corridor cry, 'let's see if James is in' shouting out quickly, 'James not in' and being accused of being anti-social.

"The night the wind blew, Lesley and I, starkers, leaning out of the open window trying to shut the shutter, the room rapidly filling with snow. Dispatching Jane to fetch help; the lights going out and searching the corridors by the light of a cigarette to get Jane back.

"Going up on the chair lift and tow, not knowing whether you will ever get down again. Facing a steep field of ice moguls and knowing there was only one way down. Heading into a flurry of snow and not knowing where you were going but blindly following and trusting Shane—if he can do it, you can do it!

"The relief to sit down. Relief in removing the boots. Aching limbs, shaking flesh, eyes that wanted to close. Pure exhaustion which seemed to dissolve on the dance floor.

"James Phillips drinking three grappas on our pub crawl . . . Matt Haden drinking grappas by choice.

"The vigilantes on door duty . . . 'who's

with whom—doing what?' Late night drunken chats, interminable early mornings.

"The successes—not having to queue for lift passes and ski equipment—the total organization—the snow—beginners doing black runs—the welding together of one group out of all of us—the whole thing!

"This was the best value ski holiday I have been on.

"The Bradford Section's orienteering was poor when they got lost half-way down to Ponte di Legno and just managed to catch a bus back.

"Mike learned a new stemming technique—stick plant, head plant and unfortunately fell in front of the piste-basher. He soon moved when it sounded its siren and once he had dealt with his skis he was O.K. again and got the speed record for walking down the black run. He also got the record for falling off the chair lift and got his skis stuck in some netting, an Italian then shouted 'loco' at him; whatever that means.

"Graham and Ray had a high-speed collision on the slopes due to altitude sickness, or perhaps the copious amount of local wine consumed at lunchtime.

"All in all it was a good holiday and the Bradford contingent have all expressed interest in

next year's holiday.

"Mike 'Kamikaze' Young skiing through lines of skiers waiting for the drag lift, or skiing over other people's skis and removing the fittings in one foul swoop!

"Ken bending over his wife on the ski slope attempting to help her up—the 'blind leading the blind.'

"James in the early hours of the morning, having drunk all our duty frees, going to get his bottle of whisky with the brand name of Perrier.

"Russell being wakened in the morning in the lounge by the hotel owner!

"Observing with interest at three in the morning the Marriage Guidance Council attempting to solve a difference between Avril and Michael.

"A good group, wonderful ski-ing and great sadness at arriving home and parting from all those who had been our world for a week—was it only a week, it seems longer, but wasn't long enough! I'd go again tomorrow if I could."

Next year's ARM Ski Week will be from January 30 to February 6. A family Christmas or New Year Week is being considered in response to demand. More details later.

Bury bounces back

BURY St Edmunds Sports and Leisure Centre is in action again—improved after a fire in March 1980 destroyed most of the building.

A heartening feature of its re-emergence is the practical contribution of the public who raised more than £30,000 towards rebuilding costs. The new centre has a larger reception area with more waiting space to cope with the 10,000 patrons a week. Seating in the cafeteria has been increased from 100 to 140 and the bar area has been increased by a quarter. The insurers contributed most of the £1.3 million

rebuilding costs but the Bury Free Press, backed by the Mayor, Mr Bill Cutting, launched a fund within a week of the blaze and nearly £14,000 was raised within two months. In a special supplement to mark the re-opening the Bury Free Press said: "The disaster brought about a community spirit in the area such as had not been seen since the war years."

The chairman of the Eastern Council for Sport and Recreation, Mr John Hill, officially opened the newly built centre.

LOCKER CARE

HELMSMAN Coin Controlled Lockers Ltd. recently held a "LOCKER CARE" Seminar at their Works in Bury St. Edmunds for Leisure Centres in East Anglia who have "Helmsman" coin operated lockers. They are pleased to report that it was successful with about 20 people attending. It was a pilot run and they now propose to extend this to the rest of the country.

In view of the large number of installations with "NIMROD" lockers — probably in excess of 500 now — it is likely to be of interest to ARM members. Helmsman staff demonstrated how to get the best from the equipment — How to organise the cleaning and maintenance — And how to adjust the lock for various coinage.

They plan to hold future seminars at a Leisure Centre in each area. Their intention is to cover only expenses as they hope to achieve side benefits — if the equipment is maintained efficiently then they will have fewer calls for replacement cylinders and keys and the equipment will provide a more trouble-free service enhancing the reputation among users.

John Howes of Helmsman, a longstanding friend of the Association, included the following comment in his letter to ARM News.

"You might like to know that at the end of our Seminar I left each person with a card asking the question "Did you find this of interest and helpful?" — and "Did you think Staff in other Centres throughout the country would benefit from this if held in their area?" and in both cases the answer, without exception, was 'Yes'."

If you would like to ensure that you receive details of future seminars write to John — if you bought them you have the address — somewhere! (but the telephone number is 0284-2812).

LEICESTER MARKETING LEISURE

LEICESTER City Council have just appointed what they think may be the first full-time Marketing Officer for a Leisure Department in the country, indeed, he may be one of the few Marketing Officers for any local authority. He is Ian Mackintosh, aged 22 years, who was Assistant Project Manager with Boots at Nottingham. Before that Mr Mackintosh was a Management Trainee with Rolls Royce in Glasgow and was "Commercial Apprentice of the Year" with Rolls Royce in 1978. He is a full member of the Institute of Marketing and regards the task of marketing leisure services as an exciting challenge.

The idea behind the appointment, which is initially on a two year experimental basis, is that by adopting professional marketing techniques, it should be possible to encourage use of the leisure facilities of the Recreation & Arts department and thus generate more income, which will help keep down the cost of the services. At the same time, it should ensure full use of all the facilities, particularly at off-peak times, and thus meet more adequately the leisure needs of the community. Leicester City Council and Phoenix Arts have mounted a lively programme of Sports, Arts and Recreation — SPARTREC.

It follows on from the crash programme that was run last summer to keep youngsters occupied. The aim is to provide activities that will appeal to young people and they range from "Splash down" sessions at some of the baths — where you can captain tyre inflatables, to sessions for young rock musicians where they can try instruments, meet professional musicians and song-writers and see if they have any talent.

There are five-a-side football competitions, craft workshops and a whole range of activities which are listed in a brightly coloured leaflet "SPARTREC" which is available from Neighbourhood Centres, Libraries, Phoenix Arts and the Information Bureau.

ABBEY PARK CENTENARY

THE Abbey Park in Leicester was officially opened on Whit Monday 1882 by the then Prince of Wales and Princess Alexandra. To commemorate the Centenary of this occasion Leicester City Council are planning a weekend of Spring Bank Holiday events on the Abbey Park and adjacent Abbey Grounds, which it is hoped will depict the life of the City in the past and present. An exciting and broad range of events is planned and entrance to the Park over the weekend will be free of charge. It is hoped that the public of Leicester will join in the spirit of the occasion and put on a gigantic display of fashion by dressing in a manner which was in vogue at some period during the last hundred years, a chance for the men to get out the old demob suit and the ladies to go through grannie's wardrobe!

GLOUCESTER'S GAP

STATISTICS produced by CIPFA have given power to the elbow of GLOUCESTER LEISURE CENTRE in its claim to be market leaders in the promotion of leisure and recreational facilities.

In a recent Press statement, David Rolley, Leisure Centre Manager, says that "through an imaginative marketing policy, something which is still so alien to most local authorities, Gloucester Leisure Centre has proved that even with Government pressure to reduce spending, bad weather, inflation, and massive unemployment, it is still possible to achieve success".

On average CIPFA's findings prove that the Gloucester Leisure Centre achieves 20% more income on swimming, and 21% more on its dry facilities than other facilities in the country.

Whilst being the first to admit that there is still an overall cost to the ratepayers for the operation of the Leisure Centre, the management are quick to point out that what they have achieved and so few other leisure centres or swimming pools have not, is to wipe out the ravages of inflation and to pull closer together the ever widening gap between costs and income levels.

The Press statement concludes "With ever present criticism of local government bureaucracy and mismanagement, it is somewhat startling to find a commercially conscious and progressively managed facility in this sector of a highly competitive market".

BRICKET WOOD HELP

THE staff of Bricket Wood Sports Centre have, perhaps uniquely, adopted a "pet charity" and have raised over £100 in recent months. In their own time, the sports centre staff have raised cash selling second-hand books, plant cuttings and plastic folders. The Queen Elizabeth the Queen Mother Centre for Autistic Students shares the site of the former Ambassador College with the Sports Centre, whose staff and users have struck up a special relationship with the autistic students.

The deck-level pool has proved ideal for many 'special' groups, both mentally and physically handicapped. More importantly, though as Q.E.Q.M. director Keith Livingstone points out, a two-way educative process has been possible. His students have been able to mix with the general public in a leisured atmosphere, and the latter able to find the students far from threatening or anti-social but rather all too human and in need of care and love, not pity.

AND DEPARTMENTS

Lancaster splashes out

LANCASTER UNIVERSITY'S public use ozone-treated, heat recovery swimming pool, built by loan finance has now been operating for a year. Director of PE Joe Medhurst reports that a preliminary analysis reveals that 136,500 visitors to the pool yielded an income of £90,500—a healthy excess over running costs (excluding loan charges) which amounted to about £72,000.

Receipts formed 51% of the total annual cost of the pool, i.e. £105,000 loan charges plus £72,000 running costs. The shortfall between receipts and total running costs was met from income from 12 squash courts and other facilities (£77,000), vending and games machines (£9,500). The majority of users were members of the public with a near 50-50 split between children and adults. University students formed the next largest identifiable group.

The original charges are being held for the present (80p adult, 65p child, 65p university staff, 57p student).

A much more detailed analysis of the Lancaster pool should be available from Joe Medhurst by the time this brief report appears. He will gladly send the details to anyone upon request.



A fun session in Lancaster University's swimming pool.

BRITAIN'S NEWEST CENTRE



LOGO OF MANY MOODS

THE Centre's Logo has been designed as an abstract symbol which can easily be identified with the Centre.

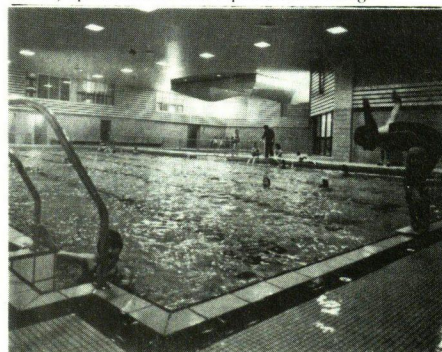
The total concept is one of harmony between contrasting aspects of leisure time activity.

The shape is that of a circle encompassing different features, or that of a ball with the swirls denoting movement.

Within the logo can be found the letter "S", a reference to sport, whilst the lower swirl could denote the musical bass clef.

One swirl is blue, the other green in keeping with Cumbria's coloured logo.

The blue denotes the lakes within South Lakeland and the green the hills. Alternatively the green could stand for dry sports and the blue represent swimming.



South Lakeland Leisure Centre

Facilities available:

Large multi-purpose sports hall. Theatre/Concert provision.
Two swimming pools. Sauna Suite. Fitness Room. Glass backed squash courts.
Licensed bar and cafeteria. Meeting rooms. Exhibition space.
Small Sports Hall. Light entertainment.

BRITAIN'S newest leisure centre, South Lakeland in Kendal, met its public for the first time on Saturday, 20th March, and at 9.30 a.m. on Monday, 22nd it took its first booking. The centre has been provided jointly by South Lakeland District Council and Cumbria Education Authority and offers an attractive blend of facilities. The centre aims to provide the South Lakeland community with a well balanced and cost-effective leisure service taking account of sporting, cultural and leisure needs. Manager, Geoff Purvis, formerly at Peterlee and Easington Leisure Centres, said of the first week "I have never experienced such an overwhelming demand before. We had 7,000 visitors on the first viewing day and 13,000 on the Sunday. We have had to turn people away each evening and ran out of food—and beer!

Family membership of the centre is £15, adult £6 and under 18's £3 and OAP's £2. The Centre is to be officially opened by the Duke of Gloucester on Wednesday, 28th April, and on that evening the Centre swings into its first major entertainment event with a concert from the Spinners.